

## Guildhall Walk APMS Contract

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### 1. Introduction

- 1.1 This document provides a full explanation and justification for the decision taken by NHS Portsmouth CCG to ensure continuity of service for the Guildhall Walk Healthcare Centre population. Therefore it also confirms the intention to direct award a two year fixed term contract, commencing 1 October 2018, to PHL (Partnering Health Ltd), plus a one year extension option thereafter, to bring the longer term APMS service provision in line with the development of an MCP contract within the city.

### 2. Background

#### 2.1 Strategic Direction

The General Practice Forward View, published in April 2016, recognises the significant pressures and challenges facing General Practice and calls for both significant investment and plans to support practice resilience and transformation. The programme outlines the need to build sustainable systems, with General Practice at the centre and to reduce avoidable workload or improve productivity whilst developing and expanding the workforce. Some of the proposed changes include increasing uptake and maximising the benefits of IT developments, for example by looking at different consultation types or using IT to expand team working. In addition national funding has been made available to increase capacity across General Practice, with practices coming together through alliance arrangements to deliver routine and urgent appointments at evenings and weekends and a drive towards integrated urgent care services across local health systems.

Furthermore, NHS England, through the *NHS Operational Planning and Contracting Guidance (2017-2019)*, has indicated the requirement for commissioners to ensure the sustainability of general practice, including plans for transformational support and the development of Primary Care at Scale models.

#### 2.2 Portsmouth Health and Care Plan and Multi-Speciality Community Provider (MCP) Development

A significant chapter within the General Practice Forward View refers to the development of new models of care, which for Portsmouth is the development of a Multi-Speciality Community Provider. These new models of care are looking to ensure primary care can work at scale, delivering service to larger populations, in a locality or across the city where it makes sense to do so, in conjunction with our local Community Provider (Solent NHS Trust), the Portsmouth Primary Care Alliance and the Local Authority.

Plans to mobilise an MCP contract are advancing in the City, with an Integrated Primary Care Service (which includes Extended Access, Acute Visiting Service and OOHs provision) in place from July 2018 and a number of other projects progressing

at pace, e.g. Care Homes Service, Neighbourhood Teams, Long Term Conditions Hubs. It is likely the Portsmouth CCG will be in a position to tender an MCP contract for commencement in April 2021.

### 2.3 Primary Care in Portsmouth

NHS Portsmouth CCG has 17 constituent practices, which will reduce to 16 in the 2018/19 financial year. For practices in the city the average list size will then be approximately 14,000 (accepting that there is a great deal of variation within that), however there have been seldom site closures over the last few years.

Investment is being made in extending access to primary care services through the Portsmouth Primary Care Alliance and bringing together extended hours provision with GP out of Hours and the successful Acute Visiting Service. Furthermore Pharmacy First schemes have been expanded in the city to a wider range of pharmacies, offering support around a wider range of conditions, ensuring patients are able to access appropriate and free expert advice and often free treatment for various illnesses and minor ailments, freeing up capacity within General Practice.

The development of these services is in line with the national strategy for creating both more sustainable GP practices and transforming the way care is delivered to local populations.

### 2.4 Guildhall Walk Healthcare Centre

Guildhall Walk Healthcare Centre is located in the centre of Portsmouth City and provides Primary Medical Care services for its' registered population. The service was initially set up as an Equitable Access Centre (or Darzi centre) in 2009, providing services from 8:00 – 20:00, 365 days a year. In 2016 the Walk-in Centre element of the service was relocated to the St Marys Health Campus and an interim contract put in place to secure the continued provision of Primary Medical Care Services from the Guildhall Walk site.

The current registered list size for the practice is 7696 with 4077 registrations and 2440 de-registrations in the last 18 months. The majority of patients registered with the practice live in and around the immediate vicinity; however the practice boundary covers the entire Portsmouth CCG footprint.

Key functions of the service in addition to the core, additional and enhanced Primary Medical Care Services include:

- A walk-in and wait model for appointments;
- Extended opening hours (2 evenings per week, Saturday and most bank holidays);
- Primary Medical Care Services for the city's homeless population.

2.5 In 2015, a procurement exercise was undertaken by the CCG to compete the contract renewal in the open market. At that time, no bids were received except the incumbent, who was subsequently awarded a contract. To date there is no evidence

to support there are interested parties to warrant procurement, at this time, of health economy service design.

### 3. Commissioning Intentions

- 3.1 The current proposal is to direct award a two year fixed term plus one year extension option contract to PHL, commencing 1 October 2018, to ensure continuity of care for the registered population and to enable a period of time for commissioners to continue to develop the new models of care programme, in line with the MCP contract timelines.
- 3.2 The service specification will remain largely unchanged from the existing APMS contract requirements but with additional expectations regarding the significant and growing student population registered at the practice, increasingly concentrated into accommodation located within the city centre.
- 3.3 There will be no increase to the existing financial value of the contract.

### 4. Patient Need and Quality

- 4.1 The Guildhall Walk Healthcare Centre is situated in an area of high deprivation and the list is particularly atypical with approximately 40% of the total population made up of university students. The practice covers a diverse community; older patients with complex needs; a significant number of patients who are homeless; 22.3% of all children 0-19 registered at the practice are deemed as living in poverty; a number of patients have mental health issues; many patients are recorded as dealing with alcohol or substance misuse (further demographic data is included within the appendices).
- 4.2 As a result, the service specification has been configured to support the registered lists' specific needs, ensuring easy, coherent access for patients in a city centre location. The specification was designed following comprehensive consultation with the Portsmouth population.
- 4.3 Any significant changes to the current service specification should be preceded by a further public consultation undertaking, with consideration given to the CCG's emerging estates and workforce strategies.
- 4.4 The practice is currently signed up to deliver all Directed Enhanced Services (with the exception of Extended Access as they already provide evening and weekend sessions) and all Locally Commissioned Services.
- 4.5 Outcomes regarding health and process/activity measures for the practice are positive in a number of areas, for example; the practice achieved higher than the CCG and national average for QOF COPD indicators; made good progress with Learning Disability health checks the roll out of eReferrals and the last full years data suggests all complaints were resolved in year. However the practice could also improve on a number of outcomes indicators, for example; by focussing on

increasing cancer screening uptake and improving achievement relating to some of the diabetes QOF indicators.

#### 4.6 CQC Report 2017

CQC inspected Guildhall Walk Healthcare Centre in August 2017 and provided the practice with a rating of 'Good' across all domains. The key findings were as follows:

- There was an open and transparent approach to safety and a system in place for reporting and recording significant events
- The practice has clearly defined and embedded systems to minimise many risks to patient safety, however there were areas that could be improved
- Staff were aware of current evidence based guidance. Staff have been trained to provide them with the skills and knowledge to deliver effective care and treatment
- Results from the national GP patient survey showed patients were treated with compassion, dignity and respect and were involved in their care and treatment
- Information about services and how to complain was available. Improvements were made to the quality of care as a result of complaints and concerns
- Patients told us they found it easy to make an appointment with a GP and there was continuity of care, with urgent appointments available on the day

### 5. Rationale for Direct Award

5.1 Rationale for the direct award has been provided throughout this paper. However the following points of justification are provided in order to clarify the decision made by NHS Portsmouth CCG.

5.2 NHS Portsmouth CCG is on a trajectory to procure an MCP contract for the 2021/2022 financial year; an interim contract issued to PHL to provide continuity of service, would align the practice provision with a much wider strategic procurement. This would also bring the contract timescales in line with the city's other APMS contract for the John Pounds Healthcare Centre, allowing MCP design to factor in both APMS services.

5.3 Patients are currently receiving a good quality service from PHL staff at the Guildhall Walk Healthcare Centre and given that the practice provides services to some of the most vulnerable patients in the city it is hard to justify taking actions that may destabilise that care. This option minimises any impact on patient care in the near future.

5.4 Patient feedback provided during the formal consultation revealed a strong opinion that a GP practice should be provided from a site in the centre of the city and further consultation would need to be undertaken to assess whether views have changed. Furthermore there is a growing concentration of people, particularly students living in the city centre and Guildhall Walk offers a convenient and effective service for those patients.

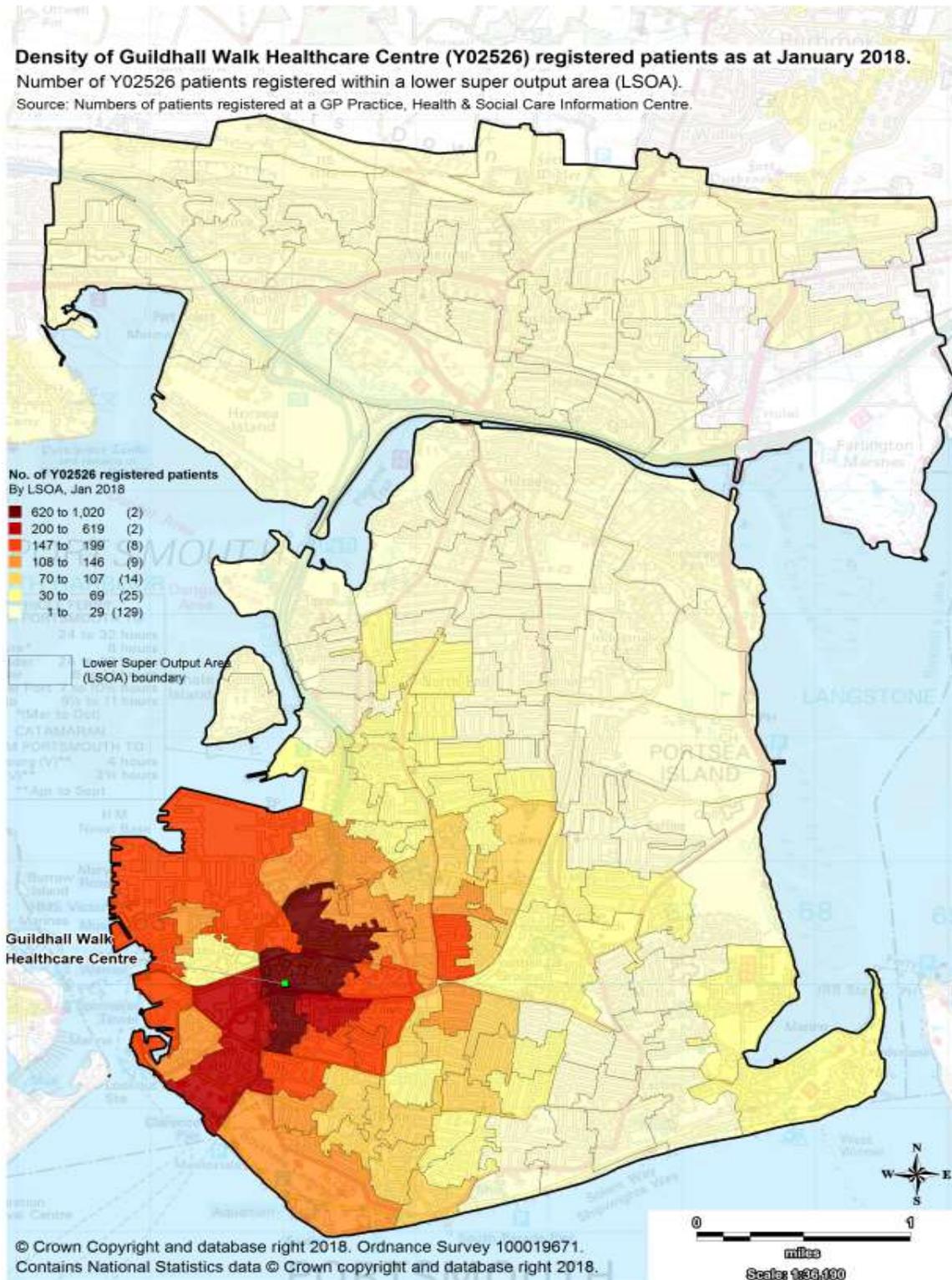
- 5.5 The cost of undertaking a formal procurement for a practice of this size with short contract duration is not proportionate to the benefits that would be realised in the local health economy or for the local population. Equally a dispersal of the list is likely to significantly impact on the ability of neighbouring practices to continue to provide Primary Medical Care Services and the CCG would need to look at implementing section 96 flexibilities to financially support those practices in the short term. The building is relatively low cost currently so savings, if the building were to close, would not be realised for some years.
- 5.6 Dispersal of the practice list is not an option as it would destabilise neighbouring practices, putting significant pressures on existing staff and estates, particularly within the city centre and could have a detrimental impact on the quality of care that patients would receive as a result.
- 5.7 The practice is not fully occupying the current space and with better use of technology, new consultation types, remote working etc. there are opportunities for the current provider to grow their registered list of patients and to absorb some of the population growth currently taking place in the city centre. This would make a positive contribution to the sustainability of Primary Medical Care services in the city.
- 5.8 Nationally there has been a move away from commissioning small practices to encouraging greater at scale working and bringing GP practices together. Furthermore a short term contract is not likely to appeal to providers, particularly where there is a need to continue to provide services from the existing site and for the population that is currently specified within the contract. Any new provider would also need to consider resource intensive and often complex TUPE issues

## 6. Value of Fixed Term Contract Arrangement

- 6.1 The financial envelope of the interim contract arrangements is circa £800,000 per annum (£1.6m in total over 2 years) (a breakdown can be found in the appendices). This financial envelope is based upon 2017/18 budget envelopes and takes no account of additional or reduced budget envelopes for the proposed interim contract period, for example, inflation, efficiency savings, wage awards, or other national mandated requirements.
- 6.2 Should opportunities arise for additional sources of funding during the fixed term contract term (for example, to pilot new models of care or the ability to provide Locally Commissioned Services), these may be pursued by commissioners and / or providers; however the assumption is that commissioners and providers will be working to the stated financial envelope.

Appendices

Guildhall Walk Healthcare Centre Patient Registrations



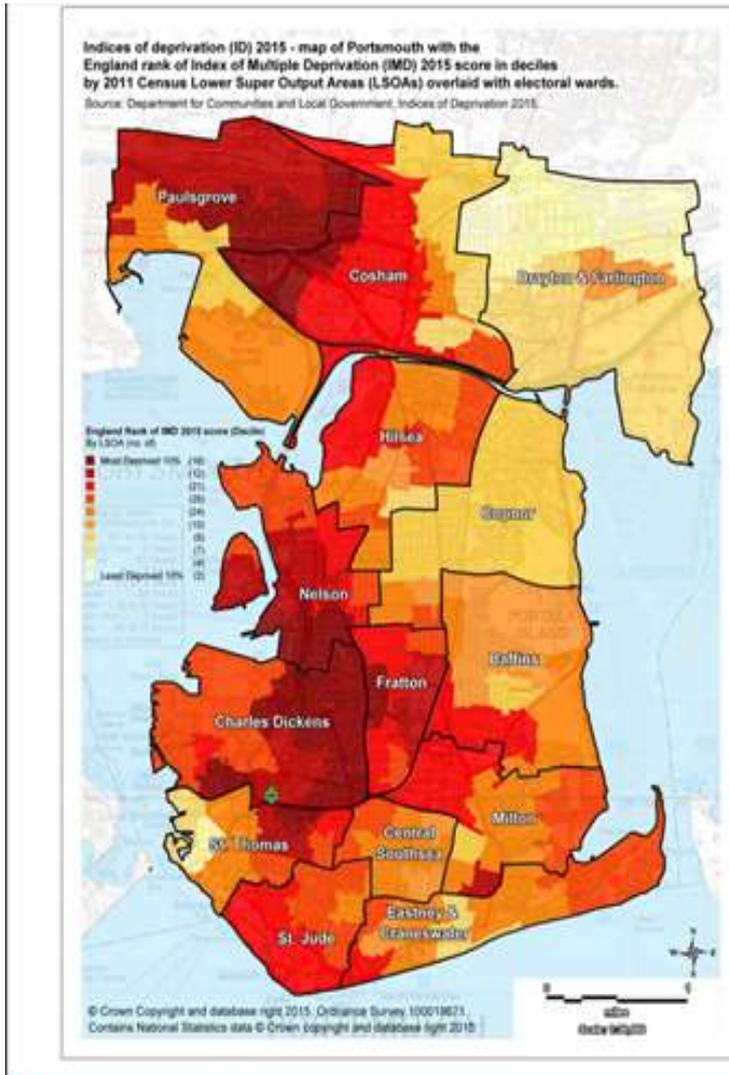
## Demographics

### Population split by ward

GP Practice	Central		Charles		Drayton and			Eastney and			St			Outside	Practice	
	Baffins	Southsea	Dickens	Copnor	Cosham	Farlington	Craneswater	Fratton	Hilsea	Milton	Nelson	Paulsgrove	St Jude	Thomas	Portsmouth	total
J82028 TRAFALGAR MEDICAL GROUP PRACTICE	2%	12%	2%	1%	0%	0%	16%	2%	0%	14%	0%	0%	31%	19%	0%	100%
J82055 CRANESWATER GROUP PRACTICE	4%	17%	2%	1%	0%	0%	35%	2%	1%	8%	1%	0%	22%	8%	0%	100%
J82060 SOUTHSEA MEDICAL CENTRE	5%	8%	28%	3%	0%	0%	4%	10%	4%	5%	6%	0%	5%	21%	0%	100%
J82073 KIRKLANDS SURGERY	19%	1%	2%	35%	2%	2%	2%	14%	11%	3%	6%	0%	1%	1%	1%	100%
J82085 LAKE ROAD PRACTICE	8%	3%	28%	8%	0%	1%	2%	20%	8%	3%	12%	0%	2%	4%	0%	100%
J82090 SUNNYSIDE MEDICAL CENTRE	15%	12%	7%	7%	0%	0%	5%	21%	5%	17%	5%	0%	3%	4%	0%	100%
J82102 THE DRAYTON SURGERY	0%	0%	0%	1%	24%	58%	0%	0%	1%	0%	0%	7%	0%	0%	8%	100%
J82114 NORTH HARBOUR MEDICAL GROUP	0%	0%	0%	1%	43%	8%	0%	0%	7%	0%	1%	35%	0%	0%	5%	100%
J82117 THE HANWAY GROUP PRACTICE	7%	1%	18%	17%	0%	0%	1%	19%	15%	2%	18%	0%	1%	2%	0%	100%
J82149 DERBY ROAD PRACTICE	4%	0%	2%	22%	0%	0%	0%	5%	30%	0%	37%	0%	0%	0%	0%	100%
J82155 PORTSDOWN GROUP PRACTICE	2%	5%	6%	4%	13%	3%	1%	4%	8%	2%	10%	17%	2%	4%	18%	100%
J82165 THE DEVONSHIRE PRACTICE	9%	17%	0%	1%	0%	0%	24%	0%	0%	46%	0%	0%	1%	1%	0%	100%
J82177 JOHN POUNDS SURGERY	1%	2%	66%	1%	0%	0%	1%	3%	1%	2%	2%	0%	2%	18%	0%	100%
J82194 EAST SHORE PARTNERSHIP	44%	8%	2%	7%	0%	1%	3%	7%	4%	15%	2%	0%	3%	3%	0%	100%
J82199 DR LAWSON & PARTNERS	0%	20%	25%	0%	0%	0%	4%	5%	0%	7%	1%	0%	9%	29%	0%	100%
J82212 THE EASTNEY PRACTICE	5%	16%	1%	0%	0%	0%	35%	0%	0%	32%	0%	0%	7%	5%	0%	100%
Y02526 GUILDHALL WALK HEALTHCARE CENTRE	2%	9%	27%	2%	1%	0%	4%	9%	2%	3%	5%	1%	8%	26%	1%	100%

### Indices of deprivation

### Registered population profile



**3**

More deprived Less deprived

Ethnicity Estimate

3.3% mixed, 9.7% Asian, 2.8% black, 2.1% other non-white ethnic groups

Male life expectancy – 76 years

Female life expectancy – 81 years

**Age Profile**  
GP registered population by sex and sparsity age (April 2017)

Finance schedule

Contract is based on raw list size and premises costs are reimbursed (excluding FM and service charges)

GUILDHALL WALK		APMS CONTRACT FUNDING SCHEDULE				
		<b>Y02526</b>				
<b>BASE CONTRACT LIST SIZE</b>		<b>2017/18</b>				
Raw List Size - January 2017	<b>7,228</b>	List Size	Movement In List Size	Unit Price	Adjustment In Year £	<b>Total £</b>
Weighted List Size - April 2016	<b>6,100</b>			£ 103.23		£ 746,146
<b>CORE SERVICES PAYMENT</b>						
<b>SUB TOTAL</b>						<b>£ 746,146</b>
QOF ASPIRATION BASED ON 70% OF						£ 37,397

HISTORIC ACHIEVEMENT					
<b>TOTAL</b>					<b>£ 783,543</b>

