# PRIMARY CARE COMMISSIONING COMMITTEE

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<th>16 November 2016</th>
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<tr>
<td>Title</td>
<td>GP Winter Access</td>
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<td>Purpose of Paper</td>
<td>The purpose of this paper is to detail, and seek approval, for a Winter Pressures Extended Hours proposal to be delivered by the Portsmouth Primary Care Alliance (PPCA). If approved the service would be delivered from December 2016 until April 2017 in order to add additional system resilience over the winter pressures period and to test new, collaborative methods of delivering primary medical care services at scale.</td>
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| Recommendations/Actions requested | The Primary Care Commissioning Committee is asked to:  
- Agree the proposed delivery model of the Winter Pressures Extended Hours proposal;  
- Approve the use of a Single Waiver Tender with the PPCA for the delivery of the Winter Pressures Extended Hours proposal up to the value of circa £268k; and  
- Agree ongoing oversight and assurance to be managed by the Primary Care Operational Group. |
| Potential Conflicts of Interests for Board Members | All GP Clinical Executives and the Practice Manager Representative. |
| Author                | Emma Aldred, Primary Care Transformation Manager |
| Sponsoring member     | Katie Hovenden, Director of Primary Care |
| Date of Paper         | 7 November 2016  |
Winter Pressures Extended Hours Proposal

Introduction
The purpose of this paper is to detail, and seek approval, for a Winter Pressures Extended Hours proposal to be delivered by the Portsmouth Primary Care Alliance (PPCA). If approved the service would be delivered from December 2016 until April 2017 in order to add additional system resilience over the winter pressures period and to test new, collaborative methods of delivering primary medical care services at scale.

The Primary Care Commissioning Committee is asked to:

- Agree the proposed delivery model of the Winter Pressures Extended Hours proposal;
- Approve the use of a Single Waiver Tender with the PPCA for the delivery of the Winter Pressures Extended Hours proposal up to the value of circa £268k; and
- Agree ongoing oversight and assurance to be managed by the Primary Care Operational Group.

Background
The General Practice Forward View (GPFV), published on 21 April 2016, sets out investment and commitments to strengthen general practice in the short term and support sustainable transformation of primary care for the future. It states that by 2020/21 recurrent funding into Primary Care will increase by an estimated £2.4 billion per year. With this additional funding comes the driver for transformational change with an aim that by 2020/21 access to GP surgeries should include sufficient routine appointments at evenings and weekends to meet locally determined demand alongside effective access to out of hours and urgent care services. The NHS Operational Planning and Contracting Guidance 2017-2019 supports this goal by stating that 100% of the population has access to weekend and evening routine GP appointments.

Recurrent funding to commission additional capacity and improve patient access will increase over time. In 2018/19 Portsmouth Clinical Commissioning Group (CCG) will receive £3.34 per patient to begin to deliver improved access to primary care services. In 2019/20 Portsmouth CCG will receive at least £6 per head of recurrent funding to deliver seven day primary care working.

In order to access this funding the CCG will need to commission and demonstrate that they can provide services to meet the extended hours ambition. It is likely this will need to be delivered at scale as the finances and limited workforce prevent an offer of seven day access from every individual practice.

Separate to the above mentioned plans, in August 2016 the Primary Care Operational Group considered ways in which general practice could assist in increasing local system resilience over the winter pressures period. There was a clear steer that a primary medical care service over the weekend period on a city-wide scale would have the greatest impact in relieving pressure on other urgent care services, and that the PPCA would be well positioned to test city-wide approaches to deliver this scheme at scale.
Proposal
The CCG has worked with the PPCA to devise a proposal for the provision of winter pressures extended hours throughout the 2016/17 winter pressures period. The PPCA have submitted the following:

A single system, for all patients registered with Portsmouth CCG member practices, to provide a central triage call centre for urgent primary care demand and three clinical hubs open for face-to-face, same-day bookings. This service will be offered each Saturday from 1st December 2016 until 30th April 2017. The triage system will be open from 08:00 with appointments available between 09:00 – 18:30.

Strategic Context
With national plans and commitments requiring improved access to primary care services this proposal not only supports the system-wide winter pressures agenda for 2016/17 but also assists Portsmouth CCG to test and refine delivery models in preparation to offer seven day primary care services from 2019/20.

This proposal also links to the draft implementation plan currently being produced in collaboration between PPCA and Solent NHS Trust (Solent). This plan sets out how Portsmouth CCG will deliver the New Models of Care detailed in the Hampshire and Isle of Wight (HIOW) Sustainability and Transformation Plan (STP). The draft implementation plan also aligns to the CCG Portsmouth Blueprint and the General Practice Forward View.

The draft implementation plan seeks to continue the proposed winter pressures extended hours service post April 2017, with the ambition to continue a city-wide urgent primary care triage hub and to open additional hours during weekday evenings. From October 2017, and following a review of the demand and utilisation of this service, the ambition is to have full weekend opening in centralised hubs on both Saturdays and Sundays.

This phased approach will allow robust evaluation so that further expansion is based on accurate evidence and commissioners can make informed decisions regarding future provision of urgent care services. This will also enable a focus on recruiting an appropriate workforce and to develop effective processes, including work with South Central Ambulance Service (SCAS) and the NHS Pathways team to further define which Primary Care Dispositions that can be managed by GPs and Nurse Practitioners.

This service will be subject to robust monitoring and an evaluation plan in order to inform future transformational changes.

Delivery Model
The single system for Portsmouth CCG will consist of a central triage call centre and three clinical hubs open for face-to-face appointments with either a GP or Nurse Practitioner (determined through the clinical triage). The proposed sites for these hubs cover the three Portsmouth localities (North, Central, and South). The proposed sites include:
• Cosham Park House / Drayton Medical Centre
• Lake Road Practice
• Somerstown Hub / Southsea Medical Centre

The central triage site will be located at the Lake Road Health Centre with calls being directed from participating practices for same-day access. The three hubs will be staffed by a combination of GPs and Nurse Practitioners along with support staff.

This service will be offered each Saturday from 1st December 2016 until 30th April 2017. The triage system will be open from 08:00 with appointments available between 09:00 – 18:30.

Calls will be referred via patients calling their own surgery number and directed from the 111 service (the potential for direct referrals or ‘warm transfers’ from 111 is being investigated).

The original proposal from the PPCA also included the opportunity to offer routine GP appointments between 08:00 and 09:00. This proposal was discussed, at length, at the Primary Care Operational Group who made the recommendation not to include routine appointments at this stage. There was concern that a number of clinical governance issues needed to be resolved before trialling the provision of routine care through a centralised model, such as responsibility for continuing care should patients require a referral, procedure, diagnostics, etc. It was felt this pilot should focus on ensuring procedures are in place to provide a robust same-day appointment service first and then move onto a service provision that could offer more in the future once these were embedded.

**Expected Service Demand**

The expected demand for the service has been arrived at by using the activity outcomes from the GP extended hours service provided during the winter pressure period in 2015/16 and activity data collected from 111, Walk In Centres, and the Emergency Department.

The data from 2015/16 is based on a weighted practice population of approx. 75,000 patients across 5 practices. The proposal for 2016/17 is based on approx. 224,000 patients across all Portsmouth practices. (As per their contractual obligations, Guildhall Walk Healthcare Centre will continue to offer a service to their registered patients from 08:00 to 12:00 on a Saturday)

The proposal for 2016/17 on each Saturday throughout the winter pressures period offers:

- Urgent GP Telephone Triage System; receiving up to 400 calls a month with an expected conversion rate of 50% (08:00 – 18:30)
- Same-day appointments offering up to 198 appointments across three hubs (09:00 to 18:30)

It is accepted that the 2015/16 data, although useful, can only be used to estimate the expected demand for the service as there is huge variance with regards to hours provided; therefore, it is proposed the demand is monitored weekly so that the CCG and the provider can respond accordingly.
Expected Service Outcomes
This proposal has the main objective of admission avoidance and supporting the system throughout the winter pressure period, however it comes with added benefits as listed below:

- Building capacity within primary care
- Increased patient satisfaction
- Building on the collaborative cluster working and developing this to city-wide collaborative working
- Laying the foundations for the draft Solent/Alliance implementation plan for the New Models of Care programme
- Developing skills in reception-level signposting

Expected System-wide efficiencies
There are a number of system-wide efficiencies to be realised from proposal; some efficiencies are easily quantifiable whilst other efficiencies may be less tangible:

- Reduced ED attendances
- Reduced Walk In Centre attendances
- Reduced 111 contacts
- Reduced demand on practices on Monday mornings

Finance
The funding for this proposal sits within the CCG’s Primary Care contingency budget. The current proposal has been costed at a value of circa £268k, which includes an enhancement for holiday shifts on the 24th and 31st of December and Easter weekend 2017.

Procurement
This proposal will be delivering a much-needed service throughout the winter pressures period and will also be testing the concept of a primary care extended hours service at scale across Portsmouth. With regards to procurement, the proof of concept elements of this service enables the CCG to commission the service via a Single Waiver Tender.

In order to issue a Single Waiver Tender approval is required from both the Primary Care Commissioning Committee and the Portsmouth CCG Chief Finance Officer.

Next Steps
This service was discussed in detail at the Primary Care Operation Group; the group agreed to the strategic direction of the service and the delivery model. The group did however raise a series of operational questions for clarification. These questions are detailed below and are currently being worked through with the provider and relevant stakeholders:

- Confirmation of strong governance infrastructure in place within the PPCA with regards to quality of care;
- Robust Key Performance Indicators (KPIs) to be agreed, in line with the current out of hours service where appropriate;
- Confirmation of a robust communication plan to include patients and other stakeholders;
- Confirmation of the contractual position with regards to practices opting out of their responsibility to provide out of hours services and delegating to the commissioned out of hours provider;
- Confirmation with regards to the patient eligibility criteria.

At the time of writing this paper the above clarifications were still being sought. To enable the process to move forward it is requested that commissioners continue to work with the PPCA to resolve these clarifications and seek assurance and oversight via the Primary Care Operational Group.

**Summary and Recommendations**

In summary this proposal serves two key functions: firstly, it provides additional system resilience over the winter pressures period, easing pressure on local urgent care services; and secondly, it allows the CCG to test new, collaborative methods of delivering primary medical care services at scale in preparation for its obligated commitments to deliver seven day primary care services by 2019/20.

The Primary Care Commissioning Committee is asked to:

- Agree the proposed delivery model of the Winter Pressures Extended Hours proposal;
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