

External stakeholder briefing
Primary Care Support Services Transformation Programme

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This is an update for people and groups who are interested in proposed changes to primary care support services affecting General Practice, Ophthalmic, Dental and Pharmaceutical Contractors and Public Health England. General information on the programme and previous updates are available [here](#). If you would like to join this distribution list please email england.pcsinfo@nhs.net

Procurement Update

- NHS England and Capita Business Services Ltd have signed a contract for the delivery of Primary Care Support Services. The contract commences on 1 September 2015, for an initial period of 7 years with an option to extend to 10 years.
- As well as delivering significant savings NHS England will receive a modernised, efficient and consistent service to support primary care practitioners to manage their businesses. The introduction of new technology and tools, underpinned by new service standards, processes and best working practices will streamline and improve the existing services that are currently delivered by multiple private and public sector providers across England.
- On 1 September there will be no changes to the way services are delivered and service users will use the same contacts and processes they currently use to access and utilise services.
- The contract only covers services currently provided by NHS England and does not impact those provided by SBS and SERCO at this stage.

Last month we provided an overview of the proposed plans that Capita has for the service. This month we have provided a more detailed summary of the proposed plans in the appendix.

Management Arrangements

NHS England will continue to be accountable for the delivery of PCS Services in the future, but Capita will deliver these services.

Changes will be made in a highly controlled fashion and will be closely assured by both NHS England and Public Health England (PHE) and other stakeholders, including the recently formed Stakeholder Forum.

Stakeholder Forum

- The Forum has been kept informed throughout the process, while the next formal meeting is on 10th September.
- Before then Capita will meet with Forum member organisations to discuss the User Groups that will be set up to support early transformation activity.
- If you would like to know more about the Stakeholder Forum, or how you can request specific items to be discussed then please email england.pcsinfo@nhs.net

Appendix

Capita's Summary Bid Proposals for Primary Care Support Services

Background:

On 22nd June 2015 NHS England confirmed that Capita had been selected as preferred bidder for a 7 year contract with NHS England to deliver administrative services to support primary care practitioners. On 30th June 2015 NHS England wrote to you launching a consultation under TUPE regulations. As part of this process Capita will be sharing with you our proposed measures and proposed plans for the services. We currently anticipate that the contract will start on 1st September 2015.

This briefing provides a summary of proposed plans for the primary care administrative and support services that are currently delivered by NHS England and Anglian Community Enterprise. NHS England received Capita's bid in March 2015 and the information provided here reflects the understanding and assumptions that Capita has of the service from the information provided at the time of the bid and after an initial period of due diligence. As you know, the current operational environment and service which Capita will inherit has experienced substantial changes since then through "The Efficiency Programme" that NHS England has introduced over recent months and this short period of due diligence is ongoing in order to update our knowledge of the live operation and further inform our bid proposal as needed.

Capita is committed to working with NHS England to update affected staff about the transition and we are sharing this paper as part of our ongoing engagement with staff and unions. As you will appreciate, we may still need to undertake further due diligence and analysis of our assumptions post transfer. As such these are draft proposals, and any final proposals will be considered as part of a formal redundancy consultation programme that Capita will launch after the service transfers.

The challenges set by NHS England:

NHS England has asked for a service solution that will achieve a modern, efficient service that will deliver enhanced service levels for customers and better value for money for the taxpayer.

NHS England has also required Capita to deliver a 40 per cent cost saving from day one of taking over the service and over the period of the contract

In addition, NHS England is, for the first time, introducing a comprehensive set of national service levels to ensure the services will meet the needs of the end user.

Capita's proposed vision for Primary Care Support Services:

Capita shares NHS England's vision to provide primary care practitioners with a transformed, modern service which is consistent across England and which minimises the administrative burden on primary care practitioners.

Using its extensive relevant experience in delivering similar services to many organisations throughout the UK, Capita proposes to deliver an improved service for users by investing in new technology, processes and operational improvements. Our proposed plans seek to deliver a service which empowers users with more

information and easier access to services, giving users greater control over business critical processes and decisions.

This proposed approach will release monies from administrative functions and maximise that which is available for frontline patient care where possible. In developing our proposals, Capita has built on a programme of work (“The Efficiency Programme”) that NHS England introduced over the last year which has already consolidated Primary Care Support Services into fewer locations.

Capita proposes to accelerate the pace of change that has already taken place by:

- Introducing a new national operating framework that is underpinned by consistent and effective standards, IT systems, processes and tools that provide a safe framework in which staff can support end users.
- Embedding a national customer relationship management approach that will respond to local needs but which will promote consistent standards for all service users.
- Establishing a number of centralised specialist support functions.
- Adopting a user-centred service design approach that puts the user at the centre of all aspects of service design, development and delivery.
- Investing in the capability of staff that will remain within the service moving forward

Summary of Capita’s proposed service features and changes:

Proposed Service	Description	Proposed initial implementation during
Customer Support Centre	National support centre for queries, with a plan to extend the opening times to match the working hours of GPs, Opticians, Dentists and Pharmacies who do not work 08:00 – 18:00. Named contacts within the support centre will be provided for practitioners and staff.	Q1 (January to March) 2016
PCS Portal	Online portal that will enable users to easily access a number of PCS services.	Q1 (January to March) 2016
Records storage and movement	The movement and storage of medical records is currently delivered by multiple suppliers. We will become the single organisation responsible for the movement and storage of medical records. This will allow us to introduce a better tracking process, providing NHS England with a service that is safer and more efficient.	Q1 (January to March) 2016
Local services	Establish a dedicated team of mobile staff (c.42 FTEs) to provide	Q4 (October to November) 2015

	<p>a local presence for users. The team will provide documentation / identity checking service for Performer List applicants, carry out any local checks required for Market Entry applications and provide local support to users (e.g. training and support in the use of new online tools).</p>	
GP payments and pensions	<p>We will automate calculations, provide a new online portal, reduce the need for multiple claims systems and increase the use of online forms - but paper forms will remain available as required.</p>	Q2 (April to June) 2017
Ophthalmic payments	<p>As well as introducing a replacement for eGOS, we are proposing to re-design the form so that the information can be captured by scanning. All forms will be scanned at our dedicated, secure facility in Darlington.</p> <p>We will also continue to provide a probity service for ophthalmic claims (GOS3s only)</p>	Q3 (July to September) 2016
Cervical and breast screening	<p>Single, national system to support both Cervical and Breast screening which will remove the need for screening history to move across NHAIS instances.</p> <p>Centralise all printing of Cervical screening letters to our existing, purpose-built, state of the art facility in Mansfield. This will enable us to leverage existing investment in technology and economies of scale.</p>	<p>Cervical screening Q1 (January to March) 2017</p> <p>Breast screening Q1 (January to March) 2017</p>
Other changes	<p>New Customer Relationship Management (CRM) system and automated workflow to underpin our new services and enable us to manage the work of the operation effectively.</p> <p>All regular, high volume printing will be moved to our facility in Mansfield.</p>	<p>Q4 (October to December) 2015</p> <p>Q1 (January to March) 2016</p>

	National 'post-in' centre from our scanning facility in Darlington. All 'post-in' will be scanned and sent to staff via our new CRM platform and workflow system.	Q1 (January to March) 2016
ACE	ACE will continue to work as a sub-contractor for Capita and will follow the proposed plan that we have outlined above.	Throughout the transformation

Capita's proposed locations plan:

As detailed above, in order to meet the service improvement and cost challenges that NHS England has required of us, the focus of our proposed plans is the introduction of a national operating framework, which will be underpinned by standardised and improved business processes and new technology.

As a result of our proposed strategy and initiatives, Capita proposes that the management and process efficiency will be maximised by operating the service delivered by NHS England and Anglian Community Enterprise across three multi-disciplinary locations and we anticipate that at the end of year two, there will be around 400 staff delivering the service. This is our current proposal and will of course be informed by further due diligence and consultation with staff and trade unions post transfer.

The proposed locations currently identified are Leeds, Preston and Clacton, supported by two additional existing Capita locations in Darlington and Mansfield. One national location would be the most efficient option but it would not give the required levels of Business Continuity (BC) and Disaster Recovery (DR).

The proposed rationale for selecting the locations we have currently identified is set out below:

- Existing Primary Care Support Services office in Preston. This is the sole Defence Medical Services (DMS) provider and it is also a large site, with space for additional staff if required.
- Existing Capita office in Leeds. Leeds is the location of key stakeholders such as NHS England and the HSCIC. It is proposed this will be the main operational base for our central service desk. Capita has extensive expertise of running customer contact services in the Leeds area, providing opportunities for sharing best practice and training knowledge to keep the central service desk at the forefront of service excellence
- The geographical proximity of Leeds and Preston provides for the appropriate level of BC and DR.
- Existing ACE office in Clacton. As part of its bid Capita proposes to use the expertise and experience of the existing ACE Primary Care Support Services operation. ACE is a community interest company and is already operating a multi-disciplinary centre and service in Clacton.

Draft programme to implement proposed locations plan:

Below we have set out an indicative phased timetable to reflect how our current proposed locations plan for the services delivered by NHS England would be safely introduced.

A final plan following further due diligence and consultation post transfer with unions and staff will be formed but we anticipate that we will follow the programme outlined below.

To implement these proposed plans we will adopt a structured approach to delivering transition to these locations based upon PRINCE2. Business Impact Assessment would be undertaken for each site and a business continuity manager would be in place.

Proposed timing	Proposed services to close
By end December 2015	<ul style="list-style-type: none">• Chelmsford - Swift House• Yeovil - Wynford House• Derby - Cardinal Square• Mansfield - Birch House• Leicester - Fosse House• Lincoln - Cross O'Cliff Court
By end March 2016	<ul style="list-style-type: none">• York - Blue Beck House• Edgware Community Hospital• Preston - Astra Business Centre• Coventry Parkside• Lancing• Chester
By end May 16	<ul style="list-style-type: none">• Doncaster - White Rose House• York - Unit 3 Alpha Court• Huddersfield - Broad Lea House• Ipswich – Rushbrook House• Maidstone – Faith House• Maidstone - KPCA Distribution Centre• Liverpool - Bevan House
By June 2016	<ul style="list-style-type: none">• London (Hillingdon) - Kirk House• London (NW1) - Stephenson House• Reading – Cremyll Road
By end July 2016	<ul style="list-style-type: none">• Surbiton - Ewell Road
By end August 2016	<ul style="list-style-type: none">• Darlington - Old Exchange• Hull - Health House• Bristol - South Plaza• Bridgwater - Mallard Court
By end October 2016	<ul style="list-style-type: none">• Walsall - Jubilee House• Welwyn Garden City - Charter House

Proposals to ensure the safety and security of Primary Care Support Services for service users:

Capita recognises the sensitivity and importance of the information within the elements of the national screening services that Capita will be responsible for, it is proposed we will provide a centralised and fully auditable print and mailing service within Capita's existing facility in Mansfield.

The movement and storage of medical records is currently delivered by multiple suppliers. We will become the single organisation responsible for the movement and storage of medical records. This will allow us to introduce better tracking processes, providing NHS England with a safer and more efficient service.

It is proposed that this new service solution will be supported by a team of around 30 people, who will provide local support for transformation such as advice on the use of new IT systems, alongside a dedicated team of 12 regionally-based staff to lead stakeholder engagement.

We recognise the importance of the services that Primary Care Support Services provides to its users. Changes will be made in a highly controlled fashion and will be closely assured by both NHSE and Public Health England and other stakeholders.

Approach to consultation:

Capita will continue to engage with the recognised trade unions, through the Partnership Forum, on our proposed measures, service transformation and anticipated timelines.

We will continue to ensure that managers and staff have access to information through relevant channels in NHS England along with an opportunity to feedback. PeopleLive, which was shared with the Partnership Forum on the 14 July, will complement existing communication channels that NHS England staff are using. Following the transfer of services to Capita, we would look to engage with the Partnership Forum to commence a full redundancy consultation programme complying with s188 TULRCA 1992 (the collective redundancy consultation obligations). As part of this process we will consult upon our proposals and the impacts that these may have on employees and individual service lines or sites, seek feedback on alternative proposals and explore ways of mitigating against the risk of redundancy.