



# APMS Procurement – Patient and Public Engagement Report

**Tollgate Lodge Healthcare Centre**  
57 Stamford Hill  
London N16 5SR

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**Alternative Provider Medical Services (APMS) Procurement – Patient and Public Engagement Report**

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## 1 Purpose

The purpose of this report is to provide details of feedback from patients and other stakeholders on the proposals put forward by NHS England and City and Hackney CCG for the future of Tollgate Lodge Healthcare Centre, and to outline how this feedback will affect the plans.

## 2 Findings

### 2.1 Background

The original Alternative Provider Medical Services (APMS) contract at Tollgate Lodge included services to registered patients and unregistered patients (walk-in service). The walk-in service was decommissioned at the original contract expiry date in June 2014. An extension to 30 June 2015 was put in place for the registered list from July 2014. This contract has subsequently been extended until 30 September 2017.

The list size for Tollgate Lodge has been increasing steadily and the practice is currently operating at capacity. Additional accommodation is required to ensure they can adequately meet the rising demand. Tollgate Lodge is situated in close proximity to Springfield Health Centre which is another APMS practice with similar premises and capacity issues. Both Tollgate Lodge and Springfield Health Centre have coterminous contract end dates. As such, NHS England took the opportunity to merge both of these contracts and seek a joint premises solution. The plan is that in the short to medium term provision of GP services will still primarily be from two separate premises but patients will have the flexibility of accessing services at either site. Under this plan services will continue to be provided from Tollgate Lodge's existing premises at 57 Stamford Hill N16 5SR.

As part of the procurement process NHS England is responsible for ensuring that patients and other key stakeholders are aware of the decision to procure the contract and that they have an opportunity to give feedback about current and future services. The feedback received from the stakeholder engagement exercise will be collated and made available to bidders and they will need to demonstrate that they have taken this feedback into account as this is one of the areas that bids will be evaluated against.

### 2.2 How We Collected Your Views

As part of the procurement process NHS England is responsible for ensuring that patients and other key stakeholders are aware of the decision to procure the contract and that they have an opportunity to give feedback about current and future services. This information will be made available to bidders and they will need to demonstrate that they have taken this feedback into account as this is an area that bids will be evaluated against.

In October 2016, NHS England wrote to patients registered at Tollgate Lodge Health Centre to let them know that the general practice service provided at the practice

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would be re-procured. The letter also contained details of the two patient engagement events that had been organised for the following month (one was scheduled for the afternoon, the other for the evening) and details of how patients could access and complete a patient survey. The survey was made available online and paper copies were available in the surgery. In addition to this a Frequently Asked Questions sheet was included with the letter to provide reassurance by helping to answer the most likely queries.

NHS England also notified the following key stakeholders about the future plans for Tollgate Lodge Health Centre:

- Patient Participation Group (PPG)
- Care UK (incumbent provider)
- Diane Abbot MP
- Overview and Scrutiny Committee (Councillors Ann Munn and Ben Hayhurst)
- Healthwatch
- Local Medical Committee (LMC).

Posters were put up in the surgery and the reception team were asked to encourage patients to share their views with commissioners by completing a patient survey and or attending one of the patient engagement events.

26 patients attended the patient engagement events (9 during the morning session and 17 during the evening session).

66 patient surveys were completed; 40 of which were paper based surveys and 26 were completed online.

## 2.3 What You Told Us

### Appointments

Patients were asked “On a scale of 1-5, where 1 is not at all and 5 is completely, how do these opening hours meet your needs?”.

The average score for this question was 4. Only 3 patients gave the new opening hours a score of 2 or below and 8 patients gave this question a score of 3. 53 out of 66 patients gave this question a high score of 5 or 4. This means the vast majority of respondents agreed that the proposed opening hours would completely or almost completely meet their needs.

However it is still worth noting the comments which highlight that some patients expressed a preference for the existing opening hours, for example:

“The current hours, including Saturday and Sunday are better for people who work and who are not paid for time they take off.”

“These opening hours are less than the current ones, and as such the proposal does not meet my needs as well as the current provision.”

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Others highlighted that they would like more evening appointments, for example:

“Later in the evenings would be useful.”

“Later opening a couple of days a week and/or Sunday opening would make a big difference to me.”

### **Urgent Care and A&E Attendance**

To the question “Have you ever gone to a hospital Accident and Emergency department or a walk-in centre **rather** than trying to see a GP?” 27 of the 66 respondents replied “yes”. However some of the commentary reveals that some of these patients had in fact attempted to make an appointment first with the GP and that they had been unable to because either there were no appointments available or they had been advised by staff to go to A&E.

There were also a number of responses that show that patients decided not to seek an appointment with the practice first because they felt that their condition should be treated in an urgent care setting. For example:

“Believed that the situation was serious enough to go to A&E.”

### **Reception Services**

The section in the patient survey relating to reception service drew by far the most additional comments with 58 out of 66 respondents completing this section. It was clear that professionalism and the attitude of reception staff has a significant impact on patient experience with one patient commenting “the friendliness of reception can set the level of service at the premises.” Patients expressed a need for receptionists to be polite, helpful, competent, responsive, and attentive. Confidentiality and discretion are also important.

A number of patients noted that whilst there was much that reception staff could do to ensure this, the environment of the reception needed to be conducive to this too and that it could be improved.

“I think that they could be more confidential, however I guess the environment does not contribute to that highly”

“[It] is too close to sitting area and other patient can hear my issue which is not comfortable for me.”

It is clear that the majority of the respondents had a positive experience of existing reception services, however a significant number mentioned that it could be difficult to get through on the telephone. Examples of such comments are:

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“it would be good if the telephone could be answered reasonably quickly. Sometimes I have to wait nearly half an hour. I now go to the surgery to book because I know that the lines are so busy.”

“I sometimes have to wait on hold for a very long time but this is because of the high volume of calls they receive first thing in the morning.”

### **Existing Services that Patients Particularly Value**

Patients were asked “Apart from being able to see a GP or Nurse when you are ill, are there any other services currently provided at your GP surgery that you particularly value?” Half of the 22 respondents to this question stated that they particularly valued the phlebotomy (blood testing) and vaccination services provided by the practice.

### **Other Services that Patients Would Like to See Provided by the Practice**

Patients expressed satisfaction with existing services but would also like to access the following services from the practice:

- Family Planning and Sexual Health Services
- Mental Health Services including counselling
- Support Groups e.g. family support groups and addiction support groups
- Foot Health Advice
- Smoking Cessation Services
- Home SEN Assessment Service for Patients with Autism - to minimise the stress experienced by autistic patients.

### **Patient Involvement in Decision Making**

Whilst the majority of the respondents felt that Patient Participation Groups (PPGs) are a good way for patients to engage and be involved in practice decisions, a significant minority did not agree that such groups were beneficial, representative or could truly influence decision making.

Comments in this section of the survey ranged from “I think it is highly important to access the views of patients at the surgery, and give them a platform for having their voices heard” and “It is very good for patient to know what is going to happen at the practice before major decisions are made” to “I trust GPs and management to make the right decisions on behalf of patients” and “I was keen on the formation of the PPG.....However it is clear that [the] PPG [is] a way to pick up some extra QOF points”.

In addition to these comments several patients expressed an interest in joining the PPG group.

### **Support for Patients with Disabilities**

Patients suggested the following facilities and improvements could be made:

- Easier access to seeing the GP

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- A quieter space set aside from the main reception
- An 'S' shaped acoustic wall that acts as a sound buffer
- GPs adjusting their communication style so that it meets the needs of the patient
- More toilets
- Designated car parking close by
- Hospital transport to be arranged on behalf of patients
- Needle disposal
- Seats with arm rests.

### **Other Points Patients Want Commissioners to Consider**

It was clear from the responses received that there is a high level of satisfaction for the service the practice provides. Patients did not want the existing practice team of doctors, nurses and non-clinical staff to be replaced, nor did they want the practice to move as a result of the re-procurement process.

A number of patients commented that they would like some cosmetic improvements to be undertaken at the practice so that surroundings were more comfortable.

As in previous sections of the survey, patients highlighted that they wanted the phone to be answered quickly without being put on hold for a lengthy amount of time before speaking to someone from the practice.

One patient suggested that the new contract should be awarded to a social enterprise, whilst another was concerned that the decision to merge the practices was financially driven. During one of the patient engagement events a patient urged commissioners not to evaluate bids based on the cost that the service could be delivered at. Although each of these points were only raised by one patient for each respective issue, it has been included in the report as it may be a view that is shared more widely, so it is important to have clarity and provide reassurance on these matters.

A response to the key issues raised during the patient engagement exercise have been provided in the section below.

## **2.4 What We Will Do With This Information**

The bidding process has been designed in such a way that only bidders who take into account patient feedback will be in a position to be awarded top marks.

The new contract that will be put in place has been created to ensure that the same consistent high level of service is provided to patients at surgeries across London. This includes key requirements for being able to book appointments quickly and efficiently, including:

- When patients call to book an appointment you will be able to do so first time. You won't be asked to call back another time.



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- Patients will be able to book an appointment for the day you call, or the next day, if you would like to. Patients who are feeling unwell when they call will want to do this, although the appointment won't necessarily be with your usual doctor.
- Patients will be able to book an appointment for up to four weeks in advance if you wish. Patients who want to plan routine check-ups around busy lives may find this useful.
- You will be able to book an appointment with your chosen doctor within a week.
- You will be able to book appointments in a number of ways: in person at reception; by telephone; or online via the surgery website.

The practice will need to provide a minimum number of GP and nurse appointments for its patients. This should increase the number of appointments available.

In relation to direct comments from patients in the engagement exercise:

- Patients were clear that they expect a high standard of professionalism and empathy from the reception team. Bidders will be expected to demonstrate in their bids what steps they will take to ensure that patients expectations in this area are met.
- Some patients were concerned that the clinical and administrative staff who are employed at the practice would be replaced by new staff as a result of the re-procurement process. Reassurance on this matter has been provided by commissioners in both the patient letter and at the engagement events. It was explained that whilst the organisation that holds the contract to run the services may change, there are legal safeguards in place to protect the existing employees. Any member of staff who would like to remain at the practice will be employed by the new contract holder. Bidders will be asked as part of the bidding process to outline what steps they will take to try and retain staff and ensure the continuity of care for patients.
- A number of responses to the survey indicated that for some patients being able to see the same doctor is very important. The APMS contract includes a requirement for the contract holder to ensure that patients are able to book an appointment with the GP or other Health Care Professional of their choice within 6 working days of contacting the practice.
- Most patients appreciate having a PPG however a significant proportion of respondents to the survey did not recognise the value they can add. There is scope for the profile of the PPG and the work that it does to be raised. The new contract will require the provider to support the continuation of the PPG and to work with its members in the interests of all patients. Bidders will be required to take this into account when submitting their plans for future service provision.

## 2.5 Annex 1 (Statistics)

<b>Practice Name:</b>	Tollgate Lodge Healthcare Centre	<b>Practice Code:</b>	Y01177	<b>List Size:</b>	8047 (Oct 16')
<b>CCG:</b> City and Hackney CCG		<b>Responsible Commissioner:</b> Angela Ezimora - West			

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<b>Date Consultation Commenced:</b> 28-10-17	<b>Date Consultation Completed:</b> 24-11-17
<b>Date of Report:</b> December 2016	<b>Report Written By:</b> Angela Ezimora-West

<b>Written Communications</b>
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Letter sent to:	Yes / No (If no, explain why)	Date sent (1)	Date sent (2)	Date sent (3)
Registered Patients	Yes	28/10/2016		
Practice Patient Participation Group	Yes	28/10/2016		
Incumbent Provider	Yes	01/11/2016		
Overview & Scrutiny Committee	Yes	30/11/2016		
Healthwatch	Yes	03/11/2016		
LMC	Yes	03/11/2016		
<b>MP (Name):</b> Dianne Abbot	Yes	03/11/2016		
<b>Councillors:</b>				
<b>Name:</b> Ann Munn	Yes	30/11/2016		
<b>Name:</b> Ben Hayhurst	Yes	30/11/2016		
<b>Name:</b>				
<b>Other (please state):</b>				
<b>Press Release Prepared?</b> Yes / No	<b>No</b>			
<b>Date sent:</b>	<b>Name of publication:</b>		<b>Date published:</b>	
<b>Date sent:</b>	<b>Name of publication:</b>		<b>Date published:</b>	

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<b>Date sent:</b>	<b>Name of publication:</b>	<b>Date published:</b>
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<b>Issues / Themes Arising from Written Communications</b>		<b>No./Source of Responses Highlighting this Point</b>
<b>Issue:</b>		
<b>Issue:</b>		
<b>Issue:</b>		
<b>Issue:</b>		
<b>Issue:</b>		

<b>Meetings</b>				
	<b>Date</b>	<b>Time</b>	<b>Venue</b>	<b>No. of Attendees</b>
<b>Practice Briefing</b>				
<b>Patient Engagement 1</b>	Thursday 10 <sup>th</sup> November 2016	4.30pm – 6.30pm	Tollgate Lodge Healthcare Centre	17
<b>Patient Engagement 2</b>	Friday 18 <sup>th</sup> November 2016	10am – 12pm	Tollgate Lodge Healthcare Centre	9
<b>Patient Engagement 3</b>				
<b>Other (please state):</b>				
<b>Issues / Themes Arising from Meetings</b>				<b>No./Source of Responses Highlighting this Point</b>
<b>Issue:</b>	Patient want the same staff and doctors to remain			Comments made during patient engagement

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		events
<b>Issue:</b>	Concern that the Provider may be chosen based on lowest cost	Comments made during patient engagement events
<b>Issue:</b>	Patients support improvements to current premises	Comments made during patient engagement events
<b>Issue:</b>	Concern that the ethos and characteristics of patients and the practice team from Springfield Health Centre are different from those at Tollgate Lodge Health Centre, and therefore merging the practices would cause problems.	Comments made during patient engagement events
<b>Issue:</b>		
<b>Issue:</b>		
<b>Issue:</b>		
<b>Patient Survey</b>		
<b>Date Online Survey launched: 11/10/2016</b>	<b>Date Online Survey closed: 24/11/2016</b>	<b>No. of Responses: 26</b>
<b>Date Paper Survey launched: 01/11/2016</b>	<b>Date Paper Survey closed: 24/11/2016</b>	<b>No. of Responses: 40</b>

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Translations of Paper Survey requested: (tick all applicable)	Tamil		Somali		Urdu		Bengali		
	Other (please specify):								
Issues / Themes Arising from Patient Survey									No. of Responses Highlighting this Point
<b>Issue:</b>	Overall satisfaction for services received at the practice is high.								8
<b>Issue:</b>	Some patients were concerned that a merger with Springfield Health Centre would mean that the existing provision at Tollgate Lodge Health Centre would cease.								6
<b>Issue:</b>	There was overall satisfaction for the original published opening hours, however a significant number of patients were concerned that the new practice would not be open for as long as it was before.								7
<b>Issue:</b>	The professionalism and attitude of reception staff along with the environment in the reception area can impact on a patient's overall experience and view of the practice.								58
<b>Issue:</b>	Patients reported difficulties with getting through to the practice on the phone.								11
<b>Issue:</b>	Patients particularly valued the phlebotomy (blood testing) and vaccination services provided by the practice.								11
<b>Issue:</b>	Patients would like to see some additional services at the practice.								12
<b>Issue:</b>	The PPG is important because they represent patients views.								7
<b>Issue:</b>									
<b>Issue:</b>									