

<b>Committee</b> Health Scrutiny Panel	<b>Date</b> 22 July 2008	<b>Classification</b> Unrestricted	<b>Report No.</b>	<b>Agenda Item No.</b> 4
<b>Report of:</b> Tower Hamlets PCT		<b>Title:</b> St Pauls way Medical Centre Briefing Note		
<b>Originating Officer(s):</b> Jane Hughes		<b>Ward(s) affected:</b> Mile End East & neighbouring Wards using the Centre		

## 1. Summary

- 1.1 This briefing note summarises the General Medical Services now operated from the St Paul's Way, Bow, site in North East Locality (LAP 6) by ATOS Healthcare in contract to Tower Hamlets PCT. ATOS Healthcare now operate and run the full service from the same site within a commercial contract with the PCT. The contract period is 10 years. Clinical quality has improved, availability increased and the list size of 10,820 registered patients has been maintained.

## 2. Recommendations

- 2.1 The PCT would welcome a discussion with the Panel on any aspects of the quality of care provided by the practice which is causing residents concern so that these can be addressed by the PCT with ATOS.

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### LOCAL GOVERNMENT ACT, 2000 (SECTION 97) LIST OF "BACKGROUND PAPERS" USED IN THE PREPARATION OF THIS REPORT

Background paper

Name and telephone number of and address where open to inspection

Scrutiny Review File held in Scrutiny Policy Team

Afazul Hoque  
020 7364 4636

### **3. Background**

- 3.1 The practice was taken over by the Primary Care Trust (PCT) from a two doctor partnership because of the low standard of clinical services provided by the GPs. The interim arrangement was that the service would be run by the PCT Community Services Directorate. Throughout the interim period the service improved clinical care for patients and complaints reduced. However the cost of the service rose and remained above average, mostly because many staff were locums and agency. In 2007 the practice scored only 53% for patient satisfaction in the national Mori poll. The PCT undertook a competitive tendering process which involved all of the stakeholders, including the HSP. In January 2008 following a competitive tender process, a new provider was procured.

### **4. Concurrent Report of the Assistant Chief Executive (Legal Services)**

- 4.1 N/A

### **5. Comments of the Chief Financial Officer**

- 5.1 N/A

### **6. Equal Opportunity Implications**

- 6.1 The contract with ATOS Healthcare is providing a high quality GP service to a deprived part of the Borough. It is providing increased access and a wider range of culturally sensitive services.

### **7. Anti-Poverty Implications**

- 7.1 The company are employing local staff in the Practice.

### **8. Sustainable Action for a Greener Environment**

- 8.1 N/A

### **9. Risk Management Implications**

- 9.1 N/A

# Tower Hamlets Primary Care Trust

## St Pauls Way Medical Centre Briefing Note

July 2008

### 1 Introduction

This briefing note summarises the General Medical Services now operated from the St Paul's Way, Bow, site in North East Locality (LAP 6)

The practice was taken over by the Primary Care Trust (PCT) from a two doctor partnership because of the low standard of clinical services provided by the GPs. The interim arrangement was that the service would be run by the PCT Community Services Directorate. Throughout the interim period the service improved clinical care for patients and complaints reduced. However the cost of the service rose and remained above average, mostly because many staff were locums and agency. In 2007 the practice scored only 53% for patient satisfaction in the national Mori poll.

In January 2008 following a competitive tender process, a new provider was procured. ATOS Healthcare now operate and run the full service from the same site within a commercial contract with the PCT. The contract period is 10 years. The list size was 10,820 registered patients and this has been maintained.

### 2 Service changes from January 2008.

#### 2.1 Planned service changes

The specification for the new service comprised a broader and more flexible approach to primary care resulting in significant changes to the model of service. The key non negotiable aspects of the specification were:

Longer opening hours	0800 – 2000 hours, Monday to Friday 0900 - 1700 hours, Saturdays
Improved clinician availability	A doctor and nurse available throughout the day, every day to see patients
Flexibility of access	A walk in service to see a clinician every day A telephone service to speak to a clinician every day

The experience of the PCT taking over a GP practice is that the sustainable changes can take up to a year to bed down. The staff and patients naturally become unsettled before and immediately after the transfer and it is important for the new provider to be sensitive to this and be responsive. The change takes two levels, organisational and clinical care. Organisational

ones have the greatest impact to the perception of staff and patients and are early wins. Clinical improvements however, do take longer relying on both organisational improvements and robust clinical systems including governance.

## 2.2 Actual changes since the service began

The service opened 31 January 2008. In March 2008 ATOS Healthcare implemented the planned changes above. They had a number of other changes required which were broadly:

- Recruit more staff for the longer opening hours
- Reorganise the entire staffing compliment to provide the new service
- Implement the community engagement plan so that the patients and local community have effective dialogue and can influence the nature of how services are provided
- Implement the full range of enhanced (specialist services) that the PCT wishes all patients to receive such as smoking cessation, sexual health, BCG, Phlebotomy.

On handover of the service and building (leased) the PCT had just completed a refurbishment which is almost complete.

The next section described the current activities in more detail

## 3 Detailed progress to date

### 3.1 Opening hours and services offered

1<sup>st</sup> March 2008 the service is now open 0800 – 2000 hours, Monday to Friday and 0900 - 1700 hours on Saturdays

There is improved clinician availability as the service does not close at any time during these hours and a GP and/or nurse is always available to see patients.

The service is more flexible by providing the following:

1. Standard pre-booked general practice clinics with General Practitioners and Practice Nurses.
2. a “walk-in” service for patients presenting with uncomplicated illnesses or injuries requiring an urgent consultation
3. A telephone advice service is in place in which a GP speaks to patients to give advice on minor illnesses, test results, and medication queries.
4. Undertakes home visits.
5. Practice nurse clinics include services such as cervical cytology, travel vaccinations, blood pressure checks, asthma clinics, diabetic clinics and baby vaccinations.

There is an agreed roll out programme in place for enhanced services to the patients over the next 18 months, which include smoking cessation clinics, coil insertion, Chlamydia testing, minor surgery and anti-coagulation clinics. As the PCT develops more services form all of

Tower Hamlets, ATOS Healthcare will be invited along with other GP Practices to provide them to their patients.

### 3.2 Recruitment

The recruitment process for extra staff is underway. Appointments for doctors are almost complete which has included female doctors because of the need and demand from patients.

Nursing recruitment for a nurse practitioner is continuing.

### 3.3 Reorganising the staffing compliment

Due to the need to optimise service delivery and ensure the PCT's quality and service requirements are met, in particular in relation to the extended opening hours, the Atos Healthcare service delivery model is built on a local management structure that differs from the structure previously in place at the practice. This process will be finished this month.

### 3.4 Community Engagement

Atos Healthcare has appointed a senior manager in their team to take responsibility for planning the community engagement activity for St Paul's Way.

i) The patients: Atos Healthcare met with the Patient Participation Group (PPG) in February 2008 and found the patients very receptive to meeting with ATOS.

ii) The locality neighbourhood manager has met with Atos and is facilitating meetings with residential groups locally.

ii) Local environment: a plan for art work in St Pauls Way is being developed with Claire Palmier, and includes the Students at St Pauls Way community school

iii) heath economy: the pharmacy in St Pauls Way has now increased their opening hours to 0800 – 2000 hours in response to the GP surgery being open.

v) since March 2008 a patient satisfaction was begun using feedback slips. Although early days the feedback is valuable and indicating a wide range of experiences which will be used for discussed with the PPG.

## 4 Quality control and contract compliance

### 4.1 Quality measures

ATOS took over in January 2008 so the quality outcome framework scores (QOF) the public are aware of have not yet been published but based on 2007/8 figures are expected to be high.

Access has improved significantly for patients as ATOS operate a ratio of 105 appointments per 1,000 patients per week whereas the PCT expects all practices to offer 72 appointments per 1,000 patients per week. The service is one of only three in the borough to operate the range of opening hours and the cost per patients is not amongst the highest indicating significant value for money. In the recent access Mori Poll the practice scored 64% satisfaction rate for the ability to get an appointment within 48 hours. This is a 11% improvement on the 2006/07s Poll and just below the average across the whole of the PCT.

The QOF scores are available as one indicator of quality, in 2005 when the PCT took over the practice much work was done to validate the patient's records and QOF. As a result a fairer assessment of the QOF achievement was established in 2006/7. In 2007/08 the practice achieved 90% of the total available QoF points and 98% of the available clinical QoF indicators. This is an 8.4% improvement.

Clinical governance is an essential component of safe clinical care. A plan of activity has been agreed with the PCT to improve the quality and consistency of care that patients receive at St Paul's Way Medical Centre. This is being achieved by the full implementation of the ATOS Clinical Governance Programme. The local team is supported by experienced colleagues from the wider Atos Healthcare. The lead practitioners work closely with operational managers in all clinical governance areas to support continual review and service improvement with processes embedded in clinical audit, incident reporting and risk assessment. Increasingly high standards of care are promoted. A summary of the Clinical Governance Programme includes:

- i) A St Paul's Way Clinical Governance team established within the practice led by the Practice Manager and assisted by a Clinical Governance Lead GP and Lead Nurse. The Lead GP holds accountability for clinical governance in the practice and is be closely supported by Dr Peter Taylor, ATOS Clinical Director of Primary Care, who is a member of Atos Healthcare's Clinical Governance Board chaired by Dr Carol Hudson, Chief Medical Officer. Dr Taylor also practices two days a week as a GP at St Paul's Way and has a good knowledge of the practice and the patients.
- ii) Monthly clinical governance meetings to focus on enhancing the clinical improvements that have already been made over the last 18 months. There is an open invitation for a representative from the PCT to attend the meetings and the practice will participate in the clinical governance arrangements of the PCT.
- iii) The practice's clinical and administrative standards are being reviewed and updated to ensure that all aspects of practice operation are covered, that local best practices and policies are included and guidance is in line with Healthcare Commission standards, the requirements of Standards for Better Health and the PCT's Balanced Scorecard Performance Management System.
- iv) Nominated clinical leads for each clinical disease area will be responsible for overseeing best clinical practice, supporting the practice manager in the achievement of QOF indices and meeting the relevant clinical parameters of the PCT's Balanced Scorecard Performance Management System.
- v) Newly recruited staff receive comprehensive induction and training which combine a welcome to Atos Healthcare with specific training for the requirements of St Paul's Way. During induction, the relevant members of the practice team will receive mandatory training in resuscitation and life

support, health and safety, manual handling and infection control, vulnerable people as well as medicines management, patient confidentiality, medical records management, incident reporting and risk assessment and other aspects of clinical and administrative procedures. A training needs analysis will identify potential skill-gaps in existing service delivery and the training development requirements for the provision of the additional enhanced services. Ongoing professional development will be managed by the Centre Manager and Lead GP.

Complaints; During the period of 31<sup>st</sup> January 2008 to 9<sup>th</sup> April 2008, St Paul's Way Medical Centre received six letters of complaint, which were fully investigated and responded to. ATOS informs the PCT of all complaints and the nature of them.

The PCT incorporated a stronger range of key performance indicators into the contract which emphasise the need to improve clinical care. The indicators do apply from day one of the contract but penalties will not be incurred in year one as the PCT recognises from its own experience that up to a year is needed for a new provider to improve a GP service. Experience with Atos so far has been very positive and It is anticipated that Atos will develop the service and exceed the performance indicators.

#### 4.2 Contract management.

The PCT meets with ATOS Healthcare weekly and has done since the start to ensure progress against the contract requirements. The service is being delivered in accordance with the contract.

## 5 Summary

Since ATOS origin took over the contract from the 31<sup>st</sup> January 2008 there has been an increase in the range of services provided to patients as well as access to clinical staff. Monitoring of performance is very regular, taking place on a monthly, quarterly and annual basis with weekly meetings to address any operational issues. Time is still required to embed the service and for the practice to further develop engagement with the local community.