

**Faversham Minor Injuries Unit
Briefing Paper**

Background

1. Members will recall that the Faversham Minor Injuries Unit (MIU) service was put out to tender during 2013 by NHS Canterbury and Coastal Clinical Commissioning Group (CCG). The outcome of the procurement process was unsuccessful as only one bid was received, and which was not acceptable financially. Without a new service provider the MIU was due to close at the end of the contract with the current provider on 31 March 2014.
2. The matter was discussed at length at the November 2013 Health Overview and Scrutiny Committee (HOSC). Committee members raised concerns about the commissioning process and the impact of changes to the current specification including MIU X-ray. The CCG was asked to set aside the decision to close the service on 31 March 2014 to allow time for a new procurement exercise to be undertaken after taking advice and with full consultation with the people of Faversham and their democratically elected representatives.
3. The CCG accepted the request and arranged to keep the MIU open whilst a review was carried out to consider a number of aspects of the procurement and potential alternative service models, including:
 - How the specification for the service tendered was developed
 - The procurement process the CCG used to try to find a new provider
 - The feasibility and impact of including MIU X-ray services.
4. This report sets out how the CCG has taken forward its review, the outcomes to date, and recommendations for the next steps.

Steering Group

5. To help support the review, the CCG established a local Steering Group comprising representatives from the local community, patients, The Friends of Faversham Cottage Hospital and Community Health Centres, Faversham GPs, Faversham Town Council, Swale Borough Council, Kent County Council, Healthwatch and the CCG. Meetings have been well attended and chaired by the Chairman of the Friends and Town Mayor.



6. It was agreed each area of the review would involve members from the steering group and a report produced. This report would be presented to the Health Overview and Scrutiny Committee (HOSC) and used to help decide on the next steps.
7. The steering group has met on three occasions. To date the group has:
 - (i) Received clarification from the CCG that the proposed service specification in the 2013 tender was in keeping with the East Kent strategy for Minor Injury Units. However the steering group felt that the CCG should allow some flexibility in order to investigate variations around the strategy if these had the potential to ensure the long-term viability of a minor injuries service in Faversham.
 - (ii) Agreed that the CCG had followed the correct process for procurement but that the scale of changes to the current service model itself (inclusion of MIU X-ray facilities, exclusion of minor illness and treatment services and funding at national tariff per attendance, rather than the current block contract) were ambitious and had led to providers being concerned about financial viability and unwilling to tender for the service.
 - (iii) Developed and reviewed a total of eight potential scenarios for a service model, including the addition of GP referral direct access Xrays to increase the potential viability of on-site X-ray facilities.
 - (iv) Requested that a small working group be established from the steering group membership to further investigate the scenarios offering greatest potential.
8. Based on the available data the working group used the scenarios to develop an incremental approach to modelling MIU activity and financials including and excluding MIU X-ray and GP direct access X-ray for four time-bands:
 - Monday to Friday: 8.00am – 6.30pm (Coreservice)
 - Saturday and Sunday: 8.00am – 6.30 pm
 - Monday to Friday: 6.30pm – 8pm
 - Saturday and Sunday : 6.30pm – 8pm
9. The steering group considered the working group's findings and recommendations. They were satisfied that the information was as realistic as possible in relation to estimated numbers accessing the service - at least in the initial period. There is significant scope for further MIU activity shift of ME13 residents back to Faversham, in particular from Canterbury, but there is an acceptance that any shift of activity would not be immediate.

The steering group was however satisfied that, whilst activity shift away from other sites cannot be accurately determined at this stage, due to the tariff system, any shift



back from Kent and Canterbury A&E would be a positive financially and in the right strategic direction for the CCG.

10. From the activity and financial modelling the steering group supported a hybrid option based on an integrated service providing :

- (i) Monday to Friday 8.00am – 6.30pm MIU, MIU X-ray, GP direct access X-ray
- (ii) Monday to Friday 6.30pm – 8pm MIU Only
- (iii) Saturday and Sunday 8.00am – 8pm MIU Only

Next Steps:

11. On 4 June the CCG governing body considered a briefing paper, presented by two members of the public, from the steering group. The governing body supported the following recommendations:

- That the CCG should commence a new procurement process for an MIU in Faversham.
- That the specification should :
 - require the provider to:
 - operate a minor injury service from 8.00am to 8pm seven days per week
 - provide minor injury X-ray at least from 8.00am to 6.30pm, Monday to Friday
 - provide direct access X-ray at least from 8.00am to 6.30pm, Monday to Friday
 - undertake a strong awareness raising, advertising and ongoing promotional campaign along with improved signage to encourage local people to use the Faversham service instead of going elsewhere
 - work with the CCG, and be involved in the local co-production of community networks , to ensure that the MIU evolves in line with the CCG strategic direction and local service developments.
 - Encourage cost reductions from sharing of staffing costs from providers offering services which are integrated with other on-site services, with these savings helping to cross subsidise non-core opening hours.
 - Include provision for appropriate risk sharing including pump-priming and transitional support from the CCG to allow time for service change, if supported by a full business case submitted to the governing body at a later date.
 - Include continued provision in the short term for minor illness and treatment services, as currently provided, to allow time for services and service users to change.
 - Be for an initial three years, extendable to five by agreement, with regular reviews.



- That the existing contract with IC24 is therefore extended until April 2015 to allow time for the procurement process to be completed.
- That project resource is put in place, managerially responsible to the CCG, but with accountability to the steering group and involving and working with the working group.
- That early discussions will take place with potential providers to provide information and develop greater confidence in the market so that providers will be interested in delivering the service we want.
- That the MIU steering group, supported by the working group, should continue as the co-production group for the local community network in line with the CCG five year strategic plan. As part of this, the group should work towards ensuring a full seven day 8am-8pm service for the Faversham MIU, in line with East Kent MIU strategy and allied to extended working for general practice.

12. As a consequence, a project resource has been allocated to this project, contract extension has been verbally agreed and initial discussions with potential providers has commenced.

An indication of the timetable to procure the new service is as follows:

- Approach potential providers July/September 2014
- Agree model and award contract October/ November 2014
- New service commences April 2015

ENDS

