

Henrik Overgaard-Nielsen  
Chair, General Dental Practice Committee  
British Dental Association  
64 Wimpole Street  
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7 November 2016

Dear Henrik

### **Update on Primary Care Support Services provided by Capita**

Following my letter of 21 October, I am now writing to provide our best view about how and when we expect the key services to be stabilised and recovered to an acceptable service.

As you know, over the last few weeks we have been working with Capita to understand and validate their recovery plans for the services. We broadly agree that the actions Capita are taking, and planning to take, are the right ones, though there does remain some more detailed work to do before we finally sign these plans off. We are also exploring how we can accelerate some of the improvement work. However, I want to reassure you that these discussions are not delaying Capita from starting to implement the plans.

The purpose of this letter is to share with you what action is being taken now and the expected realistic timescales for recovery of the services, though it is possible, as we work through the detail, that some of our current estimates may need to be adjusted.

To summarise the position described below, we expect the actions described should address the most urgent issues by the end of December, and that the services should be largely stabilised and recovered to acceptable levels through the early part of 2017.

We have established a weekly Service Management Board with Capita in which we continue to review progress against the plans and we will keep you informed of progress and if there are any changes to our assumptions.

### **National Performers List**

The actions being taken to recover this service line are in two parts. Firstly, actions to address the immediate backlogs in performer list applications, and secondly actions to stabilise and recover the service back to business as usual levels. On the backlogs:

- NHS England has set up national panels to fast-track the consideration of applications;
- Additional expert staff, from NHS England and partner organisations, are supporting the process to enable outstanding applications to be considered as quickly as possible;
- Dental: HEE have confirmed the list of dental foundation trainees that require acceptance onto the DLP by 1st December 2016, when their grace period ends. Capita are collating the information to support the National Performers List Decision panel process which will begin in mid-November. New applications to the DPL from non DFT are being considered through the same process;

- We currently expect Capita to process the majority of outstanding applications by the deadline of 1 December, but they may not complete them all until end December.

The actions Capita are taking to stabilise and recover the service include:

- Recruiting additional staff and developing staff knowledge through further training and development supported by external experts;
- Standardising the processes used and work tracking tools;
- More proactive communication to applicants regarding the progress of their application;
- Developing the CRM system to enable Performers List work to be tracked and work-flowed through the process.

***Capita expect the majority of recovery activities to have been completed by the end of April 2017.***

### **Customer Support Centre (CSC)**

The actions Capita are taking to improve the Customer Support Centre are:

- The Customer Relationship Management Software (CRM), which tracks all contacts made with the CSC and therefore enables a better service to be provided, has been reintroduced and staff have been retrained in its use. The CRM system is now being used in the CSC and supporting sites at Clacton, Preston and Leeds. This enables a complete picture of progress on each contact and issue, as it is resolved;
- CRM will improve the management information, enabling Capita to spot trends in contacts, and identify more systemic issues that need to be addressed or where further communications are needed;
- An 'Urgent' case flag has also now been built into the CRM system and a process implemented to enable to CSC to fast-track any cases triaged as urgent;
- Recruiting additional staff to strengthen the supervisory and quality training functions within the CSC. These additional resources will help to ensure that CSC staff are better trained and equipped to deal with the queries they receive and will also develop the customer service culture of the team.

These improvements are already having an effect and the management information is helping us better understand the level of service being provided.

***Capita expect the majority of stabilisation measures described above to be complete by February 2017.***

A target for the service is for many more calls to be resolved at first contact. However, progress toward this goal is limited while the majority of PCS services remain on their legacy technology systems. For example, until each performer list application is tracked in CRM, the CSC cannot directly answer questions from an applicant about the progress of their application.

Therefore, one of the remaining points we still need to agree with Capita is the objective measure that we will use to determine that the CSC is delivering effective services to practices and when that will be achieved.

### **Other Areas**

Alongside these areas of recovery activity, the service delivering supplies and controlled stationery continues to perform well.

We intend to provide you with regular updates over coming months on the progress towards delivering these improvements and addressing the backlogs of work.

Once again, I apologise on behalf of Capita, for the unacceptable service affecting you and your members. We, and Capita, regret that recovery is taking longer than we had all anticipated earlier in the summer, but we believe the current plans, set out here, are based on more in depth understanding of the scale of the problems and set out a deliverable plan. I do hope that this letter provides you and your members with more confidence that the right actions are in hand to deliver a sustainable recovery, which will achieve acceptable service levels within the next few months, and you will be seeing real improvement across all areas within weeks, as these actions start to take effect.

Yours sincerely,

A handwritten signature in black ink that reads "Karen Wheeler". The signature is written in a cursive, flowing style.

Karen Wheeler  
National Director: Transformation and Corporate Operations