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Tender

COVID-19 Vaccination Programme for Outreach Services for the Midlands Region

NHS England

F02: Contract notice

Notice identifier: 2025/S 000-034369

Procurement identifier (OCID): ocids-h6vhtk-0551af

Published 23 June 2025, 12:44pm

Section I: Contracting authority

I.1) Name and addresses

NHS England

7&8 Wellington Place

Leeds

LS1 4AP

Contact

Neelam Saroe

Email

neelamsaroe@nhs.net

Country

United Kingdom

Region code

UKE - Yorkshire and the Humber

Internet address(es)

Main address

<https://www.england.nhs.uk/>

Buyer's address

<https://www.england.nhs.uk/>

I.3) Communication

The procurement documents are available for unrestricted and full direct access, free of charge, at

<https://health-family.force.com/s/Welcome>

Additional information can be obtained from the above-mentioned address

Tenders or requests to participate must be submitted electronically via

<https://health-family.force.com/s/Welcome>

Tenders or requests to participate must be submitted to the above-mentioned address

Electronic communication requires the use of tools and devices that are not generally available. Unrestricted and full direct access to these tools and devices is possible, free of charge, at

<https://health-family.force.com/s/Welcome>

I.4) Type of the contracting authority

Body governed by public law

I.5) Main activity

Health

Section II: Object

II.1) Scope of the procurement

II.1.1) Title

COVID-19 Vaccination Programme for Outreach Services for the Midlands Region

Reference number

AG25036

II.1.2) Main CPV code

- 85100000 - Health services

II.1.3) Type of contract

Services

II.1.4) Short description

NHS England – Midlands (referred to as the Commissioner) is inviting suitably qualified and experienced providers to deliver a COVID-19 Vaccination Programme for Outreach Services for the Midlands Region as described in this document and within the published tender.

The Commissioner is looking to procure 17 contracts within the following Midlands region Integrated Care Board's (ICB's) locations: -

- NHS Black Country Integrated Care Board
- NHS Coventry and Warwickshire Integrated Care Board
- NHS Derby and Derbyshire Integrated Care Board
- NHS Herefordshire and Worcestershire Integrated Care Board
- NHS Leicester, Leicestershire, and Rutland Integrated Care Board
- NHS Lincolnshire Integrated Care Board
- NHS Northamptonshire Integrated Care Board
- NHS Nottingham and Nottinghamshire Integrated Care Board
- NHS Staffordshire and Stoke-on-Trent Integrated Care Board

The 17 Lots across the Midlands region represent a diverse set of service requirements. Some Lots will involve the delivery of outreach services, potentially through mobile units (e.g., roving vaccination vans) or, where appropriate, through static hubs or clinics. These services will provide Covid-19 vaccinations to eligible populations, aiming to address health inequalities by increasing uptake in targeted areas and among underserved or

vaccine-hesitant communities.

In addition, providers will be expected to adopt a “Making Every Contact Count” (MECC) approach, which includes delivering opportunistic health interventions such as other commissioned vaccinations and general health and wellbeing checks. Where providers are unable to administer certain vaccines directly, they may be required to collaborate with partner organisations to facilitate delivery.

The contractual agreement between the successful potential Provider(s) will be for a maximum of 6 months (up to 31 March 2026). The Service is intended to be provided between 1st October 2025 – 31st March 2026.

Please note the deadline for responses to the Competitive Process is 10:00AM on Friday 11th July 2025.

II.1.5) Estimated total value

Value excluding VAT: £447,020

II.1.6) Information about lots

This contract is divided into lots: Yes

Tenders may be submitted for all lots

II.2) Description

II.2.1) Title

Lot 1 - COVID-19- Black Country Targeted Outreach Intervention (Pop-Up & Mobile)

Lot No

1

II.2.2) Additional CPV code(s)

- 85100000 - Health services

II.2.3) Place of performance

NUTS codes

- UKG3 - West Midlands

Main site or place of performance

NHS Black Country Integrated Care Board locality

II.2.4) Description of the procurement

Provider to deliver end-to-end seasonal COVID-19 vaccination pop-up clinics, including site selection (targeting low uptake), staffing, logistics, governance, and vehicle provision. Must liaise with NHS Black Country ICB for site approvals and maintain IPC standards. A minimum of 4 clinics per week, covering each locality (Dudley, Sandwell, Walsall, Wolverhampton), or as directed.

II.2.5) Award criteria

Price is not the only award criterion and all criteria are stated only in the procurement documents

II.2.6) Estimated value

Value excluding VAT: £0.01

II.2.7) Duration of the contract, framework agreement or dynamic purchasing system

Duration in months

6

This contract is subject to renewal

No

II.2.10) Information about variants

Variants will be accepted: No

II.2.11) Information about options

Options: No

II.2.13) Information about European Union Funds

The procurement is related to a project and/or programme financed by European Union funds: No

II.2) Description

II.2.1) Title

Lot 10 - COVID-19 Vaccination Programme Outreach Vaccinations - Herefordshire

Lot No

10

II.2.2) Additional CPV code(s)

- 85100000 - Health services

II.2.3) Place of performance

NUTS codes

- UKG11 - Herefordshire, County of

Main site or place of performance

Herefordshire

II.2.4) Description of the procurement

Mobile delivery of COVID-19 vaccinations in low uptake and high-inequality areas of Herefordshire. Clinics include outreach to underserved communities (e.g. Gypsy, Roma and Traveller communities), with flexible scheduling agreed with the ICB. Minimum of 42 clinics.

II.2.5) Award criteria

Price is not the only award criterion and all criteria are stated only in the procurement documents

II.2.6) Estimated value

Value excluding VAT: £20,500

II.2.7) Duration of the contract, framework agreement or dynamic purchasing system

Duration in months

6

This contract is subject to renewal

No

II.2.10) Information about variants

Variants will be accepted: No

II.2.11) Information about options

Options: No

II.2.13) Information about European Union Funds

The procurement is related to a project and/or programme financed by European Union funds: No

II.2) Description

II.2.1) Title

Lot 11 - COVID-19 Vaccination Programme Outreach Vaccinations - Worcestershire

Lot No

11

II.2.2) Additional CPV code(s)

- 85100000 - Health services

II.2.3) Place of performance

NUTS codes

- UKG12 - Worcestershire

Main site or place of performance

Worcestershire

II.2.4) Description of the procurement

Flexible mobile model for delivering COVID-19 vaccinations across Worcestershire, focusing on low-uptake and priority groups. Includes awareness-raising and flu co-admin support. Minimum of 95 clinics during AW25.

II.2.5) Award criteria

Price is not the only award criterion and all criteria are stated only in the procurement documents

II.2.6) Estimated value

Value excluding VAT: £47,500

II.2.7) Duration of the contract, framework agreement or dynamic purchasing system

Duration in months

6

This contract is subject to renewal

No

II.2.10) Information about variants

Variants will be accepted: No

II.2.11) Information about options

Options: No

II.2.13) Information about European Union Funds

The procurement is related to a project and/or programme financed by European Union funds: No

II.2) Description

II.2.1) Title

Lot 12 -COVID-19 Vaccination Programme Site Selection (Outreach Services) - LLR

Lot No

12

II.2.2) Additional CPV code(s)

- 85100000 - Health services

II.2.3) Place of performance

NUTS codes

- UKF2 - Leicestershire, Rutland and Northamptonshire

Main site or place of performance

Leicester, Leicestershire & Rutland

II.2.4) Description of the procurement

Outreach-based delivery of COVID-19 vaccinations using roving and static clinics across Leicester, Leicestershire & Rutland. Focus on hesitant and underserved populations. May include opportunistic delivery of other vaccines. 3 delivery days per week.

II.2.5) Award criteria

Price is not the only award criterion and all criteria are stated only in the procurement documents

II.2.6) Estimated value

Value excluding VAT: £136,000

II.2.7) Duration of the contract, framework agreement or dynamic purchasing system

Duration in months

6

This contract is subject to renewal

No

II.2.10) Information about variants

Variants will be accepted: No

II.2.11) Information about options

Options: No

II.2.13) Information about European Union Funds

The procurement is related to a project and/or programme financed by European Union funds: No

II.2) Description

II.2.1) Title

Lot 13 - COVID-19 - Covid Outreach - Lincolnshire

Lot No

13

II.2.2) Additional CPV code(s)

- 85100000 - Health services

II.2.3) Place of performance

NUTS codes

- UKF30 - Lincolnshire

Main site or place of performance

Lincolnshire

II.2.4) Description of the procurement

County-wide delivery of COVID-19 vaccination through outreach clinics and targeted community engagement. Planning must be data-led and coordinated with NHS Lincolnshire ICB and PCNs. Includes proactive promotion, multilingual communications, booking via phone and digital channels, and provision for both walk-ins and out-of-hours appointments. Aims to maximise uptake across diverse communities. Target of up to 10,000 vaccination events during the contract period.

II.2.5) Award criteria

Price is not the only award criterion and all criteria are stated only in the procurement documents

II.2.6) Estimated value

Value excluding VAT: £93,000

II.2.7) Duration of the contract, framework agreement or dynamic purchasing system

Duration in months

6

This contract is subject to renewal

No

II.2.10) Information about variants

Variants will be accepted: No

II.2.11) Information about options

Options: No

II.2.13) Information about European Union Funds

The procurement is related to a project and/or programme financed by European Union funds: No

II.2) Description

II.2.1) Title

Lot 14 -COVID-19 Outreach Services – Northamptonshire (North Northamptonshire)

Lot No

14

II.2.2) Additional CPV code(s)

- 85100000 - Health services

II.2.3) Place of performance

NUTS codes

- UKF25 - North Northamptonshire

Main site or place of performance

North Northamptonshire

II.2.4) Description of the procurement

Mobile unit delivery of COVID-19 vaccinations (and flu) across North Northamptonshire,

with MECC interventions (e.g. BP checks, MH signposting). Includes use of fully equipped vans. Minimum of 20 six-hour clinic sessions during AW25.

II.2.5) Award criteria

Price is not the only award criterion and all criteria are stated only in the procurement documents

II.2.6) Estimated value

Value excluding VAT: £35,000

II.2.7) Duration of the contract, framework agreement or dynamic purchasing system

Duration in months

6

This contract is subject to renewal

No

II.2.10) Information about variants

Variants will be accepted: No

II.2.11) Information about options

Options: No

II.2.13) Information about European Union Funds

The procurement is related to a project and/or programme financed by European Union funds: No

II.2) Description

II.2.1) Title

Lot 15 - COVID-19 Outreach Services – Northamptonshire (West Northamptonshire)

Lot No

15

II.2.2) Additional CPV code(s)

- 85100000 - Health services

II.2.3) Place of performance

NUTS codes

- UKF24 - West Northamptonshire

Main site or place of performance

West Northamptonshire

II.2.4) Description of the procurement

Delivery of roving COVID-19 and flu vaccinations via mobile units across West Northamptonshire, with MECC interventions. Clinics offer a safe, confidential space and serve vulnerable groups. Minimum of 20 six-hour sessions during AW25.

II.2.5) Award criteria

Price is not the only award criterion and all criteria are stated only in the procurement documents

II.2.6) Estimated value

Value excluding VAT: £35,000

II.2.7) Duration of the contract, framework agreement or dynamic purchasing system

Duration in months

6

This contract is subject to renewal

No

II.2.10) Information about variants

Variants will be accepted: No

II.2.11) Information about options

Options: No

II.2.13) Information about European Union Funds

The procurement is related to a project and/or programme financed by European Union funds: No

II.2) Description

II.2.1) Title

Lot 16- COVID-19 - Nottingham & Nottinghamshire (Site Selection)

Lot No

16

II.2.2) Additional CPV code(s)

- 85100000 - Health services

II.2.3) Place of performance

NUTS codes

- UKF1 - Derbyshire and Nottinghamshire

Main site or place of performance

Nottingham and Nottinghamshire

II.2.4) Description of the procurement

Full service including PCN opt-in/out coordination, escalation handling, and delivery of COVID-19 vaccinations for vulnerable patients. Minimum of 1,954 vaccination events to be delivered across Nottingham and Nottinghamshire

II.2.5) Award criteria

Price is not the only award criterion and all criteria are stated only in the procurement documents

II.2.6) Estimated value

Value excluding VAT: £38,000

II.2.7) Duration of the contract, framework agreement or dynamic purchasing system

Duration in months

6

This contract is subject to renewal

No

II.2.10) Information about variants

Variants will be accepted: No

II.2.11) Information about options

Options: No

II.2.13) Information about European Union Funds

The procurement is related to a project and/or programme financed by European Union funds: No

II.2) Description

II.2.1) Title

Lot 17 - COVID-19 Staffordshire & Stoke on Trent– vaccination outreach services

Lot No

17

II.2.2) Additional CPV code(s)

- 85100000 - Health services

II.2.3) Place of performance

NUTS codes

- UKG2 - Shropshire and Staffordshire

Main site or place of performance

Staffordshire and Stoke-on-Trent

II.2.4) Description of the procurement

Comprehensive outreach model for COVID-19 vaccinations across Staffordshire and

Stoke-on-Trent, including education, flexible walk-in/bookable clinics, and support for low-uptake and inclusion groups. Digital tracking and evaluation required. 300–800 events per week during AW25.

II.2.5) Award criteria

Price is not the only award criterion and all criteria are stated only in the procurement documents

II.2.6) Estimated value

Value excluding VAT: £0.01

II.2.7) Duration of the contract, framework agreement or dynamic purchasing system

Duration in months

6

This contract is subject to renewal

No

II.2.10) Information about variants

Variants will be accepted: No

II.2.11) Information about options

Options: No

II.2.13) Information about European Union Funds

The procurement is related to a project and/or programme financed by European Union funds: No

II.2) Description

II.2.1) Title

Lot 2 - COVID - 19 - Outreach Services - Coventry and Warwickshire

Lot No

2

II.2.2) Additional CPV code(s)

- 85100000 - Health services

II.2.3) Place of performance

NUTS codes

- UKG12 - Worcestershire

Main site or place of performance

NHS Coventry and Warwickshire Integrated Care Board locality

II.2.4) Description of the procurement

Targeted COVID-19 vaccination for GP opt-out patients across Coventry, Rugby, and Warwickshire. Delivery through practice sites or community venues. Includes multilingual outreach, MECC health checks, flu co-admin support, and coordination with NHS/VCSE partners. Minimum of 25 clinics during AW25.

II.2.5) Award criteria

Price is not the only award criterion and all criteria are stated only in the procurement documents

II.2.6) Estimated value

Value excluding VAT: £60,000

II.2.7) Duration of the contract, framework agreement or dynamic purchasing system

Duration in months

6

This contract is subject to renewal

No

II.2.10) Information about variants

Variants will be accepted: No

II.2.11) Information about options

Options: No

II.2.13) Information about European Union Funds

The procurement is related to a project and/or programme financed by European Union funds: No

II.2) Description

II.2.1) Title

Lot 3 - Covid-19 Coventry and Warwickshire PCN Support Services

Lot No

3

II.2.2) Additional CPV code(s)

- 85100000 - Health services

II.2.3) Place of performance

NUTS codes

- UKG12 - Worcestershire

Main site or place of performance

Coventry and Warwickshire

II.2.4) Description of the procurement

End-to-end coordination and delivery of COVID-19 vaccinations for vulnerable patients in opt-out PCNs. Includes mapping, scheduling, roving delivery, and escalation handling. Minimum of 1,000 patients offered vaccination; final volume confirmed post-mapping.

II.2.5) Award criteria

Price is not the only award criterion and all criteria are stated only in the procurement documents

II.2.6) Estimated value

Value excluding VAT: £5,500

II.2.7) Duration of the contract, framework agreement or dynamic purchasing system

Duration in months

6

This contract is subject to renewal

No

II.2.10) Information about variants

Variants will be accepted: No

II.2.11) Information about options

Options: No

II.2.13) Information about European Union Funds

The procurement is related to a project and/or programme financed by European Union funds: No

II.2) Description

II.2.1) Title

Lot 4 - COVID-19 5 years –17-year olds dedicated clinics - Derby City Locality

Lot No

4

II.2.2) Additional CPV code(s)

- 85100000 - Health services

II.2.3) Place of performance

NUTS codes

- UKF11 - Derby

Main site or place of performance

Derby City

II.2.4) Description of the procurement

Delivery of dedicated COVID-19 vaccination clinics for children and young people aged 5–17 in Derby City. 6 clinics to be delivered during the AW25 campaign.

II.2.5) Award criteria

Price is not the only award criterion and all criteria are stated only in the procurement documents

II.2.6) Estimated value

Value excluding VAT: £1,700

II.2.7) Duration of the contract, framework agreement or dynamic purchasing system

Duration in months

6

This contract is subject to renewal

No

II.2.10) Information about variants

Variants will be accepted: No

II.2.11) Information about options

Options: No

II.2.13) Information about European Union Funds

The procurement is related to a project and/or programme financed by European Union funds: No

II.2) Description

II.2.1) Title

Lot 5 - Covid-19 - 6 Month - 4 year olds Vaccination Hub - Derby City Locality

Lot No

5

II.2.2) Additional CPV code(s)

- 85100000 - Health services

II.2.3) Place of performance

NUTS codes

- UKF11 - Derby

Main site or place of performance

Derby City

II.2.4) Description of the procurement

Hub-based delivery of COVID-19 vaccinations for children aged 6 months to 4 years in Derby City. 6 clinics to be delivered during the AW25 campaign.

II.2.5) Award criteria

Price is not the only award criterion and all criteria are stated only in the procurement documents

II.2.6) Estimated value

Value excluding VAT: £1,700

II.2.7) Duration of the contract, framework agreement or dynamic purchasing system

Duration in months

6

This contract is subject to renewal

No

II.2.10) Information about variants

Variants will be accepted: No

II.2.11) Information about options

Options: No

II.2.13) Information about European Union Funds

The procurement is related to a project and/or programme financed by European Union funds: No

II.2) Description

II.2.1) Title

Lot 6 - COVID-19 - 5–17-year-old dedicated clinic - Derbyshire Dales & High Peak

Lot No

6

II.2.2) Additional CPV code(s)

- 85100000 - Health services

II.2.3) Place of performance

NUTS codes

- UKF13 - South and West Derbyshire

Main site or place of performance

Derbyshire Dales & High Peak

II.2.4) Description of the procurement

Dedicated COVID-19 vaccination clinics for children aged 5–17 in the Derbyshire Dales and High Peak locality. 6 clinics to be delivered during AW25.

II.2.5) Award criteria

Price is not the only award criterion and all criteria are stated only in the procurement documents

II.2.6) Estimated value

Value excluding VAT: £1,700

II.2.7) Duration of the contract, framework agreement or dynamic purchasing system

Duration in months

6

This contract is subject to renewal

No

II.2.10) Information about variants

Variants will be accepted: No

II.2.11) Information about options

Options: No

II.2.13) Information about European Union Funds

The procurement is related to a project and/or programme financed by European Union funds: No

II.2) Description

II.2.1) Title

Lot 7 - COVID-19-6 month- 4 years Vaccination Hub - Derbyshire Dales & High Peak

Lot No

7

II.2.2) Additional CPV code(s)

- 85100000 - Health services

II.2.3) Place of performance

NUTS codes

- UKF13 - South and West Derbyshire

Main site or place of performance

Derbyshire Dales & High Peak

II.2.4) Description of the procurement

Vaccination hub for delivering COVID-19 vaccines to children aged 6 months to 4 years in Derbyshire Dales and High Peak. 6 clinics during the AW25 campaign.

II.2.5) Award criteria

Price is not the only award criterion and all criteria are stated only in the procurement documents

II.2.6) Estimated value

Value excluding VAT: £1,700

II.2.7) Duration of the contract, framework agreement or dynamic purchasing system

Duration in months

6

This contract is subject to renewal

No

II.2.10) Information about variants

Variants will be accepted: No

II.2.11) Information about options

Options: No

II.2.13) Information about European Union Funds

The procurement is related to a project and/or programme financed by European Union funds: No

II.2) Description

II.2.1) Title

Lot 8- COVID 19- 6 month - 4 yrs Clinic Chesterfield, Bolsover, & NE Derbyshire

Lot No

8

II.2.2) Additional CPV code(s)

- 85100000 - Health services

II.2.3) Place of performance

NUTS codes

- UKF12 - East Derbyshire

Main site or place of performance

Chesterfield, Bolsover, and North East Derbyshire

II.2.4) Description of the procurement

Hub-based delivery of COVID-19 vaccinations for the 6-month to 4-year cohort in Chesterfield, Bolsover, and North East Derbyshire. 6 clinics during AW25.

II.2.5) Award criteria

Price is not the only award criterion and all criteria are stated only in the procurement documents

II.2.6) Estimated value

Value excluding VAT: £1,700

II.2.7) Duration of the contract, framework agreement or dynamic purchasing system

Duration in months

6

This contract is subject to renewal

No

II.2.10) Information about variants

Variants will be accepted: No

II.2.11) Information about options

Options: No

II.2.13) Information about European Union Funds

The procurement is related to a project and/or programme financed by European Union funds: No

II.2) Description

II.2.1) Title

Lot 9 - COVID 19 - 5–17 years -Chesterfield, Bolsover and Northeast Derbyshire

Lot No

9

II.2.2) Additional CPV code(s)

- 85100000 - Health services

II.2.3) Place of performance

NUTS codes

- UKF12 - East Derbyshire

Main site or place of performance

Chesterfield, Bolsover, and North East Derbyshire

II.2.4) Description of the procurement

Provision of dedicated COVID-19 vaccination clinics for 5–17-year-olds across Chesterfield, Bolsover, and North East Derbyshire. 6 clinics during AW25.

II.2.5) Award criteria

Price is not the only award criterion and all criteria are stated only in the procurement documents

II.2.6) Estimated value

Value excluding VAT: £1,700

II.2.7) Duration of the contract, framework agreement or dynamic purchasing system

Duration in months

6

This contract is subject to renewal

No

II.2.10) Information about variants

Variants will be accepted: No

II.2.11) Information about options

Options: No

II.2.13) Information about European Union Funds

The procurement is related to a project and/or programme financed by European Union funds: No

Section III. Legal, economic, financial and technical information

III.1) Conditions for participation

III.1.2) Economic and financial standing

Selection criteria as stated in the procurement documents

III.1.3) Technical and professional ability

Selection criteria as stated in the procurement documents

Section IV. Procedure

IV.1) Description

IV.1.1) Type of procedure

Open procedure

IV.1.8) Information about the Government Procurement Agreement (GPA)

The procurement is covered by the Government Procurement Agreement: Yes

IV.2) Administrative information

IV.2.2) Time limit for receipt of tenders or requests to participate

Date

7 July 2025

Local time

10:00am

IV.2.4) Languages in which tenders or requests to participate may be submitted

English

IV.2.6) Minimum time frame during which the tenderer must maintain the tender

Duration in months: 8 (from the date stated for receipt of tender)

IV.2.7) Conditions for opening of tenders

Date

7 July 2025

Local time

10:00am

Section VI. Complementary information

VI.1) Information about recurrence

This is a recurrent procurement: No

VI.3) Additional information

This is a Provider Selection Regime (PSR) Contract Notice. The awarding of this contract is subject to the Health Care Services (Provider Selection Regime) Regulations 2023. For the avoidance of doubt, the provisions of the Procurement Act 2023 do not apply to this award.

The Contracting Authority will be using an eTendering system for this procurement exercise.

Further information and the ITT documentation can be found via the 'Live Opportunities' list on the e-tendering system at the following link:

<https://atamis-1928.my.salesforce-sites.com/?SearchType=Projects>

You can also register your interest via this page. You can search for the opportunity by entering the following contract reference: C369778 - COVID-19 Vaccination Programme – Outreach Services for the Midlands Region. Please see published procurement documentation for further details.

The Basic Selection Questions are evaluated on a Pass/Fail or For Information only basis. The Key Criteria Questions are evaluated on a 0-5 scoring mechanism described in Document 1, and are weighted as follows:

Key Criteria 1: Integration, Collaboration and Services Sustainability: 20.00%

Key Criteria 2: Improving Access, Reducing Health Inequalities and Facilitating Choice: 35.00%

Key Criteria 3: Quality and Innovation: 15.00%

Key Criteria 4: Social Value: 10.00%

Key Criteria 5: Value: 20.00%

Only bids which Pass all Basic Selection Criteria Questions shall proceed to be evaluated for the Key Criteria Questions. Lots will be awarded to the Provider that passes the Basic Selection Criteria and achieves the highest Key Criteria score of the respective Lot with only bids which Pass all the requirements to be scored on Key Criteria.

Please note the deadline for responses to the Competitive Process is 10:00am on Monday 7th July 2025.

VI.4) Procedures for review

VI.4.1) Review body

NHS England Independent Patient Choice and Procurement Panel

London

London

SE1 8UG

Country

United Kingdom

Internet address

<https://www.england.nhs.uk/commissioning/how-commissioning-is-changing/nhs-provider-selection-regime/independent-patient-choice-and-procurement-panel/>