

**EXECUTIVE SUMMARY SHEET
NHS Nottingham North and East CCG
Primary Care Commissioning Committee**

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|-------------------------|--|---------------------|--|
| Date of meeting: | 18 February 2016 | Agenda Item: | |
| Title: | Proposed closure of Colwick Vale Surgery – branch surgery of Trentside Medical Group | | |
| Presented by: | Kerrie Woods, Contracts Manager, NHS England | | |
| Written by: | Richard Hobbs, Senior Primary Care Support, NHS England | | |

Purpose of paper:

- To provide the Committee with an overview of a proposal to close the branch surgery at Colwick Vale.
- To provide assurance that patient and public engagement has been undertaken.
- To provide assurance that commissioners have considered the impact of the cessation of the service from this location.

Key Issues and Recommendations:

- Trentside Medical Group currently operates a single patient list over two sites and wishes to cease provision at the Colwick site whilst retaining the full patient list.
- The NHS England policy for “*Branch closure for primary medical services*” is applicable to this application.
- As part of the co-commissioning delegation agreement, the CCG is bound to comply with the policy (see Schedule 2, Section 2: Primary Medical Services Contract Management).
- The practice, with support, has developed an engagement plan (Appendix 2) to engage with stakeholders on the proposed closure.
- The introduction of NHS Property Services full-cost recovery programme has increased the operational costs for Colwick Vale.
- Other high operating costs mean that the service at Colwick Vale is no longer viable for Trentside Medical Group to financially run.
- The Colwick Vale site is provided from temporary accommodation and has a limited life span for future provision.
- The closure of the Colwick Vale site is an important step in Trentside Medical Groups proposed new premise development.
- It is recommended that the Committee considers the application alongside the policy and approves the closure request.

**Action required by the NHS Nottingham North and East CCG
Primary Care Commissioning Committee:**

- Approve the closure of the Colwick Vale premise, recognising due process has been completed.

Introduction

This is an application from Trentside Medical Group to cease to provide services from the Colwick Vale location with effect from 31 March 2016.

Branch closures form part of the NHS England policy for “*Branch closure for primary medical services*” which is retained for use under fully delegated co-commissioning under the Delegation Agreement with NHS England (Schedule 2, Section 2: Primary Medical Services Contract Management).

There is an NHS England policy dated June 2013 which describes the issues that should be considered when a branch surgery closure is proposed. It includes the consultation that should take place with patients and other stakeholders. This paper will describe the issues around the closure of the branch, and the consultation and engagement that has taken place.

Background and Issue

Background:

Colwick Vale Surgery was an independent medical practice with a registered population of approximately 2,700 patients until 1 April 2011.

Following the retirement of the sole partner at Colwick Vale, a procurement exercise was undertaken by Nottinghamshire County Primary Care Trust in November 2010 to identify a new provider for the service.

Following the competitive process, neighbouring practice Netherfield Medical Practice was selected as the preferred provider. Netherfield Medical Practice had its own registered population of approximately 9,000 patients.

Nottingham County Teaching PCT entered a Deed of Variation with the GP partners of Netherfield Medical Practice to provide primary medical services at Colwick Vale Surgery for a period of five years until 31 March 2016.

As part of the operational arrangements, the patients registered at Colwick combined with the patient list of Netherfield Medical Practice. This created a single registered population of approximately 11,700 patients. The practices were renamed Trentside Medical Group to reflect the collective arrangements.

This addendum to the contract is scheduled to end on 31 March 2016 however the operation of a single list of patients will continue. The division of the list to the separate sites is no longer reasonably possible without extraordinary measures.

It is the firm intention of Trentside Medical Group to undertake a premise development within the Netherfield area that would have capacity to accommodate patients from both the Netherfield and Colwick Vale sites. The practice had planned to consolidate the two sites at a later point in time, when a new premise had been approved and developed.

The partners of Trentside Medical Group have reviewed the current arrangements and concluded that the recent increases to operational costs have made the overall cost of delivering the service unsustainably high at the Colwick Vale site and therefore have applied to close the site.

Given the close proximity of the main premises in Netherfield, the partners wish to apply to close Colwick Vale Surgery with effect from 31 March 2016 and patients have been informed on this basis. All patient registrations will be retained by Trentside Medical Group and services to all patients will be offered at the consolidated site in Netherfield.

Overview of request:

Overview of practice

Trentside Medical Group has a Personal Medical Services (PMS) contract agreement with five partners and 11,681 patients as at 1 January 2016. When weighted for deprivation the practice capitation is reduced slightly to 11,457.

The total list of patients is broadly the same size as when Trentside Medical Group formed in 2011.

Workforce

The make-up of the clinical staff is as follows:

| Type of staff | Head count | Whole Time Equivalent |
|----------------------|-------------------|------------------------------|
| GP Partners | 5 | 4.0 |
| Salaried GP | 2 | 0.78 |
| GP Registrar | 1 | 1.0 |
| Nurse Practitioner | 2 | 0.72 |
| Practice Nurse | 3 | 1.56 |
| Healthcare Assistant | 3 | 2.22 |

Financial position

Currently, there are two national programmes to ensure equitable funding within general practice; PMS Reviews and Erosion of Minimum Practice Income Guarantee (for GMS practices).

This practice is affected by the PMS Review which is reviewing PMS premium arrangements. The premium is defined as the additional funding a practice receives over and above national GMS price.

The practice currently receives £78.56 per registered patient (raw) under a Personal Medical Services (PMS) contract agreement. National GMS price is currently set at £76.51 per weighted patient.

Trentside Medical Group contends that the running costs of Colwick Vale Surgery are now so high that it is no longer viable to provide services from those premises.

The continued delivery of services from the Colwick Vale site would impact the overall business model for Trentside Medical Group, potentially destabilising the group as a whole which would directly impact on patient care.

Income vs costs:

Based on the historic list sizes, it is estimated that the contract income attributable to the Colwick Vale site is £212k per annum (approximated by 2700 patients at £78.56).

At the time of the procurement exercise in 2010, noted costs were:

| | |
|-------------------|----------|
| Total staff costs | £135,473 |
| Non-pay costs | £44,099 |
| TOTAL | £179,572 |

Currently annual premises costs which are non-reimbursable for the practice are:

| | |
|--------------------------|---------|
| Gas | £1,669 |
| Electricity | £3,119 |
| Security | £300 |
| Management Charge | £13,777 |
| Estate Management Charge | £9,019 |
| TOTAL | £27,884 |

The introduction of full cost recovery programmes by NHS Property Services and CHP have increased the occupation costs for many practices currently leasing practice premises as practices did not previously contribute a management cost.

In this case, Trentside Medical Group state that the additional management charge was not incorporated at the outset and the introduction of these by NHS Property Services has made the service there financially unviable.

Registered list size and patient demographics

The table shows there has been a small reduction in the number of patients at the practice, over the last three years, with a net loss of 141 patients (approximately 1.2% loss). The number of patients at each site can no longer be determined.

| Date | Raw list size |
|----------|---------------|
| 01/01/13 | 11,822 |
| 01/01/14 | 11,820 |
| 01/01/15 | 11,710 |
| 01/01/16 | 11,681 |

The breakdown of the practice population by age and gender, compared to the national figure for 2015-16 is shown below, together with deprivation statistics.

| Practice Age Distribution | | National |
|----------------------------------|--------|-----------------|
| 0-4 years | 6.49% | 6.05% |
| 5-14 years | 10.85% | 11.32% |
| 15-44 years | 41.09% | 40.52% |
| 45-64 years | 26.37% | 25.33% |
| 65-74 years | 8.02% | 9.00% |
| 75-84 years | 5.33% | 5.39% |
| 85 years + | 1.86% | 2.18% |

| Practice Gender Distribution | | National |
|-------------------------------------|--------|-----------------|
| Male | 49.32% | 50.02% |
| Female | 50.68% | 49.78% |

| Practice Index of Multiple Deprivation | | National |
|---|-------|-----------------|
| Overall | 22.56 | 26.6 |
| Affecting children | 0.31 | 0.25 |
| Affecting older people | 0.25 | 0.26 |

Premises information

Netherfield:

- Location: Forester Street, Netherfield, Nottingham, NG4 2NJ
- Owner: Trentside Medical Group
- Size: 387.2 m2
- Tenure basis: Owner-occupied
- Reimbursement level: £66,250
- Overall condition: Purpose built 1990's surgery, dated fit out and in need of some refurbishment - lacking compliance in some areas (Source: District Valuer).

Colwick Vale:

- Location: Vale Road, Colwick, Nottingham, NG4 2GP
- Land: Leased from Diocese of Southwell & Colwick Parish Council
- Premises: Portakabin (temporary accommodation) leased from NHS Property Services
- Size: not available
- Tenure basis: Leased
- Reimbursement level: £20,500
- Overall condition: not available

The practice has plans to build new purpose-built premises in conjunction with a local pharmacy at a site which is 0.7 miles from Colwick Vale. This is anticipated to be open within 18 months however is subject to separate approvals processes including those with local planning and requests for NHS funding.

Location and accessibility

The current main site in Netherfield is 0.8 miles from Colwick Vale. All patients are already registered at the main site and many are likely to have used this site in the past.

The two locations are already linked by a regular bus service with services every 10 mins during the day and 15 mins in early morning and evenings. The bus journey time is nine minutes.

To walk between the two sites takes 19 minutes

To drive between the two sites takes four minutes when no traffic.

Access

Opening hours at the two surgeries are as follows:

| Day | Netherfield Medical Practice | Colwick Vale Surgery |
|--------------|------------------------------|----------------------|
| Monday | 07:00 – 18:30 | 08:30 – 14:30 |
| Tuesday | 07:00 – 18:30 | 08:30 – 14:30 |
| Wednesday | 07:00 – 18:30 | 08:30 – 14:30 |
| Thursday | 07:00 – 18:30 | 07:30 – 12:30 |
| Friday | 07:00 – 18:30 | 12:00 – 19:00 |
| Saturday | Closed | Closed |
| Sunday | Closed | Closed |
| TOTAL | 57.5 hours | 30 hours |

The practice intends to provide the same total number of appointments as at present, but from a single location. This will be managed by a combination of improved use of the current clinical space, and by extending the times that appointments are offered within each working day of the week.

Patients will be offered appointment times throughout the whole day, rather than just a morning and afternoon session as at present. This will have the additional benefit of improving the choice of appointment times for all patients, and reduce the demand for central facilities such as the waiting area, reception and toilets at any one time.

In 2015-16 the practice has been contracted to provide the Extended Hours Enhanced Service which requires them to provide 5.75 hours each week in addition to their core contracted hours. So far in this year they have substantially exceeded this figure.

The opening hours at Netherfield will remain as at present – 7.00am to 6.30 pm Monday to Friday. All appointments will be booked via the main site. In order to ensure there is sufficient telephone capacity, the practice has already introduced a telephone triage service and will work with the patient group further to reduce demand through promoting on line booking and electronic prescription requests.

Other primary healthcare provision

All patients registered at Trentside Medical Group will remain registered following the closure. Some patients may choose to register at alternative local practices.

It is normally recommended that practices should plan for a potential 10% drop in patient list size as a worst-case scenario following a change; this is to ensure a degree of preparedness and test resilience. A 10% drop in this case would leave the practice with approximately 10,500 patients.

There are three alternative GP practices within one mile of Colwick Vale (the nearest being 0.6 miles) and a total of six within 1.5 miles if patients are unable to travel to Netherfield and wish to register at an alternative practice. Therefore there are choices for patients should they choose to seek alternative arrangements. See **Appendix 1** for a map of the location.

As part of the overall engagement, neighbouring practices and the six local community pharmacies have been contacted for feedback regarding the potential closure.

Dispensing

Neither Colwick Vale Surgery nor Netherfield Medical Centre are dispensing practice locations therefore there will be no change to patient services.

Rurality

The definition of rurality is complex. The following characteristics provide a brief overview for defining rurality and rural deprivation in a manner that is relevant to healthcare.

- Population – In remote rural areas, the proportion of older people in the population will be higher than in the general UK population. This may mean that healthcare providers in rural areas need to deal more often with chronic diseases that increase from the middle years of life into old age.
- Remoteness – Rural areas that are also remote are challenged by the greater inaccessibility of urban centres and sparser infrastructure than less remote rural areas.
- Deprivation – Deprivation in rural context involves a complex interaction between factors associated with income, social circumstances, access to services and choice. Deprivation and poverty are important determinants of health and disease.

In considering the overall rurality, the population breakdown indicates that it is close to the national average with a slightly higher percentage of working age people than the national average. The practice population has lower levels of deprivation in comparison with the national average.

On reflection of all these factors, it is indicated that Colwick Vale is not considered rural.

Care Quality Commission

The Care Quality Commission is currently carrying out an inspection at Trentside Medical Group and their report will be published when this completed.

Primary Care Web Tool

The Primary Care Web Tool is a website of practice identifiable statistics on individual practices and CCGs. It uses data including patient demographics and 'performance' indicators including QOF (Quality and Outcomes Framework), clinical outcomes and prescribing, to patient access and satisfaction ratings. The data on individual practices is compared to national and local averages.

The General Practice Outcome Standard (GPOS) is part of the Primary Care Web Tool. The current GPOS ratings for the practice are that it is an "Achieving Practice".

NHS Choices feedback

There are a total of 13 reviews left on NHS Choices website for Trentside Medical Group, and they average 3.5 stars out of 5. Of the Friends and Family Test responses, all five respondents would recommend the practice.

GP Patient Survey Results

The National GP Patient Survey published in January 2015 highlighted that 79% of patients rated Trentside Medical Group as good or very good. The results showed that 73% of patients would recommend the practice to someone new to the area.

Nationally 84.8% of patients rated their practice as good or very good and 78% would recommend their practice. Trentside Medical Group results are slightly lower than the national average.

An area where patients rated Trentside Medical Group highly included:

- The GP being good at listening to them;
- Patients usually waited 15 minutes or less after their appointment time to be seen;
- Respondents said that the last appointment time they had was convenient.

Where room for improvement was identified included:

- Finding the receptionists helpful.
- The experience of making an appointment.

Consultation/engagement

Regarding consulting with their patients and stakeholders, the practice is holding a public consultation, which started on 2 December 2015 and ended on 5 February 2016, to fully understand the impact closure will have on the patient population and local services.

The practice will take any actions necessary to mitigate any identified negative impacts. The decision to close is supported by the Patient Participation Group (PPG) which is an active group with nine members.

The practice is working with its Patient Participation Group (PPG) and the CCG's Senior Service Improvement Manager to design and deliver the consultation as widely and effectively as possible.

These include:

- Creation of a survey made available online and via telephone, and with printed copies at Practice,
- Poster campaign at local pharmacies, shops and Post Offices as well as the two practice sites.
- Leaflets circulated with dispensed prescriptions for Trentside Medical Group patients.
- Promotion of consultation via social media - linking in with Facebook pages, as well as the CCG and practice websites,
- Media release after PPG meeting
- Promotion with partners such as Gedling Borough Council and Healthwatch,
- Visit to community venues with survey and speak to local residents
- Two public events on 2 December 2015 and 21 Jan 2016 (see below),
- Leaflet drop to houses in streets where people could potentially be worst affected,
- Feedback to participants, patients and public,
- A post-consultation review of effectiveness and completeness of the consultation and engagement.

The PPG are particularly involved in delivering leaflets to local centres and encouraging patients to complete the survey.

The scope of the consultation includes the registered patients, patients living in the vicinity of the practice, the Local Medical Committee, local councillors, Healthwatch, and local pharmacies. All 21 practices within Nottingham North and East CCG have been informed of the changes and may contribute to the consultation if they wish. In addition five practices within a two mile radius of Colwick Vale Surgery but within the boundary of Nottingham City CCG have been informed.

The CCG, with the help of the PPG will co-ordinate and report on the responses to the consultation. If the closure is approved the closure will be communicated to patients via posters in the surgeries, in the community, on the practice website, via social media, and on prescriptions scripts announcing the closure and stating the date. Messages will also be added to the phone lines at both surgeries.

Interim feedback, as at 19 January 2016, to the practice from 109 online surveys indicates concerns over

- Ability to get appointments at Netherfield,
- Difficulties that some patients will experience in travelling to Netherfield,

- Concerns that the local pharmacy will become unviable and therefore close.

There were also comments in favour of the closure and move.

The public meeting on 21 January attracted some 70 patients and local media interest due to the opposition to the closure from some patients at the meeting.

This meeting was advertised to the public using the following means:

- Posters at both practices
- Posters delivered to pharmacies, newsagent on Dale Road, Gedling Civic centre foyer. PPG members also distributed to shops and community centres and promoted in practice. The posters were also sent to the Parish Council for distribution
- Leaflets delivered at Colwick addresses around the venue and surgery
- Promoted on NNE CCG, Gedling Borough Council, Trentside and Healthwatch web and digital media channels (facebook and twitter)
- Poster promoted on the Colwick Community Facebook page
- Media release sent to Nottingham Post prior to the event with a request to promote BUT they chose to cover the event instead
- Facebook advert promoting event aimed at people in Colwick and Netherfield

See Appendix 2 for the main elements of the engagement plan.

The consultation ended at midnight on the 5th February 2016 and an analysis of the feedback and action plan will be provided in a separate paper and distributed before the meeting.

Proposal & Preferred Option (where applicable)

Trentside Medical Group are applying to close the Colwick Vale Surgery with effect from 31 March 2016 due to the service being no longer financially viable, although recognising this change had already been considered in relation to the premise development.

The Deed of Variation will cease on 31 March 2016 however the practice is committed to continuing to provide services for the single combined list of patients.

The practice has examined the option of continuing to provide services there but have concluded that this is not feasible due to the unsustainably high cost of running and the likely negative impact this will have on the overall provision of services.

The CCG has overseen the delivery of robust patient engagement to ensure patients are fully informed and have had opportunity to highlight any issues.

The proposal therefore is to close the branch surgery with effect from 31 March 2016.

Impact/ benefits for patients and local population

Patients who use Colwick Vale Surgery will have to travel to Netherfield Medical Centre for appointments; many patients already utilise services as both sites.

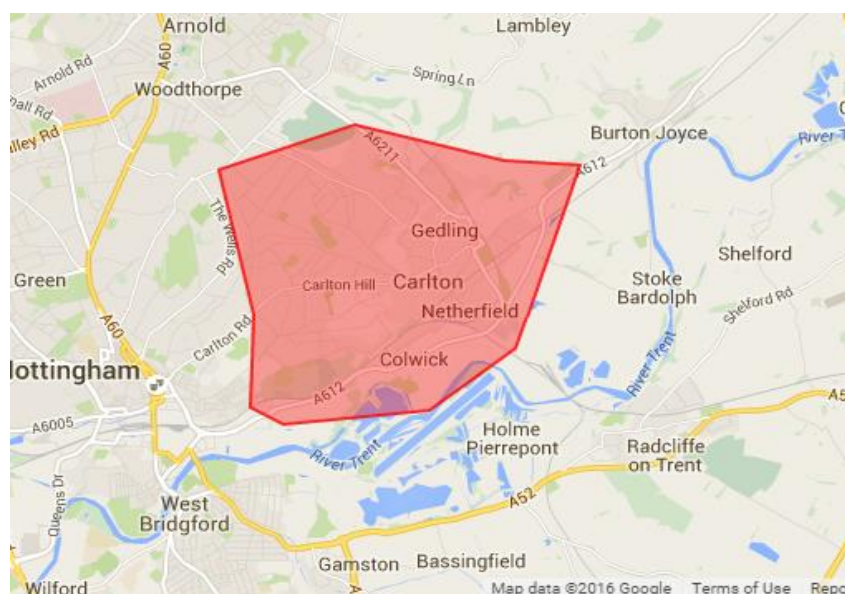
The practice will continue to provide home visits to housebound patients as required.

There are good public transport links between the two areas to enable patients to travel.

The closure would benefit patients by ensuring that services can continue to be delivered to the expected standard, without diverting funding from patient care to supplement premises costs.

There are three alternative GP practices within one mile of Colwick Vale (the nearest being 0.6 miles) and a total of six within 1.5 miles if patients are unable to travel to Netherfield and wish to register at an alternative practice. Therefore there are choices for patients. Two of these six practices are situated within the neighbouring Nottingham City CCG. See Appendix 1.

The catchment area for Trentside Medical Group is shown below:



Financial Implications

Please tick if no implications

Premises

The Colwick Vale Surgery operates from land owned by Diocese of Southwell & Colwick Parish Council and leased to NHS Property Services (NHS PS).

A lease arrangement for the Portakabin exists between NHS PS and the practice; the cost rent of the portakabin is reimbursed to the practice. This will cease if the

practice closes on 31 March 2016, thereby giving a saving of £20,500 per annum.

The following savings will be made by commissioners should Colwick Vale Surgery close:

- Business Rates - £8,997 (2015/16)
- Water Rates and Clinical waste are both currently unquantified for 2015/16.

Additional clinical waste may be required at the Netherfield site with the increased numbers in patients accessing the site.

Contract

The current funding per patient is £78.56 (including 01 October 2015 uplift)
There will be no changes to contract funding following the closure.

The lease on the premises ceases on 31 March 2017 therefore potential savings will not be realised until 2018/2019. Work is underway with NHS Property Services to minimise costs incurred following service closure.

Risks

1. Insufficient appropriate and proportionate patient and public participation has taken place.

As part of the planned branch closure, the practice has completed a full engagement exercise with patients, stakeholders and the local Health Overview and Scrutiny Committee on the future arrangements for services.

2. Registered population decrease

Although patients will remain registered at Trentside Medical Group, some patients may choose to register at surrounding practices. Any significant reduction could lead to loss of income for the practice. Surrounding practices have been contacted regarding the proposed closure and no significant concerns have been raised.

3. If closure were not approved, the entirety of the practice is likely to become unstable.

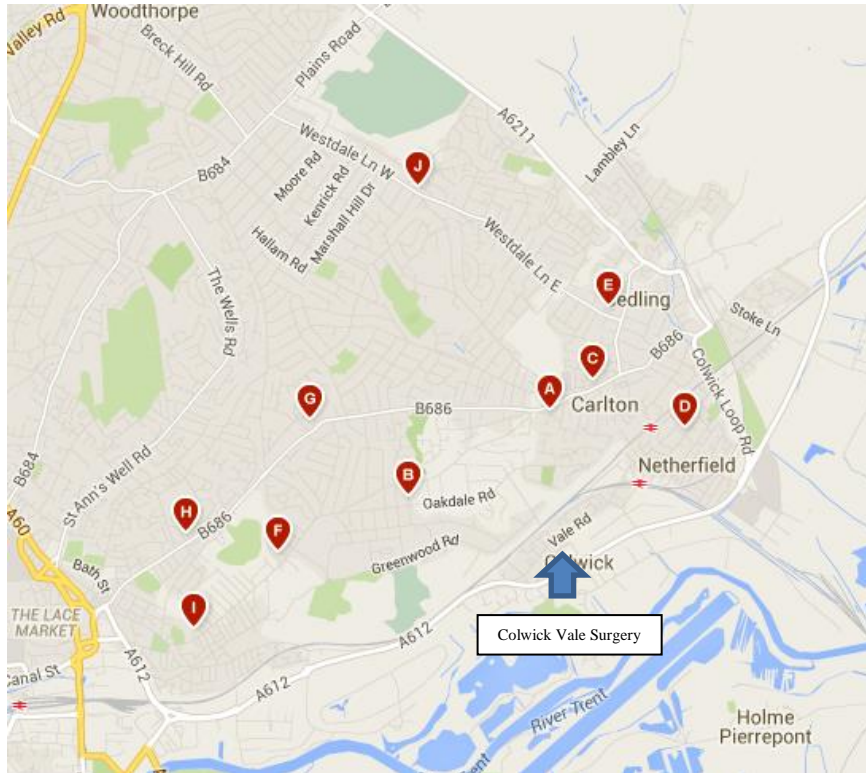
The practice has provided details of the costs incurred in running the service which indicate that costs exceed estimated income. Should the practice continue to deliver services from the site, additional resources will be required to be diverted away from other areas within the practice budget. This is likely to adversely impact on patient care.

Final Recommendation

The recommendation is to close the branch surgery with effect from 31 March 2016 due to the following factors:

- It has been outlined that the service is no longer financially viable due to the recent increases in premises charges.
- The Deed of Variation ceases on the 31 March which relinquishes the requirement for the practice to provide the service.
- Proportionate consultation has taken place with patients, the public, local practices and other stakeholders.
- There are good public transport links to the Netherfield Medical Practice which is only 0.8 miles from the branch.
- There are alternative practices in the vicinity if patients wish to register elsewhere.
- The long term plan for the area supports the practices plans for development within the area.

Appendix 1



| Map Ref | Practice Name | CCG | List Size (1/1/16) | Distance from Colwick Vale (miles) |
|---------|--|-------------------------|--------------------|------------------------------------|
| A | Willows Medical Centre | Nottingham North & East | 3601 | 0.6 |
| B | Bakersfield Medical Centre | Nottingham City | 5008 | 0.7 |
| C | Peacock Practice | Nottingham North & East | 7628 | 0.8 |
| D | Netherfield Medical Centre | Nottingham North & East | 11681 | 0.8 |
| E | Westdale Lane Surgery | Nottingham North & East | 7638 | 1.1 |
| F | Greenwood & Sneinton Family Medical Centre | Nottingham City | 6575 | 1.2 |
| G | Park House | Nottingham North & East | 5152 | 1.2 |
| H | Family Medical Centre | Nottingham City | 8677 | 1.6 |
| I | Dale Surgery | Nottingham City | 4211 | 1.6 |
| J | Unity Surgery | Nottingham North & East | 3785 | 1.7 |

Appendix 2

| Communication |
|--|
| Develop plan with PPG group |
| Create survey and make available via survey monkey, printed copies at Practice and via telephone to PET |
| Poster campaign commence 17/12 following PPG group meeting |
| Promote consultation via Social media - linking in with the Colwick Community Facebook page and Trentside FB |
| Media release after PPG meeting |
| Promote via partners - GBC, Healthwatch etc |
| Go to community venues with survey and speak to local residents - TBC |
| Second public event arranged for Thursday 21 January 2016 |
| Promotion of event to community via posters, flyers, social media, media release |
| Leaflet drop around surgery (promote event and survey) |
| Feedback to participants of the PPI |
| Review effectiveness and completeness of PPI |
| |
| Impact Assessment |
| Review of complaints received |
| Review of patient survey |
| Review of friends and family |
| Review of Facebook |
| Estimate of numbers of patients effected (maps) |
| Establishment of services provided at Netherfield v Trentside |
| Establishment of bus routes |
| Establishment of alternative surgeries |
| Draft Impact Report |