

Shiphay & Abbey Road Surgeries **Business Case**

Background Information

The partnership of Dr's Ellis, Morrell and Braakenburg are currently providing Primary Care Services from premises at Abbey Road and Shiphay Manor surgeries.

With the retirement of the Senior Partner Dr AW Ellis on the 31st March 2010 and that of the Practice Manager, Mrs J Ellis on 28th February 2010, the new partnership of Dr's Morrell and Braakenburg have completed a strategic business review and as required by Care Trust guidelines have prepared a business case to support the decision making process:

Our review has identified both short term and long term goals, key objectives and a vision allowing us to move forward in the direction we feel right for both the practice and our patients. We recognise that as a practice we have not developed to our full potential and with an ambitious and effective action plan we hope to develop a vision connecting the present with aspirations for the future.

Objectives

- To continue providing General Medical Services in partnership as Dr's Morrell and Braakenburg.
- The employment of 2 part time salaried doctors to provide additional medical services.
- The appointment of Mr Mark Thomas of Chelston Hall Surgery from the 1st November to jointly manage the new partnership. Mark will continue with his current role allowing us to utilise his management experience and knowledge. He is well known and respected both by his peers and the Care Trust.
- To continue to provide general medical services to the list currently registered at Shiphay Manor surgery but to move the premises location to Chelston Hall Surgery.
- To continue to provide general medical services to the patients currently registered at Abbey Road surgery under new lease arrangements with the premises owner.

Case for Change / Project Overview

- The JSNA of 2007 provided by Public Health shows that only 18.9% of the current list at Shiphay Manor Surgery is registered there, the remainder being spread principally between Tormohun (28.1%), Cockington with Chelston (17.6%) and Ellacombe (12.8%). The few patients registered at Marldon and Kingskerswell will not incur any greater journey.
- Practice Boundaries are identical to those of Chelston Hall and Old Mill Surgeries.
- The proposed move is 1.2 miles distant beyond the edifice of Queensway and is toward the majority of registered patients. Although opposite the Torquay Grammar Schools, no specialised services have been provided to date.
- There are existing medical services to Shiphay residents from the practices sited at Collaton Road and Sherwell Valley Road.
- The premises at Shiphay Manor Surgery are an adapted residential dwelling on Shiphay Lane and comprise 3 consulting rooms, 1 treatment room, 1 reception area, 1 waiting room and 2 additional rooms forming a staff room and a small office space. Whilst the current building enables a traditional family style of Primary Care Services to be delivered to the registered patients, there is little scope for expansion or modernisation. Shiphay Road on review is no longer adequate or fit for general practice. The current building is spread over two floors offering impractical space and

is not disability compliant. The range of services cannot be developed further due to lack of clinical.

- Additional services including midwives, health visitors, district nursing and meeting space for multi-disciplinary teams can only be facilitated by sharing or vacating rooms at the required times.
- Storage space for equipment and notes is limited.
- Joint working areas for staff in the reception area is restricted.
- The Shiphay premises themselves are in a poor state of repair, with subsidence on 2 aspects of the building causing the ingress of damp and uneven flooring.
- Disabled facilities to services on the second floor are currently not provided.
- There arises the opportunity for future amalgamation of the existing partnerships of Old Mill Road, Chelston Hall and Shiphay Manor Surgeries.
- Staffing levels at Shiphay Manor and Abbey Road have caused ongoing difficulties and the move and expansion of staff numbers will allow greater flexibility in working, bringing benefits to patients and staff alike. This could include the provision of extended hours.
- Shiphay and Abbey Road close every Wednesday afternoon and general medical services are provided by Old Mill Surgery so our patients are already familiar with the Chelston Hall facilities.

Benefits for Patients, Staff & Care Trust

Changes to accommodation

- The move to Chelston Hall Surgery will provide the benefits of purpose built premises to the patients of Shiphay Manor Surgery. Chelston Hall Surgery was built under a cost rent scheme to house the patients from the old Walnut Road and Old Mill Surgeries. The Care Trust has invested in modern general practice facilities and there is currently capacity within the building to immediately provide consultation rooms, treatment rooms, patient reception and administration facilities.
- Chelston Hall Surgery is due to be expanded by the addition of facilities for meetings, teaching, additional administration and consulting rooms. Expansion funding is being provided by a Deanery grant and the new facilities must be available for the 1st April 2010 fitting exactly to our move timescales.
- On site and off road parking for patients with additional parking for GPs and staff as part of the new extension.
- Bus routes are already in place with Chelston Hall well serviced by the number 32 and 12. Both routes continue to Shiphay local and Torbay Hospital.
- Level Access to the surgery
- Lift access to all levels of the site.
- On Site Pharmacy. The pharmacy would offer a full range of both additional and enhanced services including minor ailments scheme and the supervised consumption of methadone to drug users.
- In house accommodation for Community Services including Midwives, Health Visitors, Mental Health Services and Social Services. The ability to provide access to a range of local health services, specialist health professionals, healthy lifestyle facilities and a local pharmacy. (All within easy access to over 75% of patients registered.)
- Looking to bring together a full range of service providers under one roof creating a one stop shop
- Additional, expanded facilities for multi disciplinary meetings.
- The provision of Registrar and Medical Student teaching to Shiphay Manor patients.
- The potential for on-site delivery of commissioned services under PBC or similar.

- We are unable to offer any enhanced services, cardiac / specialist clinics or to offer patients access to e.g. Citizen Advice Bureau staff and counselling resource as space is not available. Shiphay is only able to offer limited disabled access to patients and inadequate accommodation for any disabled staff. Therefore our patients are disadvantaged, as we cannot offer them latest NHS developments locally. (Managing their illness / concerns locally – without transport issues) Rising under 5 population with HV / midwife impact without the facilities to offer additional clinics. Pace of NHS change restricted by current facilities.
- Rising population with further housing developments already identified. Preston Gas works / & further development of the Torre Marine site.
- Disability access issues highlighted in the Inventures report 2004.
- Unable to fully utilise 1st floor space due to access issues.
- We recognise the valuable role we play in the local community and are striving to offer facilities that best suits our aspirations, our patients and remains at the very heart of the community we serve. Chelston Hall would achieve our vision.

Staff and Skill mix

- The co-location of Shiphay will enable a greater staff and skill mix and under new management proposals, the workforce would be reviewed and expanded as we develop/enhance current service provision.
- Streamlined working with the development of dedicated administrative staff roles will be possible including central switchboard, event coding and data capture, front line reception and modern IT support
- Clearly defined areas of clinical responsibility within an expanded clinical team including doctors, nurses/nurse practitioners, AP's, HCA's and phlebotomists.
- New opportunities for all staff to diversify in order to meet changing demands on primary care.
- There would be no discrimination against disabled workforce by utilising Chelston Hall facilities. There is a lift for access to all four patient / staff areas. Skill mix and new activity constraints would be removed both from the employer and employee point of view. Shiphay & Abbey Road Surgeries would adopt the principles of Agenda for Change.

Additional Services

Four important additions to services will be possible pending a transfer to Chelston Hall

- The streamlining and expansion of healthcare provision via practice nursing, associate practitioners and phlebotomist. This has the potential to help rationalise services to achieve higher QoF targets, and newer services that may follow such as outreach Primary Care Nursing.
- Modern IT development – touch screen appointments, broadcast health messaging in waiting areas, appointment reminders by text etc.
- The teaching of Registrars and Peninsula Medical Students
- To free up GP time to provide commissioned services within the practice and the community.
- In addition the benefits accrued from the move will spill over into the Abbey Road site and enable the development of new services to address the social deprivation experienced in the practice populations of both Abbey Road and Chelston Hall sites.

Premises Improvement

- The transfer of an established list from the older premises at Shiphay Lane to the purpose built premises at Chelston Hall Surgery provide the immediate benefits of:
 - Purpose built premises on 4 levels to modern standards of practice.
 - On-site (and off-road) free parking for patients.
 - On-site pharmacy.
 - Lift service for disabled patients to all levels.
 - Expanded meeting facilities for multidisciplinary team meetings, teaching and lectures

Plans for Consultation

It is not proposed to consult the registered patients of the intention to move. We feel that with the pending retirement of Dr Ellis that the principal decision that patients will make will be whether to stay with the proposed partnership or not. It is therefore proposed to make the consultation a 2 stage process pending a positive decision in respect of the proposed move:

- Stage 1 – to inform all patients by newsletter of the dates of retirement of Dr Ellis and the proposed changes to the partnership.
- Stage2 – personalised letters to the patients of Shiphay Manor Surgery informing them of the potential closure of the surgery and inviting patients to move to Shiphay Manor at Chelston Hall Surgery, and to include detailed information of the new premises and the potential benefits as outlined in this business proposal

Financial Implications

- Lease to continue practice from Abbey Road and transfer of existing Notional Rent to the partnership of Morrell and Braakenburg
- Costs of informing patients
- Costs of move to Chelston Hall site
- Service charge to occupancy of Chelston Hall
- Contractual arrangements for shared employment of Mark Thomas as Practice Manager
- Rationalised staff costs pending restructuring of administration and healthcare staff
- Care Trust savings at not having to cover rent costs for the Shiphay site.
- Cost savings from IT budget including maintenance, licences and IT equipment.

Summary

- The retirement of Dr AW Ellis and Mrs JD Ellis
- The establishment of the new partnership of Dr Morrell and Braakenburg with additional services from 2 salaried GP's
- The closure of Shiphay Manor Surgery on 31/3/2010
- The list of Shiphay surgery to transfer to Chelston Hall on 1/4/2010
- The continuation of Abbey Road Surgery under the current Notional Rent agreement, the premises to be leased from Dr AW Ellis, the current property owner
- Shiphay Road Surgery would be returned to housing usage and will impact positively on the community lessening traffic and parking problems close to the Torquay Boys / Girls Grammar Schools.

Practice Information

Shiphay and Abbey Road Surgeries

At Abbey Road and Shiphay Manor Surgeries we aim to provide the benefits of a family type practice to 2 distinct populations of patients. The siting of Abbey Surgery in the Torquay town centre in close proximity to community mental health, alcohol and drug services with a large density of HMO's, supported accommodation and patients from identified areas of high deprivation polarises the demographics of the practice population. Shiphay Manor, sited opposite the Torquay Grammar Schools reflects a residential, home owner and middle class population and provides a different set of challenges from a more articulate population. At both surgeries services are provided by 3 partners, a part time salaried doctor supported by team of 3 nurses and associate practitioner with additional services provided in house from Health Visitors, midwives, community mental health services, citizens advice bureau and a dedicated team of receptionists.

We aim to provide modern primary care while addressing the demands of patient access, chronic disease management (QoF), specialised contraceptive and sexual health services, high social need medicine to single parent families and those with mental health needs and alcohol/drug issues focused around the Abbey Road surgeries within a traditional family setting.

With an eye to the future we have developed key long term objectives to relieve the pressures of providing services while addressing the newer demands and opportunities of primary care such as practice based commissioning. The future is largely secured by considering a move to Chelston Hall Surgery to facilitate that expansion and diversification to better meet the needs of our practice populations. This move is intended to benefit Abbey Road by allowing greater staff flexibility and diversity in meeting the demands of a deprived population.

Chelston Hall Surgery

Chelston Hall Surgery is a small friendly family practice located in Chelston, Torquay. Our practice covers the whole of Torquay and extends into many parts of Paignton. We have 5 doctors and a dedicated team of receptionists, nurses and counsellors to serve the health needs of our registered patients.

We are recognised as a training practice which reinforces both the experience and skills of our Doctor team.

We believe in helping our patients to make healthy choices and support them to best manage their health problems. We recognise the limitations of many drug treatments and promote the importance of self-help and non-drug treatments in managing many chronic complaints. The practice is active in it's work to improve access throughout Torbay to treatment for those with substance misuse problems. We offer a full range of services for our patients including Baby Clinic, Child Development, Family Planning, Maternity Care, Minor Operations, Asthma Clinic, High Blood Pressure Clinic, Diabetes Clinic, Well Person Checks and Travel Immunisation.

Improved access to our Doctors is a key priority with over 75% of consultations available on the day.

Old Mill Surgery

Old Mill surgery is a long established, single-handed practice, and intends to keep this highly valued personal service profile for as long as possible. We have already gained many advantages in "joining forces" with Chelston Hall from October 2008 and sharing basic services alone has shown us and it is obvious that this is the way forward and the future of

General Practice / Primary Care. Old Mill Surgery's patient list size has been rising steadily over the last 4 years.

We have established an excellent skill mix team consisting of a Nurse Practitioner, Practice Nurse, an experienced Health Care Assistant and a practice-based Health Visitor (also a Nurse Prescriber) all offering care to young and old alike. Together with our friendly reception staff, this team alongside Dr Paul Hutchinson delivers personal medical care to the local community, within the same boundaries as Chelston Hall Surgery. We also value the support of our Community Nursing Team, and the weekly services of a Citizens Advice Officer, Counsellor, Community Psychiatric Worker and Breastfeeding Advisor, as well as a Carer's Support Worker who is attached to the Surgery. We have an active Patients Volunteer Group – *Friends of Old Mill* - and a Patient Feedback group who monitor our services with us.

A full range of services are offered by our experienced team including: child development assessments and immunisations, maternity care and breastfeeding advice, child and parenting classes, contraceptive services, women's and men's health, adult immunisation and travel advice, smoking cessation support and advice, minor surgery and incontinence assessments. Dr Hutchinson is also involved in the treatment and care of those with substance misuse problems.

- Access to patient services such as implanon and coil fitting important activity identified in the JSNA and covered by LES / DES 2009/10.