



Report to the City of York Council's Overview and Scrutiny Committee

Merger via acquisition of Gale Farm Surgery by Haxby Group on Wednesday 1st April 2015

Report produced by Gale Farm Surgery on 1st December 2014

1. Business Case

1.1 Background Information

Proposal

Gale Farm Surgery is proposing to merge with Haxby Group on 1st April 2015. Both surgeries will remain open and patients will still be able to make an appointment to see their usual GP at either 109 – 119 Front Street in Acomb or The Old Forge Surgery in Upper Poppleton or access services at the Haxby Group surgeries if preferred.

Why do the surgeries want to merge? Reasons and Benefits

There are four main reasons why the partners at Gale Farm Surgery want to merge with Haxby Group.

- ✓ **Patient Care** *the Practice believes that patients will benefit from being able to access services across a highly skilled clinical team. The larger clinical team will support greater resilience across the practice going forward. The merger will bring together 30 experienced GPs, it will also ensure that the new Practice will continue to attract and retain high calibre GPs in Acomb and Upper Poppleton.*
- ✓ **Extending Services** *The combined skills and calibre of the doctors, nurses and staff will be able to support the development of the range and quality of services that are currently offered to all the patients. For example, the merger will provide access to vasectomy procedures.*
- ✓ **Improving Quality** *The sharing of skills and knowledge across the two practice teams we believe we will be better placed to continue to improve the quality of services that are offered to all patients in the future.*
- ✓ **Training Excellence** *Gale Farm Surgery and Haxby Group are both centres of excellence for training new doctors.*

- ✓ *Both Practices currently provide non-clinical apprenticeship opportunities within our local communities. Haxby Group is also an Advanced Training Practice for nurses. This means that the training skills of our GPs and nurses can help to encourage and develop the next generation of nurses.*

1.2 Results of Communication and Consultation Strategy

A communication and consultation strategy was designed in August 2014 and duly implemented to ascertain whether staff, patients and key stakeholders would support this business development plan.

Section 3 of this report describes the steps involved in that communication and consultation strategy and the results.

2. Surgery Information

2.1. Contact Details

Gale Farm Surgery
Partnership
109 – 119 Front Street

Acomb
YO24 3BU

Tel. 01904 798329

www.galefarm-oldforgeriesurgery.nhs.uk
www.haxbygroup.co.uk

Partners:
Dr Claire Anderton
Dr Joanne Simpson
Dr Nicholas French
Dr Daniel Kimberling
Dr Domini James
Dr Nicki Law
Dr Lorna Cawkwell

Haxby Group

Haxby and Wigginton
Centre
The Village
Wigginton
YO24 4AB

Tel. 01904 724600

Partners:
Dr David Hayward
Dr Sheila Young
Dr Bill Laughey
Dr Gill Towler
Dr Michael Holmes
Dr Nicola Jackson
Dr Kevin Anderson
Dr Andrew Gilmore
John McEvoy

Dr Fiona Scott
 Dr James Read
 Dr Sarah Blades
 Dr Mark Pickard
 Dr Masood Balouch

Practice Manager:

Managing Partner:

Heather Mapplebeck

John McEvoy

Number of York sites:
 sites:
 02

Number of York
 sites:
 04

2.2 Patient List Size

Patient List	Gale Farm Surgery	Haxby Group
	13,000	20,000

Please note that references to Gale Farm Surgery include statistics for Old Forge Surgery as well.

2.3 Number of Employees

Number of Employees	Gale Farm & Old Forge Surgeries	Haxby Group
Salaried GPs	2	6
Staff and Apprentices	33	63

2.4 Locality Information

There are a number of practices within the immediate locality of the Gale Farm and Haxby Group surgeries. If any patients are unhappy with the merger and wish to leave the Practice; they can register with any of the practices within the locality. The table includes details for the practices and surgeries within the area and also shows the surgeries operated by the new practice.

Practice	Code	Address
Gale Farm/Haxby	B82055	Front Street Acomb
Gale Farm/Haxby	B82055	Upper Poppleton
Petergate Surgery	B82003	St Giles Rd Skelton
Priory Medical Group	B82005	Cornlands Road
Priory Medical Group	B82005	Lavender Road Boroughbridge Rd
Priory Medical Group	B82005	Clementhorpe Health Ctre , Cherry Street
Beech Grove	B82095	1 Beech Grove
York Medical Group	B82083	Acomb Road
Front Street	B82100	14 Front Street Acomb
Dalton Terrace	B82021	Dalton Terrace
York Medical Group	B82083	Moorcroft Road

3. Communication and Consultation Strategy

3.1 Introduction

The initial strategy was developed to ascertain the views of staff, patients and local stakeholders about the proposed merger.

A variety of communication methods were utilised to maximise opportunities for all patients and stakeholders to hear about the proposed merger and to be able to provide early feedback to both practices.

3.2 Staff Consultation

On 27th August 2014 staff at Haxby Group were notified about the proposal via their managers, and a full staff meeting was held at Gale Farm Surgery on the 28th August 2014 to outline the proposals to staff there. This gave staff an early opportunity to provide feedback and raise any concerns that they had.

Staff at Gale Farm Surgery were also notified that TUPE regulations would apply to them and the election of employee representatives was subsequently carried out. A management consultant who was brought in to assist Gale Farm with their TUPE obligations met with these staff representatives in October and will meet with them again in December.

Staff at both practices continued to be kept informed of progress throughout the consultation. Cross practice staff working groups were arranged to give staff from both practices an early opportunity to meet their counterparts. These meetings were well-attended and have been followed by various site visits between practice staff.

Staff at Gale Farm Surgery have also had group meetings with the management consultant, and regular e-bulletins have been sent to all staff to help keep them informed of developments. Two further meetings have been arranged in January to provide pre-merger induction for all staff.

By the end of December, all Gale Farm Surgery staff will also have had an individual meeting with senior staff and managers from Haxby so that their specific role can be discussed.

3.3 Patient Consultation (Gale Farm Surgery)

The consultation with Gale Farm Surgery patients lasted for a period of three months from 1st September 2014 until 28th November 2014.

3.3.1. On Site

Posters were displayed at Gale Farm Surgery and the Old Forge Surgery from 1st September 2014. This information was also available in hard copy formats for patients visiting the practice together with a Patient Information Sheet (see Appendix A1).

Although there was no obligation to consult with patients at Haxby Group, information about the proposals was also shared with patients via their quarterly newsletter and using social media. They were also invited to use their existing suggestion form to provide any feedback.

Further posters will be displayed at Gale Farm Surgery and Old Forge Surgery in December providing an update for patients on the outcome of the consultation and what will happen next.

3.3.2. Letter to Gale Farm Surgery Patient Households

A letter was sent to all households of patients of Gale Farm Surgery on 29th August 2014 for delivery on 1st September 2014 (see Appendix A2). Doctors at Gale Farm Surgery felt strongly that it was important to invest in writing to all of their patients to let them know why they were proposing to merge with Haxby Group and how patients could provide feedback. The letter also explained that the proposals included both Gale Farm Surgery and the Old Forge Surgery remaining open as branch sites of Haxby Group.

3.3.3 *This is My View* Form and dedicated Email Address

A Patient View Form was also made available so that patients could easily provide feedback on whether they supported the proposal or not and their reasons for this (see Appendix A3). A dedicated email address was also set up and monitored daily.

3.3.4 Website

The poster and Patient Information Sheet provided at Gale Farm Surgery on 1st September 2014 were also included on the home page of the Gale Farm Surgery website at the same time. The Patient View Form and details of the dedicated email address were also provided.

Details of the outcome of the consultation and what will happen next will be included on the home page of the Gale Farm Surgery website in December.

3.3.5 Patient Representative Group (PRG)

On 1st September 2014, both practices contacted the chairs of their respective patient representative groups to discuss the proposal and future plans of Gale Farm Surgery and Haxby Group. Haxby Group also met with their group on 10th September 2014. Both practices reported a positive and supportive response from their respective PRG.

3.3.6 Patient Open Morning

On Saturday 11th October 2014 doctors from both practices and a selection of their staff hosted a Patient Open Morning for Gale Farm Surgery patients at 109 – 111 Front Street in Acomb.

Over 100 patients attended and had the opportunity to listen to a presentation by Dr Daniel Kimberling, meet doctors and staff from both practices and ask any questions that they had. Due to demand, the above presentation format was repeated at the Old Forge Surgery on 23rd October 2014.

A Patient Open Morning was held for Haxby patients to discuss the proposals on Saturday 29th November 2014.

3.4 Stakeholder Consultation

On 1st September 2014, emails and letters were sent out by Gale Farm Surgery to over 75 local and regional stakeholders that both practices thought should know about the proposal (see Appendix A4). This group included local statutory and voluntary organisations, chemists, other local surgeries and local councillors. A dedicated email address was set up for stakeholders to send their feedback to and this was monitored daily.

3.3 Local Press

On 30th August 2014, a press release for the York Press was published to ensure that information about the proposal was given wide coverage within the public domain. (See Appendix A5.)

4. Results of Communication and Consultation Strategy

4.1 Staff

Staff at both practices have been actively engaged in shaping the combined organisational structure for Haxby Group from 1st April 2015 and work in this area remains on-going.

4.2 Patients

4.2.1 Summary

- Despite a long consultation period and extensive canvassing of patient views, only 185 feedback forms were completed and returned to Gale Farm Surgery. Of these, 16 patients did not tick either the agree or disagree option so their forms could not be included in the overall count.

However, their comments still provided very useful feedback for the practices and have been included here for completeness.

- Of those who returned a usable feedback form, the majority showed support for this proposal (87%).
- Only two stakeholders responded.
- All comments received have been included in the appendix.

4.2.2 Analysis of Patient View Forms

For the purposes of analysis, the Patient View Forms were categorised as follows:

Group 1: Those who agreed.

Group 2: Those who disagreed.

Group 3: Those who did not tick either of the 'I agree' or 'I disagree' boxes.

Group	Number of Responses	Percentage of Total Usable Responses
<u>Group 1</u>		
Agreed	107	
Agreed and provided a comment	40	
Total number of patients who agreed	147	87%
<u>Group 2</u>		
Disagreed	11	
Disagreed and provided a comment	11	
Total number of patients who disagreed	22	13%
Total Usable Responses Received	169	-
<u>Group 3</u>		
Total Unusable Responses	16	-
Total Responses Overall	185	-

Important Note Although the original forms are not included in the appendices to this report, all Feedback Forms and emails are available for inspection on request.

4.3 Stakeholders

Despite over 75 emails / letters being sent out to local and regional stakeholders, as at 1st December 2014 only two comments had been received. This was very disappointing to both practices but apparently not an unusual response rate from stakeholders being asked their view about a merger.

5. Appendices

- A1. Patient Information Sheet
- A2. Gale Farm Surgery Patient Letter
- A3. This is My View Form
- A4. Gale Farm Surgery Stakeholder Letter
- A5. Press Release (28th August 2014)
- A6. Patient View Forms: Comments
- A7. Map
- A8. GF Patient Poster