

**Application to Merge  
Practices – York  
Medical Group and 32  
Clifton , York**



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## Report to York Health Overview and Scrutiny Committee

15 October 2014

### Application to Merge Practices – York Medical Group and 32 Clifton, York

#### 1. Introduction

This report has been prepared to provide both the background for the merger and briefing to outline the consultation process undertaken by the Practices to support the merger.

1.1 The Proposal is to merge the GP Practices – York Medical Group (YMG) and The Surgery at 32 Clifton York

1.2 Both Practices have applied to the Area Team for a variation to contract to enable the merger of their practices.

1.3 The new practice will operate across the following sites:

35 Monkgate York

199 Acomb Road Acomb York

St John University Lord Mayors Walk York

40 Moorcroft Road Woodthorpe York

32 Clifton York

1.4 The Practices are looking to merge of the practices from 1<sup>st</sup> November 2014. This will mean that they will operate as one practice from multiple surgery sites across the city as set out above in 1.3.

1.5 The Practices will maintain the existing surgery at 32 Clifton as a *satellite* surgery but patients will be able to access services from all sites (surgeries) if they wish. The Acomb surgery will operate as the main service and administration hub for the Practice.

1.6 An engagement exercise has been undertaken to obtain the views of patients registered with 32 Clifton and key stakeholders.

1.7 Staff currently employed at 32 Clifton have been made aware of the plans and have the opportunity to feedback on the proposals.

## 2. Background

2.1 The structure and demographics of the Practices are as follows:

Practices GPs and Patient List Demographics	32 Clifton	York Medical Group	New Practice
No of GPs (Partners)	3	11	14
No of Salaried GPs	2	6	9
No of surgeries	1	4	5
Nurses	3	14	17
No of Patients	7050	24400	31450

2.2 The Proposals for 32 Clifton to merge with another practice was discussed with the Area Team earlier in the year. The Practice had experienced significant difficulty in the replacement of key staff following resignation and retirements from the practice's clinical and management team.

2.3 The Practice considered that a merger into a larger unit would ensure greater resilience for the future.

2.4 The merger would help facilitate progress with service development plans to support the provision and access to a broader range of services for their patients.

2.5 32 Clifton will be retained as a surgery within the practice group. However it is recognised that significant investment will be required to refurbish and upgrade the surgery premises to ensure compliance of facilities are meeting the requirements for the delivery of primary medical services for the future.

## 3. Staffing

3.1 The new practice will retain the existing staff at 32 Clifton. No redundancies or reduction in staffing capacity is planned.

## 4. Medication

4.1 There are a number of pharmacies covering both locations and are accessible to patients.

## 5. Alternative Local Provision

5.1 There are alternative GP Practices (within an approx. radius of 2km from 32 Clifton ) should patients wish to opt to change practices. The surgeries are listed below and a map is attached at Appendix 1 for further reference:

Practice	Address
B82048 32 Clifton	32 Clifton York
B82085 York Medical Group	35 Monkgate York St John's University, Lord Mayor's Walk York
B82006 Clifton	Clifton Medical Practice , Clifton Health Centre, Water Lane , York
B82082 Gillygate *	28 Gillygate York
B82005 Priory Medical Centre	Belcombe Way, Water Lane York Clementhorpe Health Centre Cherry St York
B82098 Jorvik Medical Practice	Woolpack House, The Stonebow , York
B82103 East Parade Medical Practice	89 East Parade Heworth York
B82021 Dr Brown and Partners	Dalton Terrace York
Appendix 1 for the map	

## 6. Engagement

6.1 The Proposal for the merger has been agreed in principle with NHS England, and is now subject to agreement on the financial terms and completion of the appropriate contractual variations.

6.2 The Practices developed and implemented a Consultation and Communication Plan.

6.3 Consultation and communication formally commenced in January 2014

Staff

6.4 All the staff within the Practices have been informed and advised of the plans and are supportive of the merger

6.5 The Practice has held meetings at both sites initially, and had representation from YMG at the 32 Clifton staff meetings and vice versa, to ensure staff were kept up to date of developments and to reiterate that there would not be any redundancies throughout this process.

6.6 Staff have been briefed and understand the the rationale behind the necessity to merge.

6.7 Further dates have been arranged for them to feedback any concerns that they might have. The plans have been included within staff appraisals and also informally via internal meetings held at both sites, to give ALL staff members from both practices opportunity to attend to discuss and air their views. The outcomes of these meetings were formalised, and information fed back to the respective sites and staff teams.

6.8 Progress has been reported through internal newsletters, information going out with wage slips, team catch up meetings, and as before invites requesting anyone to come forward with concerns or queries relating to the merger.

#### Patients

6.9 The Patient Participation Groups (PPGs) for both York Medical and 32 Clifton were consulted.

6.10 All members were written to and emailed, informing them of the potential merger, and were subsequently invited to attend separate meetings to discuss this.

6.11 They were asked them to come with any queries or concerns that they might have, and any wider patient issues that they could think of.

6.12 The responses from both PPGs were very positive, and endorsed the merger.

6.13 Communications with patients was identified as a priority within the consultation process. This has involved updates on the Practice website, and in the patient newsletter and a patient survey has been completed to gauge the views from a wider audience.

6.14 Newsletters with details of the proposed merger were circulated at both surgeries and comments invited. Details were also put on the surgery websites. A survey was circulated to 32 Clifton patients requesting opinion on the proposed merger. Meetings were held with both Patient Participation Groups when merger was discussed.

## 6.15 Summary of Survey Returns at 32 Clifton

400 leaflets were taken. 300 were returned.

50% agreed with merger. 12% were not in favour of the merger. 38% were unsure. In the Patient Participation Group following the survey all 30 patients were unanimously in favour of the merger following discussion.

## 7. Timeline

7.1 A timeline was developed to ensure engagement and transition of systems

- Patient consultation and engagement exercise commenced January 2014. To be completed August 2014.
- Consideration and review of Feedback – March 2014.
- Agreement of Practice budget March 2014
- Agreement of Contract variation documents- October 2014
- Merger of Clinical system and patient database to be completed by October 27th 2014.

## 8. Overview of Service Development Priorities and Opportunities for the new Practice

8.1 York Medical Group and 32 Clifton have identified a number of areas that the merger will benefit both the practice and patients, these include:

8.2 The merger will provide more convenient to access services through the spread of practice surgeries across the city.

8.3 The new practice will have a stronger and more resilient staff base to cover any future service change through retirements and resignation within the workforce together with more operational consideration to cover holidays and sickness leave.

8.4 Avoid the duplication of activity and focus of resources into the development of patient services such as enhanced management of vulnerable individuals, increased care planning for long term conditions and timely access to appropriate health services.

8.5 The new Practice will have capacity to resource a comprehensive programme of staff development as well as engagement with local commissioning responsibilities through the CCG.

8.6 Improving patient access to services through the development of a dedicated call 'hub' located at Monkgate for all patient to use and respond to difficulties reported by patients in calling the practice at 32 Clifton in the past. Patients' initial contact is with a team of receptionist at the call hub where requests can be dealt with or routed to the appropriate site if more complicated. This provides easy and appropriate telephone access and will prevent the current problems at 32 Clifton of getting through on the telephone. It will also enable receptionists at the GP sites to focus on patients at the desk and deal with their immediate needs.

- Appendix 1 –locality map