



**REPORT TO THE HEALTH OVERVIEW & SCRUTINY  
COMMITTEE - CITY OF YORK COUNCIL**

**NHS ENGLAND (NORTH YORKSHIRE & THE HUMBER)**

**Merger of Practices – Gillygate Surgery and Jorvik Medical  
Practice York**

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## NHS ENGLAND (NORTH YORKSHIRE & THE HUMBER)

### Merger of Practices – Gillygate Surgery and Jorvik Medical Practice York

#### SECTION 1 - BUSINESS CASE

##### 1.1 Background Information

Jorvik Medical Practice is proposing to merge with Gillygate Surgery to become Jorvik Gillygate Practice on 31 October 2014.

The practices will establish the Jorvik Gillygate Practice and will work from Woolpack House, The Stonebow York YO1 7NP (the current main premises of the Jorvik practice) and the current branch surgery site of Jorvik Medical Practice at South Bank Medical Centre, 175 Bishopthorpe Road, YO23 1PD.

The merger will also involve the closure of the Gillygate Surgery and centralising services at Woolpack House later in the year subject to the sale of Gillygate. Gillygate will continue as a branch surgery for the immediate period

##### 1.2 Reason and Benefits Supporting the Merger

The merger is viewed by both practices as an opportunity to consolidate and develop services. The clinical team will have a broader base of clinical skills and resilience to maintain plans for service development and to manage the emerging *market* for primary medical care services.

The Gillygate surgery is unlikely to remain compliant with current regulatory and NHS standards for surgeries. The scope for further improvement and development of this surgery is extremely limited and unlikely to present a feasible or viable option going forward given the location, layout and planning restrictions.

The option to relocate and centralise services to Woolpack House in due course both optimizes the use of accommodation and potential of the premises, addresses the concerns with the Gillygate building as well as securing ongoing access to GP services in a central location for the Gillygate patients. For the immediate period Gillygate will remain open as a branch surgery.

Woolpack House is purpose built and meets all current requirements for primary medical care premises. The premises provide a more future proof solution in that they are large enough to accommodate more patients and also offer scope for the development of services.

**SECTION 2 - PRACTICE INFORMATION**

**2.1 Contact Details of Both Practices**

Jorvik Medical Practice Woolpack House The Stonebow York YO1 7NP (01904 72 43 43)	Gillygate Surgery 28 Gillygate York YO31 7WQ (01904 624404)
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**2.2 Patient List Size (as at October 2014)**

Jorvik Medical Practice	14,780
Gillygate Surgery	6,200

**2.3 Number of Employees**

Jorvik Medical Practice:  
23, plus 10 GP Partners and 2 salaried GPs, and including 2 nurses and 2 Health Care Assistant's

Gillygate Surgery:  
10, plus 4 GP Partners and including 3 clinical staff

**2.4 Locality Information**

There are a number of Practices based within the immediate locality. The Practices are able to register any patients that are unhappy with the

merger and would like to change practices. The table also includes details for the surgeries operated by the new practice.

Practice	Address
Jorvik/Gillygate Practice B82082	The Woolpack House , Stonebow York
	28 Gillygate , York
	Southbank Medical Centre , 175 Bishopthorpe Road York
York Medical Group B82083	Monkgate York
	St John University Lord Mayors Walk York
Priory Medical B82005	Belcombe Way Water Lane York
	Clementhorpe Health Centre Cherry Street York
East Parade Practice B82103	89 East Parade Heworth York
Clifton B82006	Clifton Health Centre Water Lane York

## **SECTION 3 - COMMUNICATION & CONSULTATION STRATEGY**

### **3.1 Introduction**

Since January 2014, a Merger Working Group has developed, introduced and managed a communication and consultation strategy. This included staff consultations in accordance with current Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE). Patient representatives past and present from each practice were consulted on the merger plans and informed the practice's publicity strategy.

### **3.2 Staff Consultation**

The TUPE process for consulting with staff has been adhered to with both practices benefiting from professional legal support. Whilst the process was applied to Gillygate Surgery staff, the principles of TUPE were applied also to staff at Jorvik Medical Practice.

### **3.3 Patient Consultation (Gillygate Surgery)**

#### **3.3.1 On Site**

The practice has maintained & updated display boards in both waiting rooms detailing the reasons for the proposed merger, along with Q & A sheets and a newsletter.

#### **3.3.2 Letters to Patient Households**

The practice followed up an article in the York Press on 17/4/14, about the merger proposal, by writing to all households to inform them of the plans and asking for their feedback. The letters outlined the reasons for the proposed merger and explained how patients would be kept informed: via notice boards, newsletters and on the Gillygate surgery website [www.gillygatesurgery.co.uk](http://www.gillygatesurgery.co.uk). As well as opportunity for feedback through the website or paper survey

#### **3.3.3 Feedback from Patients**

Feedback was initially sought from Patient Participation Group members. Gillygate Surgery also contacted all previous Patient Group members in this connection, including providing the information pack in a form suitable for a patient with sight problems. Patients were invited to raise their queries or provide their feedback via: an on-line survey, a manual in-house survey, website email address or by contacting staff or the Managing Partner. Many patients discussed plans with practice staff when visiting the surgery and a small number of patients phoned, emailed or wrote to the Practice Manager commenting on access, continuity of care, appointment systems.

Whilst some expressed their regret for the need to merge, they were supportive of the practice and the plans.

‘Sad as it will be to lose the character of the Gillygate building, the warmth and professionalism of the people providing a better provisioned medical service is more important. The changes seem to be a worthwhile, pragmatic response to the changing requirements for quality 21st century General Practice. Careful thinking has already gone into planning a merger. With trust that enacting them further can be positive, I wish well for the achievement.’

The additional freehand survey comments that were made reflected the survey results. Seeing the doctor of your choice - 83.6% - and seeing the same staff - 68%- were of greatest importance and 17.2% of those who wrote additional comments emphasised this. All permanent clinical and administrative personnel are transferring to the new practice, an important decision that has remained constant from the planning phase. 62% of the survey responses indicated the importance of more flexible appointments and extended access and again this was reflected in the freehand comments

'More appointment times evening, weekends=Brilliant! Thanks'. Ease of access to the new surgery site was also important to the majority who responded, with a 70% ranking. For some the new location was preferable and 39 patients advised that it would be less accessible for them.

#### **3.3.4 Website Advice**

All information published about the proposed merger was also included on the practice's website [www.gillygatesurgery.com](http://www.gillygatesurgery.com) .

#### **3.3.5 Patient Representative Group (PRG)**

The practice discussed the merger proposal with current Patient Group members and wrote with information to past patient group members before publishing it to the wider population. They were generally supportive of the plans and advised on the survey and patient information wording. Patient group members were pre-advised of the survey results and Open Morning.

#### **3.3.6 Patient Open Morning (Saturday 4 October 2014) & Media Advice**

The practice issued another press release on 1/10/14 and displayed posters inviting patients from both practices to attend an Open Morning at Woolpack House, to have a look at the new premises and meet doctors and staff from both practices. Despite poor weather many patients attended and welcomed the opportunity to meet Jorvik Practice GPs and most of the Gillygate Team and have a look at the new facilities. Many said they received a warm welcome and that the building was impressive.

### **3.4 Stakeholder Consultation**

Regulatory and contractual stakeholders have been advised of the merger since January 2014; in particular, the Vale of York Clinical Commissioning Group and the Care Quality Commission. The cessation of contracts relevant to Gillygate Surgery have been managed in accordance with existing contractual arrangements and the revision of Jorvik Medical Practice contracts to accommodate the requirements of Jorvik Gillygate Practice has been managed as part of the overall merger.

## **SECTION 4 - RESULTS OF COMMUNICATION & CONSULTATION STRATEGY**

### **4.1 Staff**

For Gillygate Surgery staff, representatives were nominated to discuss merger issues with management and individual one-to-one meetings were held with every member of staff to clarify accurately their contractual terms and conditions of employment, which were duly passed to Jorvik Medical Practice management. At the same time, Jorvik Medical Practice staff were consulted to clarify their existing contractual terms and conditions of employment. These were appreciated when the organisational structure of the Jorvik Gillygate Practice was developed so that appropriate roles could be offered to all Gillygate staff. On 2 October 2014, all Gillygate Surgery staff were offered positions in Jorvik Gillygate Practice commensurate with their existing employment. Jorvik Medical Practice staff were confirmed in their current roles with the Practice Manager being offered an alternative role in the new practice. For over 6 months, staff have been engaged and consulted appropriately, whilst being kept informed of progress on the organisational development of the Jorvik Gillygate Practice.

### **4.2 Patients**

#### **4.2.1 Summary & Results**

In April 2014, following advice from both practices to their respective patient groups, the views of patients from both practices were sought via a survey which was accessible on-line and in paper form. In addition, Gillygate Surgery patients were contacted by letter advising them of the Partners' intent to merge with Jorvik Medical Practice and move from



their current location. The patient survey was available to all patients for over 3 months until mid-June 2014.

In total 321 survey responses were received, 80% of which were from Gillygate patients, approximately 4% of the practice population. The responses to each question are set out below. Most of the accompanying comments to the survey and communications in other formats also came from Gillygate patients. Highest priority was given to being able to see the doctor of your choice for continuity of care and availability of more same day appointments. Ease of access to Woolpack House was important, with much interest in public transport links. Although many patients expressed sadness at leaving the current premises, the comments overall, were positive.

**Survey Questions:**

Combined ranking by importance to the patients that responded - Highest ranking 5:

Seeing the doctor of your choice	4.18
Availability of more appointments that can be booked on the day	3.95
Ease of access to Woolpack House,	3.51
Familiar reception staff to support you at the practice	3.40
Information about the 2 practice sites: Stonebow & South Bank	3.08
Availability of on-line appointments to book	2.95
Availability of Saturday morning appointments	2.91
Choice of more doctors	2.64
Availability of Monday evening appointments	2.58
Name of the new practice	2.17
See/ speak to a doctor on the same day for urgent problems	1.45

**4.3 Stakeholders**

The Vale of York Clinical Commissioning Group, along with NHS England (North Yorkshire & The Humber) Area Team are supportive of the merger.

**SECTION 5 - APPENDICES**

Appendix A – Locality Map.