

Branch Closure / Surgery Relocation for Primary Medical Services

Please complete this electronically and expand the boxes where necessary

Section 1

Practice name	Hanway Group Practice
Current list size	14,278
Details of branch surgery address proposed for closure	2, Hanway Road, PO1 4ND
Intended date of closure	1 st November 2020 subject to the merger with Portsdown Group Practice being approved on 26/03/2020
Please confirm site from which patients will be able to access services in the future	Portsdown Group Practice, 92 Kingston Crescent, PO2 8AL
Accessibility of above site e.g. bus route, parking	<p>There is a regular bus service (route 3, 7, 18 or 23) between Hanway Road and Kingston Crescent running every 5 – 10 minutes with a journey time of between 6 and 11 minutes. See embedded document below for full details:</p> <p> First_Portsmouth-Far eham-Gosport_route_</p> <p>There is ample free parking (96 spaces) available at the Kingston Crescent Surgery. This is unique for a GP practice in Portsmouth.</p> <p>At our meeting with members of the council on 18th February, we indicated our willingness to work with them to explore solutions for those Hanway patients who can either not afford the bus fare, or who have mobility issues which mean that they cannot get to Kingston Crescent.</p>
Distribution of patients between the 2 premises	Kingston Crescent: 12,000 patients Hanway Road: 14,000 patients
Distance between the 2 premises	Approx 700m
Distance of proposed site	Lake Road Medical Centre – 200m

closure from nearest premises of another practice	Derby Road – 1,000m East Shore Partnership – 1,250m
Please outline how the practice will absorb the capacity issues for patients, staff and services	This closure application is dependent on the merger with Portsdown Group Practice being approved. Please see full details in 'Business Case' in Section 2 below
Please confirm if other practices in the area have open lists and have capacity? List all local practices	As far as we are aware, all other local practices have open lists. They are: <ul style="list-style-type: none"> • Derby Road (1009m) • Kingston Crescent Surgery (708m) • Lake Road Medical Centre (200m) • Kirklands Surgery (1000m) • East Shore Partnership (1014m) •

Section 2

Business case for closure

- **Key reasons/benefits of the closure**

Hanway Group Practice is facing a crisis due to the planned retirement during 2020 of 2 long-serving partners (Drs Berry and Morris) and the resignation of 1, more recent, partner (Dr Negro). This would leave Hanway surgery with 1.5 FTE remaining Partners (Drs Lookit and Gaught) which, with a patient list of around 14,000 is neither safe nor sustainable. This situation raises the very real possibility, given the timeframes, of the Partners closing their practice and 'hand back' the patient list to the CCG, who would then have to 'disperse' the list amongst other local practices, which are already struggling under the current workload. This could have a catastrophic domino effect on neighbouring practices (who would have to take on large numbers of additional patients with no clinical resource as there is no guarantee that Dr Lookit and Dr Gaught would stay in the city) and, potentially, on Primary Care delivery in the city.

The Hanway Partners have tried to recruit new Partners to the practice over the course of the last 3 years, but this has proven unsuccessful.

The Hanway Partners considered a number of options and, following consultation with other local Practices, decided that a merge with the Portsdown Group Practice best met the needs of their patients.

The Benefits of the closure are as follows:

- By consolidating 3 existing surgeries into one building, it will deliver financial

savings which will enable the practice to put more money into delivering and improving care.

- Please see section below “Premises Facilities” which outlines the proposed benefits of this action.
- Hanway patients will have access to GPs with a wide range of specialist skills, including, but not limited to:
 - Dermatology
 - Minor Surgery
 - Cardiology
 - Diabetes
 - Respiratory (one of the PGP Partners, Dr Andrew Whittamore is currently Clinical Lead at Asthma UK and the British Lung Foundation)
 - Secondary Care Medical Assessment
 - Medium Acuity Geriatrics
 - Paediatrics
- Patients who are able to see Primary Care Clinicians with special interests generally have a shorter duration to episode of care which releases capacity within Primary Care and reduces investigations and onward referrals to secondary care.
- Closing the site will ensure PGP is able to continue to offer high quality services at its 6 site across the city without compromising patient safety. By consolidating delivery into 6 sites, we will avoid having to spread clinical resource too thinly. Additionally, with only 1.5 WTE GPs left at the Hanway site once the retirements have happened, there would be considerable risk around cover in terms of sickness and annual leave.
- Financially, the closure of Hanway Road surgery will save the CCG an estimated £60,000 per year in notional rent and rates reimbursement, allowing this money to be redirected to improve healthcare services for patients.

Section 3

Please summarise the work undertaken and/or planned regarding stakeholder

communication *Please make clear whether completed or planned*

Hanway Patient Engagement

General

- Hanway sent letters to all patients aged 16 years and over outlining the proposal
- Full details of the merger proposal were placed on Hanway's website
- Letters were also sent to all relevant Ward Councillors.
- Comments boxes have been placed in both of Hanway's surgeries.
 - 16 comments/letters were received. The main concerns expressed reflected those expressed in the engagement events:
 - Sadness at the retirement of 2 long-standing GPs (this is, of course, an issue irrespective of whether the merge is approved).
 - Don't want Hanway to close
 - Worried about so many patients being absorbed into the new practice
 - Continuity of Care
 - Concern about appointment availability
 - Concern about getting through to the practice on the phone
 - Further to travel
- A dedicated email address for both practices was set up
 - 5 emails were received. 3 were 'statements' about what a shame it was that Hanway was closing and 2 with questions about the merger which reflected the concerns expressed at the engagement events.

Patient Engagement

- Two patient engagement events were held for Hanway Patients on 8th and 17th January. Both events were attended by approximately 40 patients and included specific sections dealing with the proposed surgery closures.
- The format for the event was as follows:
 - There was a general introduction/explanation by three of the Hanway Partners, after which attendees were divided into small groups of around 15 patients and invited to offer comments.
- Good and helpful feedback was gathered from the majority of these patients. The main themes were:
 - General sadness that events had conspired against the practice which had resulted in this situation.
 - Whilst it was accepted that three of the existing Hanway Partners would be leaving the practice, there was still concern expressed about continuity of care.

- Did the Hanway Partners consider all other options?
- Why does 'bigger' mean 'better'?
- Should we move practices now?
- If the merger was approved, when would Hanway Road close?
- What is the process for getting an appointment at Portsdown?
- How will Hanway Patients access appointments etc?
- Concern about how the merged practice would manage patients with learning difficulties.

Portsdown Group Practice Patient Engagement

General

- It was not considered a sensible use of NHS resource to send letters to all PGP patients. This was due to the relatively low impact of the merge on existing PGP patients compared with the impact on Hanway Road patients and was consistent with other mergers with which PGP has been involved.
- Information about the proposed merger was published on PGP's website on 15th January 2019.
- Information was also posted on our 'myPPG' Forum.
 - FAQs – over 50 patients have viewed these, but have not commented further
- Social Media (Facebook and Twitter) has also been used to highlight the possible merge.
- There was extensive local media coverage about the merge from The News, both in print and online.
- A comment box was placed at Kingston Crescent with no comments having been received.

Engagement Event

- Approximately 10,700 texts/emails were sent to PGP patients registered at Kingston Crescent surgery inviting them to come to the engagement event on 26th February. The Kingston Crescent patients were chosen on the basis that it was they who were most likely to be affected by the proposed merge.
- The event was further advertised more widely via posters at all Practice Sites, and via the PGP website.
- The engagement event was heavily publicized in The News, both in print and online
- Patients were invited to a 'drop-in' session between 1430 and 1630. Patients were welcomed into the surgery, and their identity checked on

SystemOne (to ensure that they were current patients of the practice).

- Small groups (of up to 9 patients) were then formed, a brief presentation (see embedded document below) was then given by a PGP GP Partner and a member of the management team in support. The Q & A session was recorded to ensure that we captured all the relevant feedback.



Engagement event
Presentation.pdf

- Following the presentation, patients were then invited to ask any further questions for a further 15 minutes.
- A total of 21 patients attended the sessions and we were able to address a number of concerns. It was reported that all patients left satisfied that their questions had been properly dealt with and no further questions were left in the box provided for this purpose.
- The main themes from the feedback were:
 - Glad to have clarification over the plans should the merger be approved
 - Glad that we are already addressing the issues of appointment availability and the difficulties in getting through on the phone
 - A general acceptance that this was the inevitable development of the NHS as it changes
 - Glad to have clarity about the building
 - Two patients has thought that it was Kingston Crescent surgery which was planned to be closed. They were relieved to have this clarified.
- There were a couple of specific comments made which were particularly relevant and which we will now be following up:
 - One patient explained how her disability impacted on how she was able to use her phone to input the correct numbers when making telephone contact with the practice. She found this very difficult. As a result, we have already contacted our telephony provider to explore whether it is possible to have a 'voice-activated' option, rather than a physical pressing of the numbers.
 - Another patient complained that she had received a parking fine when she had parked for too long in the Car Park. As a result of this, we will be putting up more visible posters in reception to advise patients that they should contact reception if they do receive a fine and we will get it cancelled for them (as long as they are a patient).
- A meeting with Gerald Vernon-Jackson (Leader of the Council) and Matthew Winnington (Cabinet member for Health, Wellbeing and Social Care) was held

- on 23rd January, attended by Partners from both Hanway and PGP.
- A meeting with Stephen Morgan (Group Leader and MP for Portsmouth South) was held on Monday 18th February, attended by Mark Stubbings (PGP Partner)
 - At this meeting, Mark Stubbings asked Stephen Morgan to facilitate a further meeting with relevant Ward Councillors.
 - Plans for the closure have been shared with Healthwatch Portsmouth

Section 4

Please provide as much detail as possible about how this proposed closure may impact on your current registered patients, including:

- access to services, e.g. public transport, ease of access to main surgery or other alternative site owned by the practice
- booking appointments;
- opening hours (incl extended hrs);
- any other perceived issues

<p>Access to Kingston Crescent Surgery</p>	<p>We acknowledge and accept that there will be a small number of patients for whom the relatively short distance between the Hanway Road surgery and Kingston Crescent will be too far. This may be by virtue of mobility issues or socio-economic restrictions or other factors.</p> <p>We have the greatest of sympathy for this cohort of patients, but, by way of mitigation:</p> <ul style="list-style-type: none"> • For a number of patients, Kingston Crescent will be closer to their homes than Hanway Road • There is an increasing use of remote technology, whether this be e-consult, telephone triage, remote booking of appointments etc • Lake Road Medical Centre is just 200m from Hanway Road. This offers a real alternative to these patients. • PGP operates from 6 sites around the city, meaning that patients will have more choice of places to access medical services.
<p>Home</p>	<p>All patients requesting a Home Visit are triaged by the Consultant GP</p>

visits	<p>at Portsdown and by a Nurse Practitioner at Hanway. This will continue post-closure. If a home visit is considered appropriate, then it is allocated to a GP working from the surgery where the patient is registered.</p> <p>Both Hanway and PGP have access to the 'Acute Visiting Service' run by the Portsmouth Primary Care Alliance.</p>
Booking appointments	<p>Bookings for PGP patients are either made online (via Systmone online) or by telephone via PGP's dedicated contact centre. Same day appointment requests are triaged by the duty GP, working with a Nurse or Paramedic Practitioner in our centralised contact centre. Urgent, same day appointments are made for patients to be seen at the surgery that is most convenient for them to reach.</p> <p>Bookings for Hanway patients are made in the same way, although same day requests are 'care navigated' to the appropriate service/GP by member of the Nursing Team.</p> <p>Post-merge, the respective appointment system will continue to operate whilst Hanway Road surgery remains open. Thereafter, all appointments will be made under the PGP system.</p> <p>The merger will result in more extended access appointments (including lunchtimes) being available for patients for whom these are more convenient thereby further improving Patient access.</p> <ul style="list-style-type: none"> • The range of clinical staff available means that patients will be much more likely to be able to see a clinician in line with their faith/sex preferences.
Additional and Enhanced Services	<p>Pharmacy:</p> <ul style="list-style-type: none"> ○ There are 3 pharmacies located within 150m of Kingston Crescent surgery. Rowlands Pharmacy is on site at Kingston Crescent, Laly's pharmacy (100 hours) is less than 100m from the building and Boots is around 150m from the building. ○ Electronic Prescribing (EPS) means that patients can have prescription transferred to the Pharmacy of their choice. <p>Enhanced Services. The following is a list of enhanced services offered by Hanway and/or Portsdown. This will be consolidated post-closure meaning that patients will have full access to all the services offered:</p>

	<ul style="list-style-type: none"> ● Basket of Services <ul style="list-style-type: none"> ○ Secondary Care Referrals ○ Data Quality ○ Shared Care Prescribing ○ Wound Management ○ Ambulatory and Home BP Monitoring ○ PSA Monitoring ○ Treatment for carcinoma of the prostate ○ B12 Injections ○ Adhering to D-Dimer Ambulatory Pathways ○ CVD annual review for High Risk Patients ○ Care Planning and EPACCS/End of Life ○ Supporting non-conveyance ○ MDT Work ○ Safeguarding Children (ICON) ● Childhood Imms Age 2 ● Childhood Imms Age 5 ● Commissioning for Quality and Innovation Scheme (CQUIN) <ul style="list-style-type: none"> ○ Engagement Programme (Commissioning and Prescribing) ○ Use of Technology (Optimise Rx, PINCER, Patient online services, NHS App, Online Consultations) ○ Clinical Quality Improvements (Breast and Bowel Screening, Smoking Cessation, Alcohol Identification and Brief Advice, Childhood Immunisations, Mental Health Checks, Learning Disability Health Checks) ○ Prescribing ○ Patient Education (Self-care) – Care Navigation, Community Engagement, Health Campaigns ● ● Diabetes ● Extended GP Opening Hours ● Infectious Disease - Flu ● Infectious Disease - Flu Childhood ● Infectious Disease - Flu Housebound ● Infectious Disease - Flu Healthcare Workers ● Infectious Disease - Neo Natal Hep B ● Infectious Disease - HPV ● Infectious Disease - Men ACWY Completing ● Infectious Disease - Men ACWY Freshers ● Infectious Disease - Men B (infants) ● Infectious Disease - MMR ● Infectious Disease - Pertussis ● Infectious Disease - PCV Hib / Men C Booster ● Infectious Disease - Pneumo ● Infectious Disease - Rotavirus ● Infectious Disease - Shingles ● Learning Disabilities
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	<ul style="list-style-type: none"> • Leg Club • Leg Ulcers • Minor Surgery • NHS Health Checks • Phlebotomy • Primary Care Network • Respiratory • Ring Pessary 						
Extended Hrs		Mon	Tue	Wed	Thu	Fri	Sat
	KCS	0700 - 0800 - Pharmacist		0700 – 0800 – GP,/HCA/ Respiratory/ Pharmacist	1830 – 1930 - GP	0700 – 0800 - Pharmacist	Rotating morning surgery across all sites – GP clinics
	Crookhorn		1830 – 1930 - GP		1830 – 1930 - GP		
	Cosham Park House	0700 – 0800 - HCA 1800 – 1900 - GPs	0700 – 0800 - GP		0700 – 0800 - Pharmacist	0700 – 0800 - GP,/HCA/ Respiratory/ Pharmacist	
	Somerston			1830 – 1930 - GP			
	Heyward Road		0700 – 0800 – GP & Pharmacist				
	Hanway Road					0700 – 0800 - GP	
	Stubbington Ave		1830 – 1930 - GP				0800 – 1050 - GP
Screening	Cytology.						

services	<p>Both practices use SystemOne clinical system. The advantage of this is that full patient notes are accessible from any site, ensuring that patient care is not compromised. The merger of patient databases is not considered a risk to the process.</p> <p>Portsmouth Group Practice has invested heavily in a centralised contact centre. This is a state of the art facility which allows us to monitor, in real time, a wide range of information including:</p> <ul style="list-style-type: none"> ○ Calls Answered ○ Calls Abandoned ○ Wait times ○ Call times <p>The data gathered allows us to predict periods of high demand and adjust staffing accordingly.</p> <p>This system is constantly developing and has an unlimited capacity. We are therefore fully confident that it will be able to manage the increase in call volume after the closure without significant additional cost.</p>
Premises facilities	<p>In order to manage the increased number of patients at Kingston Crescent, 2 courses of action will be undertaken:</p> <ol style="list-style-type: none"> 1. We will reconfigure the ground floor clinical space at Kingston Crescent Surgery. This will create an additional 3 clinical rooms and a large, open plan 'clinical admin room'. This is likely to be a 12 week build programme, and the surgery will continue to operate as normal, with disruption being kept to a minimum. 2. Once the reconfiguration is complete, Hanway Road will be closed (target date 1st November 2020) and the patients transferred over to Kingston Crescent. At this point, we will move to a 'three shift system' (we plan to trial this system from 1st May, assuming that the merge is approved). This is an innovative approach to primary care delivery which will ensure that all clinical rooms are utilised maximally. In essence, we will move away from the traditional GP model where an individual GP has his or her 'own' room and which is therefore used as clinical space for only around 6 hours of every 10 hour working day. It is a change that has been approved and agreed by the Partners of both practices. <ul style="list-style-type: none"> ○ Current room utilisation at Kingston Crescent is around

	<p>61%. If we were to do nothing to the physical space, we could increase our theoretical capacity up to 100% through better room utilisation. We currently look after around 12,000 patients who are registered at Kingston Crescent. Simple maths suggests, therefore, that we can increase the number of patients cared for by 7,600 patients by using the existing rooms more efficiently.</p> <ul style="list-style-type: none">○ Adding in the additional 3 clinical rooms, increases this capacity by a further 20%, meaning an additional 3,920 patients can be looked after.○ This makes a total of 11,520 additional patients, a total of 23,520 patients.○ The move to a '3 shift system' means that each clinical room will be used for the full 10 hours. This will immediately increase our capacity by a further 33%, or an additional 7,761 patients.○ Home visits will continue as normal.○ The grand total of these changes means that we would be able to accommodate, theoretically, an additional approximately 19,00 patients at Kingston Crescent i.e. a total of approximately 31,000 patients.○ This gives us 20% more capacity than we would need (assuming that all Hanway patients transfer to PGP rather than registering with other practices), which we consider to be a reasonable margin of error, and gives us confidence in our plans. <p>Furthermore, because we will be spreading the number of appointments available over a longer period, there will be no impact on the waiting room usage or, indeed, the availability of car parking (which is already considerably greater than any other GP surgery in the city).</p> <p>Additionally, this will give all patients considerably greater choice, and will provide more flexibility in appointment times.</p> <p>As an additional safety net, we will be putting in an application for an extension to Kingston Crescent Surgery for an additional 10 clinical rooms. This 'belt and braces' approach will also ensure that we have sufficient resilience in the event of more space being needed.</p> <p>We would like to work more closely with the Council to understand and explore further opportunities within the 'One Public Estate' work currently being undertaken across the city.</p>
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<p>Access to other Portsdown Group Practice Sites</p>	<p>Portsdown Group Practice operates from 6 sites spread across the CCG area:</p> <ul style="list-style-type: none"> • Crookhorn Lane (PO7 5XP) • Cosham Park House (PO6 3BG) • Paulsgrove (PO6 4HJ) • Kingston Crescent (PO2 8AL) • Somerstown Hub (PO1 4ND) • Heyward Road (PO4 0DY) <p>Patients will be able to access services from whichever site is most convenient for them.</p>

Section 5

Risk analysis	
Key Risks associated with the closure phase	Mitigation
<p>Large Number of Patients choosing to register elsewhere</p>	<p>We understand that one of the existing Hanway Partners is moving to a local practice, which should give them considerable additional capacity</p>
<p>Reconfiguration of Kingston Crescent takes longer than expected</p>	<p>Portsdown intend to enter into a short term (6 month) occupational lease with the current property owners of Hanway Road. If the reconfiguration takes longer than expected, PGP will negotiate an extension to this term.</p>
<p>The ‘3 shift’ approach outlined above does not deliver the expected outcomes – i.e. there is insufficient space.</p>	<p>Subject to the merger and closures being approved, PGP will be submitting an application to extend the current Kingston Crescent site to create an additional 10 clinical rooms.</p>
<p>Management of patients who are vulnerable or at risk e.g. house bound, patients with dementia, LD</p>	<p>We are particularly concerned to ensure that our vulnerable patients are not adversely impacted by the merger. It is our intention, therefore, to use the 6 month ‘transition period’ proposed to engage specifically with this group of patients. We will:</p> <ul style="list-style-type: none"> • Ensure that each Hanway patient

	<p>identified as ‘vulnerable’ is contacted personally by a Hanway GP who will discuss their Care Plans in advance of the merge and who will provide reassurance to this important group of patients.</p> <ul style="list-style-type: none"> • For patients with LD or autism, we will again identify them and make specific provision to ensure that the move to the new surgery is undertaken with due sensitivity and care.
Telephone access is compromised due to higher call rates	Use and promotion of online appointments, econsult, care navigation, review of call centre staffing etc

Section 6

Any other relevant premises matters	Yes/No	Detail
Please confirm if there are any factors that may influence decision/timescales, e.g. leasehold expiry	No	
Are there any premises improvements proposed at other sites to accommodate movement/increase in patients?	Yes	As outlined in the document above

Note: Where an application to close premises is granted by NHS Portsmouth CCG, the contractor shall remain fully responsible for cessation or assignment of the lease for any rented premises and any disposal of owner-occupied premises. In both cases, payments under the premises directions will cease from the day of closure.

Section 7

Please provide a copy of the current practice boundary.

CCG closure guidance App 2

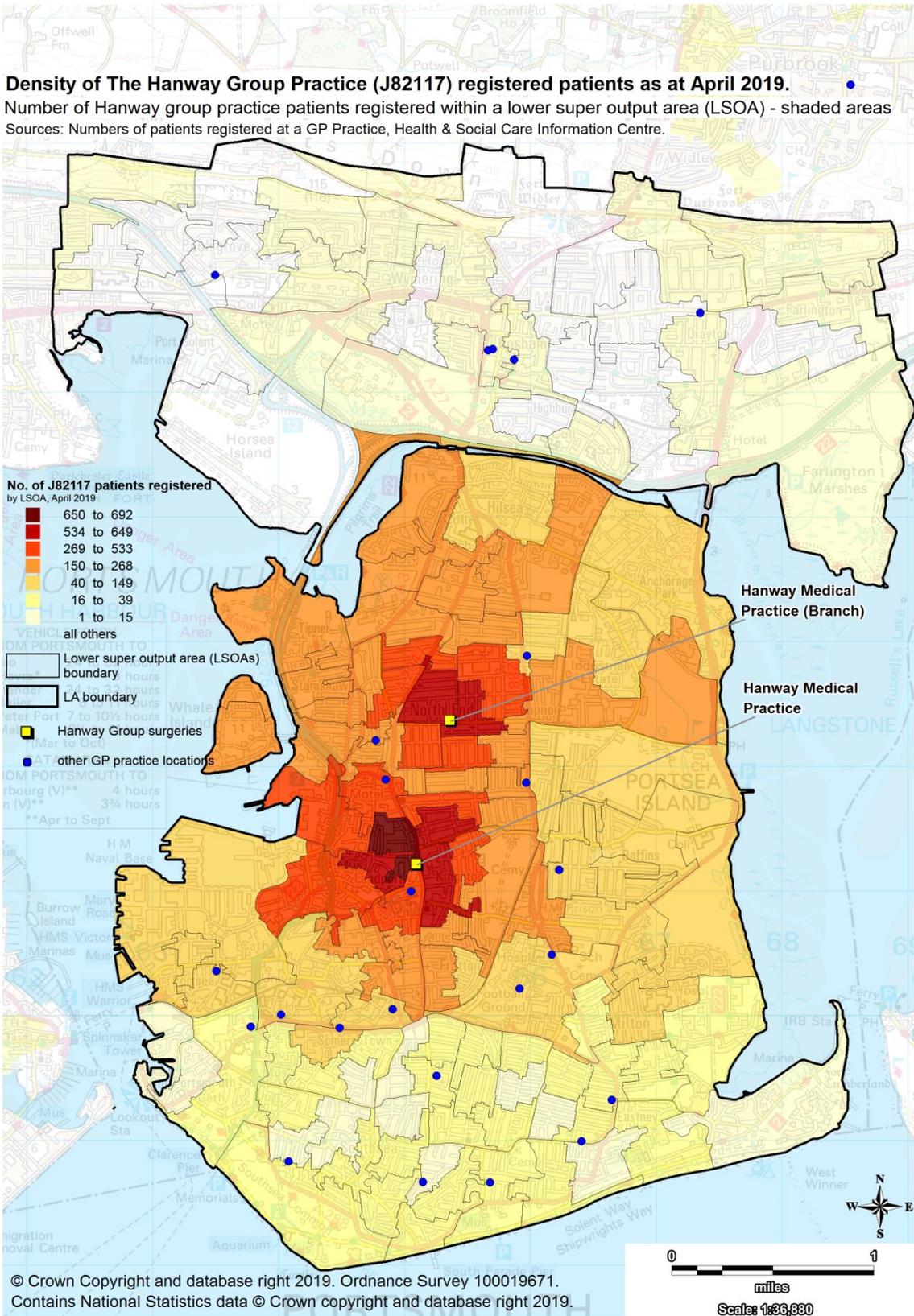
Practice to confirm copies enclosed with application form



Please provide a copy of the patient distribution map.

Practice to confirm copies enclosed with application form





Section 8

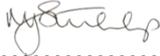
Please attach an implementation plan with this application, ideally in the form of a GANT chart, with clear timelines for seeing through this site closure.

Practice to confirm enclosed with application form



To be signed by all parties to the contract

Signed:



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Print:

M J Stubbings, Managing Partner, Portsdown Group Practice

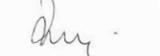
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Date:

16/03/2020

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Signed:



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Print:

Dr David Berry, GP Partner, Hanway Medical Group

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Date:

16/03/2020

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Signed:

Print:

Date:

Signed:

Print:

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Date:
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Supplementary guidance

Section 1

- Registered population should your raw list size as at the 1st day of the current quarter

Section 2

- Include benefits for patients, the practices, and others (such as commissioning organisations)
- Consider whether any of the following could be included:
 - Supports Portsmouth Blueprint to deliver services at scale
 - Removing a site not considered fit for delivering primary care services
 - Part of an overall merger plan to deliver innovation and support sustainability
 - Improved access to local (in-house?) pharmacy
 - Potential savings / release of monies for provider/commissioner
 - Are there any risks/issues with actually keeping the site open?

Section 3

- Ensure you have followed the guidance at App 3 and that you have captured the key points from this
- Where responses have been received from stakeholders include in your application a summary of the results and where possible the practice's planned mitigating actions against any perceived negative impact
- Your application must include information around methods used to communicate with patients and also the number of patients that provided a response

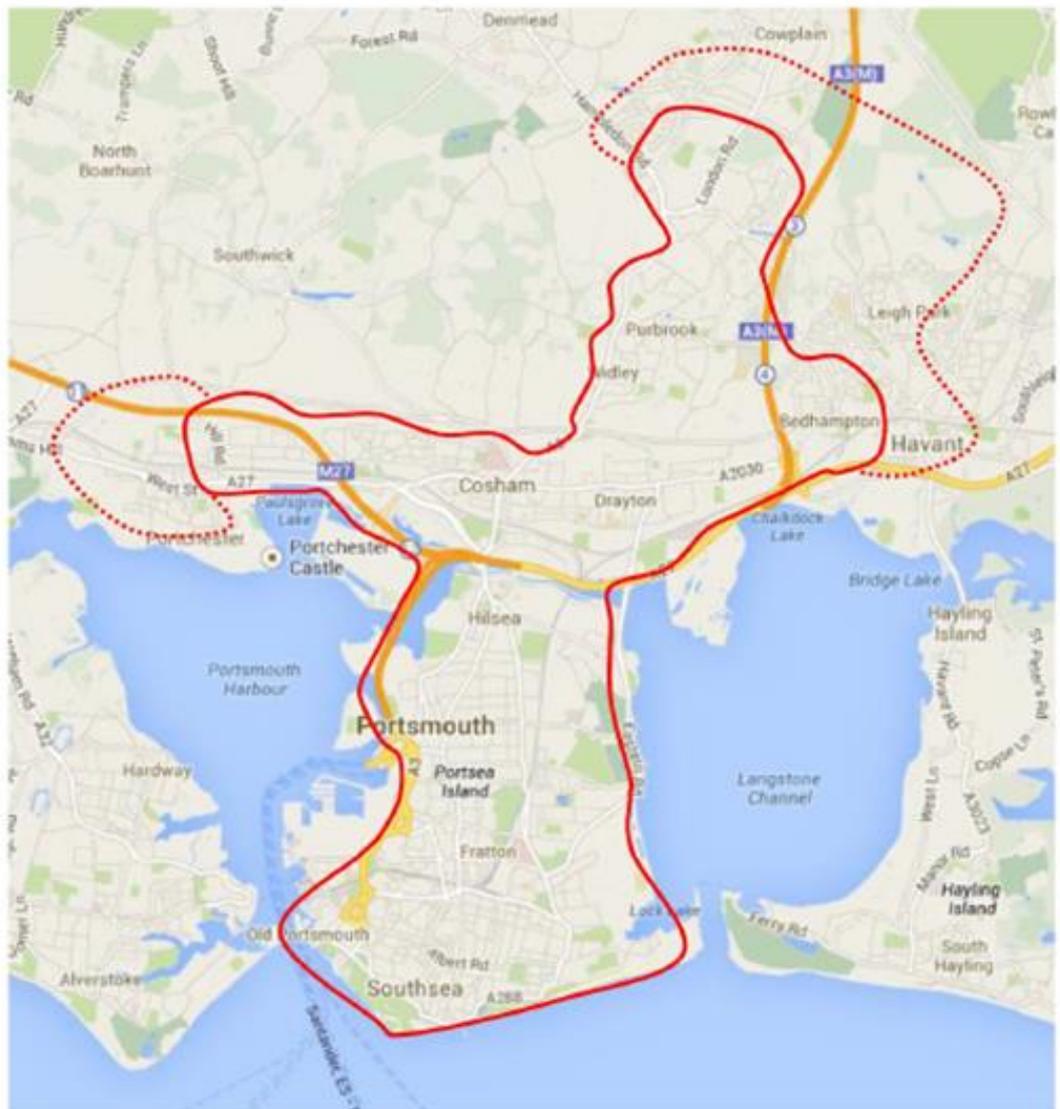
Section 4

- Consider in particular the interests of patients potentially most affected by the change, e.g. non-car users, lower socio-economic groups

Annex 1

Practice Area and Outer Boundary

Portsmouth Group Practice – Inner and Outer Boundaries from 1st April 2014



Key:

Portsmouth Merged Inner Boundary
Portsmouth Merged Outer Boundary

