

HEALTHIER COMMUNITIES SELECT COMMITTEE			
Report:	Lewisham Clinical Commissioning Group: Developing GP Services		
Ward:	Grove Park, Whitefoot, Downham, New Cross and Evelyn	Item No.	5
From:	Dr Marc Rowland, Chair, Lewisham Clinical Commissioning Group Dr Jacky McLeod, Clinical Director, Primary Care Lead, Lewisham Clinical Commissioning Group		
Class:	Part 1 (open)	Date:	25 <sup>th</sup> April 2017

## 1. Purpose

- 1.1 The purpose of this briefing is to provide the Healthier Communities Select Committee with an overview of GP Practice mergers and developments, which strategically fits with local priorities as set out in the CCG's Primary Care Strategy for General Practice, Our Healthier South East London – Community Based Care, Sustainability & Transformation Plan; delivering core general practice 'at scale'. This is also supported nationally, as articulated in the General Practice Forward View, specifically with regard to the sustainability of General Practice.
- 1.2 The late submission of this briefing as a supplementary item, is due to the need to achieve a number of regional (NHS England) and local timeframes for approval – of which the committee is a part.
- 1.3 Nationally, there are two recent developments that will have an impact on how local primary care services (GP practice services) are commissioned, delivered and more so how the quality of services will be improved to meet the needs of the local population; (i) Primary Care delegated commissioning (Level 3); and (ii) General Practice Forward View (April 2016), which is a by-product of the Five Year Forward View (FYFV October 2014).
- 1.4 The FYFV communicated some key messages in delivering the transformation of primary care, including working at scale and delivering more joined up health and social care services to larger populations.
- 1.5 Locally, Lewisham Clinical Commissioning Group (LCCG) submitted an application on 5<sup>th</sup> December 2016 along with the other five CCGs in South East London for Level 3 delegated commissioning of general practice services to NHS England. The application was approved in March, therefore LCCG now have delegated responsibility for General Practice as of 1<sup>st</sup> April 2017.
- 1.6 The four core components of the CCGs commissioning approach for General Practice – as presented to the Healthier Communities Select Committee on 12<sup>th</sup> January 2017 are;
1. Supporting GP practices to work together and provide care and services at scale;
  2. GP practices delivering primary care are an integral part of Neighbourhood Care Networks;
  3. Shifting resources from secondary care to primary care to support care in the community;
  4. Supporting outlier GP practices to reduce variation and the improve quality of services provided.
- 1.7 The CCGs aim is to support development of the provider landscape to provide primary and community based care via appropriate population based services. The table below lists the providers and new models of care, which will be delivering services and the characteristics;

<b>Providers</b>	<b>Providing</b>
<ul style="list-style-type: none"> <li>• GP Practices</li> <li>• GP Super-partnerships</li> <li>• GP Federations</li> <li>• Multispecialty Community Providers (MCP)/Primary and Acute Systems (PACS)</li> </ul>	<ul style="list-style-type: none"> <li>• GP List based care</li> <li>• At scale across local populations</li> <li>• Outcomes based</li> <li>• Core, Enhanced and Community services</li> </ul>

## 2. Recommendations

- 2.1 The members of the Healthier Communities Select Committee are recommended to note the inclusion of the Belmont Hill Surgery to the Central Lewisham Care Super-Partnership as presented on 12<sup>th</sup> January 2017.
- 2.2 The members of the Healthier Communities Select Committee are recommended to note NHS Lewisham CCGs support in principle for the following proposed changes in core primary care services;
- 2.2.1 The consolidation of the ICO Health Group primary care services in Grove Park and the intention to develop a new purpose built Health Centre.
- 2.2.2 The proposed relocation of New Cross Health Centre to the Waldron Health Centre.
- 2.2.3 The early discussions that are underway concerning the potential merger between the Winlaton Surgery and South Lewisham Group Practice.

## 3. Inclusion of the Belmont Hill Surgery to the Central Lewisham Care *Super-Partnership Model*

### 3.1 Update

- 3.2 This builds on the existing merger between Brockley Road Medical Centre, Hilly Fields Medical Centre, Morden Hill Surgery, Honour Oak Group Practice and St John's Medical Centre (which formed the Central Lewisham Care Partnership), which was reported to the Committee on 12<sup>th</sup> January 2017 and approved by the NHS Lewisham CCG Primary Care Joint Committee held on the 8<sup>th</sup> February 2017.
- 3.3 Belmont Hill practice has now joined this partnership.
- 3.4 The practices propose to work under a 'super partnership model', retaining each of the current PMS (Personal Medical Services) contracts held by the 6 existing practices, which the new entity will hold in trust; and at a later stage moving on to one PMS contract, or the partnership will consider the new voluntary Multispecialty Community Provider contract.
- 3.5 This means that the 6 current PMS contracts will remain initially as separate contracts but benefiting from the integration of clinical services, access and systems. The date of the full merger to one contractual model has not yet been agreed although the current programme plan for post April 2017 has identified that an assessment of the contract merger is scheduled for January – March 2018. There are economies of scale, which will benefit both patients and the provider – specifically with regard to back office functions such as staff cover and overhead costs.
- 3.6 This new partnership will serve in the region of 57,000 registered patients.
- 3.7 Financial Implications
- There are no financial implications for the council.

## 4. ICO Health Group

### 4.1 Proposal

- 4.2 The ICO Health Group intends to consolidate their practices in Grove Park delivery primary care services from four to two sites, some of which are only currently operational part-time. The intention is that this will be replaced with a site that provides access to primary care services on a full time basis. The design of the spaces includes the flexibility for some of the non-clinical rooms to be converted into additional clinical space if required.

4.3 Consequently, the ICO Health Group will develop a new purpose built Health Centre (see Figure1) in Grove Park (on Chinbrook Road), with the closure of their existing GP premises in Boundfield Road, Chinbrook Road and Marvels Lane. The Downham Health & Leisure Centre site will remain.

Figure 1: Proposed New Facility

4.4 The ICO Health Group was originally formed in 2012 as a result of several mergers. A key objective of the mergers was that the premises occupied would be rationalised. In 2012, Lewisham PCT granted approval to a Business Case to co-locate two of the sites (Chinbrook and Marvels Lane) onto one site. The Business Case was submitted for approval but it did not proceed. Subsequently, an application, supported by Lewisham CCG was submitted to NHS England Estates, Transformation and Technical Funding process.



4.5 The ICO Health Group provides primary care services to nearly 11,000 patients.

4.6 The ICO Health Group submitted a planning application (See Figure 2) to Lewisham Council in February 2017. The application for new premises includes; (i) 10 Consultation Rooms; (ii) adequate space for GP Registrars; and (iii) meeting rooms for staff training and communications. The practices are awaiting the outcome.

Figure 2: Proposed Site Location

#### 4.7 Patient/Public Engagement

4.8 Patient engagement commenced in 2012/13 as a part of the initial merger. The individual practices Patient Participation Groups (PPGs) were consulted and the notion of new premises was discussed.

4.9 ICO Health Group has recently embarked on a further round of consultation both to support the planning process for the new site and to update the PPG on the changes anticipated. The consultation process has included;

- PPG meetings
- Public Consultation with evening meetings
- Providing information available on the practice website
- On-line survey
- Comments box in surgery premises
- Dedicated Practice Manager Email for collection of feedback
- Chinbrook Practice is acting as the central location for hosting the updated plans following public consultation to gather further feedback



4.10 There is overwhelming support about improving and relocating the services to the new proposed location. The practice and architects are taking on board feedback about the design of the external façade and incorporating these changes as part of their final submission to support the planning application.

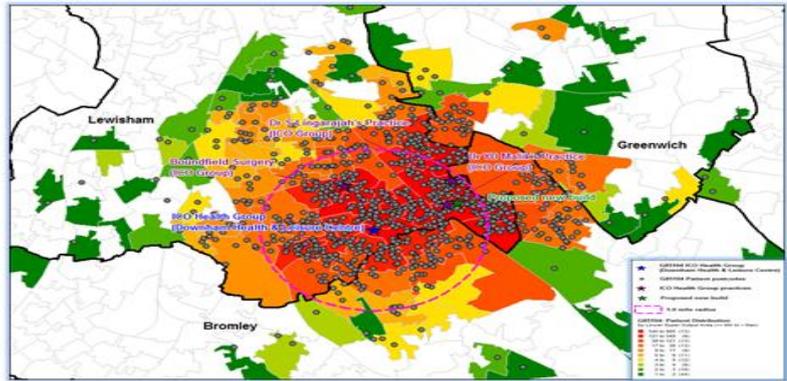
4.11 As part of the NHS process it is essential to ensure that patients have reasonable access to general practice services when premises close (See Figure 3).

Figure 3: Travel Distances by Patient Postcodes

Travel distances to the proposed site from the existing premises are as follows;

- Marvels Lane – 0.3 mile – 6 minute by foot or 2 minutes by car, 124 Bus, 7 minutes
- Chinbrook Road – 0.07 mile – 1 minute by foot, less than a minute by car
- Boundfield Road – 1.3 mile – 26 minutes by foot or 7 minutes by car, 11 minutes by 124 bus
- Downham HLC – 0.8 mile – 16 minutes by foot or 4 minutes by car, 8 minutes by 124 bus

G85104 ICO Health Group (Downham Health & Leisure Centre)  
Heat Map (Close up, with patient postcodes, ICO Health Group practices, proposed new build and 1.0 mile radius)



Travel distances from existing premises to Downham Health and Leisure Centre are;

- Marvels Lane – 1.1 mile – 23 minute by foot or 8 minutes by car, 11 minutes by 284 bus
- Chinbrook Road – 0.8 mile – 20 minutes by foot or 5 minutes by car, 8 minutes by 124 bus
- Boundfield Road – 0.9 mile – 26 minutes by foot or 7 minutes by car, 124 Bus 13

- 4.12 The Boundfield branch serves 600 patients and in recognition of this operates two mornings per week. It is anticipated that these patients will access Downham Health & Leisure Centre, which is 26 minutes by foot and 7 minutes by car from the current surgery. Alternatively, it is an 11 minutes bus ride to the proposed new site.
- 4.13 Those patients who are less mobile or are housebound will continue to receive primary care services from the practice via home visits.
- 4.14 Patients will be within a 7 minute drive or 20 minute walking distance of another surgery.
- 4.15 Final approval is made via an NHS approval process and the Business Case and Equalities Impact Assessment will be considered by the Lewisham Primary Care Commissioning Committee and the NHS London Capital Committee on 9<sup>th</sup> May 2017.
- 4.16 Financial implications
- 4.17 The ICO Health Group has sought funding privately in addition to submitting the scheme for consideration to the Council for £400k of s106 funding. This request is supported by Lewisham CCG and will be considered by the LBL Regeneration & Capital Committee on 19<sup>th</sup> April 2017. Consequently, the outcome of this application will be known after the date of this committee.

## 5. Relocation of New Cross Health Centre to the Waldron Health Centre

### 5.1 Proposal

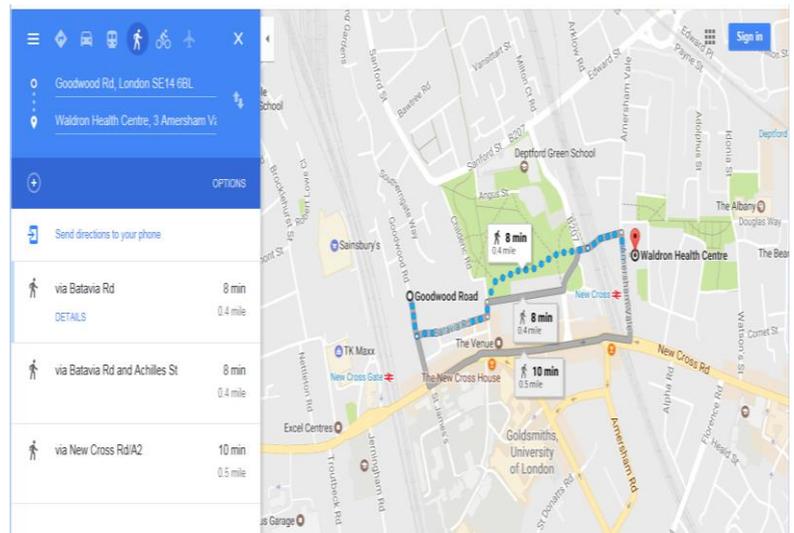
- 5.2 The Hurley Group has requested to relocate their New Cross Health Centre Practice (Goodwood Road) to the Waldron Health Centre, where they provide two other NHS primary care services contracts. There are various steps to be followed before this is approved, which includes wider consultation with the Patient Participation Group (PPG), the staff and practices in the area and NHS approval.
- 5.3 The relocation of the practice from Goodwood Road will support the optimum use of the Waldron, which is currently under-occupied. This is aligned with the system Estates Strategy, which supports the relocation of services to the Waldron, which has been identified as a hub as a part of the Lewisham Health & Care Partners strategy, which is set to host more integrated services.
- 5.4 The Waldron Health Centre is only 8 minutes' walk away (less than 0.5 miles) from the New Cross Health Centre based in Goodwood Road (See Figure 4). The Waldron is well served by public transport routes.

Figure 4: Locations

### 5.5 Benefits to patients

The Waldron Health Centre has a shared space and café in the foyer for patients to use. There is a pharmacy adjacent to the building. The patients would be more aware of the range of integrated Health & Care Services offered from the site whilst still having the re-assurance of being able to see their current GP. Benefits to patients include;

- Continuity of care for our patients (access to their existing GP);
- Improved access to appointment times, with a greater range of skill-mix as a part of larger practice;
- Continued access to e-Consult and other new models of care as they become available e.g. Physicians Associates, Pharmacists;
- Easier access to and awareness of the wide range of specialist and extended community services available from the Waldron Health Centre site.



### 5.6 Financial implications

There are no financial implications for the Council.

## 6. Potential merger between Winlaton Surgery and South Lewisham Group Practice

### 6.1 Proposal

6.2 There are discussions about a potential merger between Winlaton Surgery and South Lewisham Group Practice (SLGP). The merger will enable SLGP to provide greater choice of appointment times, improved physical access and a wider pool of clinicians. Patients would still be able to see their usual GP and Nurse. Overall, it will enable SLGP to respond flexibly to any future changes that happen locally and in the NHS generally.

6.3 The Winlaton Surgery serves approximately 2000 patients.

6.4 In addition, Dr S Sivagnanasundaram will be retiring from Winlaton Surgery and this will support legacy planning. If the Winlaton Surgery re-locates to South Lewisham Group Practice there would be advantages for the patients; (i) it is a purpose built building, which is easily accessible for patients with mobility issues; (ii) car parking; and (iii) good transport links.

6.5 Such a merger would essentially; help to secure the sustainability of two practices that once merged will cover in the region of 17,000 patients.

6.6 The Council has supported the redevelopment of the South Lewisham Group Practice site via s106, which will support the merger.

6.7 The business case is in development and will be submitted to the NHS Lewisham Primary Care Committee in May/June 2017.

### 6.8 Financial implications

There are no financial implications for the council.

## 7. Legal implications

There are no legal implications for the council.

## 8. Crime and disorder implications

There are no crime and disorder implications.

## 9. Equalities implications

There are no adverse impacts.

## 10. Environmental implications

Not applicable.

## 11. Background Documents

### [Our Healthier South East London Sustainability & Transformation Plan](#)

Following publication of the NHS Five Year Forward view, all NHS regions in England are required to work together and with their local councils to produce a Sustainability and Transformation Plan (STP) for local services.

This work is being jointly carried out by south east London Clinical Commissioning Groups (CCGs), hospitals, community health services and mental health trusts, with the support of local councils and members of the public.

Link: <http://www.ourhealthiersel.nhs.uk/>

### *NHS GP Forward View*

The General Practice Forward View, published in April 2016, commits to an extra £2.4 billion a year to support general practice services by 2020/21. It will improve patient care and access, and invest in new ways of providing primary care.

Link: <https://www.england.nhs.uk/wp-content/uploads/2016/04/gp-fv.pdf>

### *Transforming Primary Care in London: Strategic Commissioning Framework*

This document provides both a new vision for general practice, and an overview of the considerations required to achieve it. It details a specification for Londoners in the future, and begins to articulate how these changes fit within the wider out-of-hospital context. The document also considers how this specification might be delivered with regard to cost, workforce, contracts, and other key enablers.

Link: <https://www.england.nhs.uk/london/wp-content/uploads/sites/8/2015/03/lndn-prim-care-doc.pdf>

### *NHS Five Year Forward View*

The purpose of the Five Year Forward View is to articulate why change is needed, what that change might look like and how we can achieve it. It describes various models of care which could be provided in the future, defining the actions required at local and national level to support delivery.

Link: <https://www.england.nhs.uk/wp-content/uploads/2014/10/5yfv-web.pdf>

## 12. Contact/s

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