

## Developing primary care at scale in Banbury

### Background

All GP practices in Banbury have faced significant difficulties maintaining services over the past few years. This has been partly related to difficulties in recruiting to vacant posts in practices but also in relation to the increasing demands on primary care to deliver better access to services, a broader range of services and in supporting patients to avoid admission to hospital.

Smaller practices are more vulnerable to these increasing demands and to difficulties caused by vacancies in their team. Larger practices tend to be more resilient and flexible.

Oxfordshire Clinical Commissioning Group has been working closely with these practices to support them in maintaining services and looking for ways to develop more sustainable and resilient primary care for the people of Banbury.

Over the past months, practices have been discussing how they might work more closely together to improve their sustainability and resilience.

At the same time, the contract for Banbury Health Centre is coming to an end and there is an opportunity to create a new model of primary care in Banbury.

### North Oxfordshire Locality Place Based Plan

GP practices are working together with patients and others in all localities in Oxfordshire to develop plans for the future of primary care in their area. They are using the OCCG Primary Care Framework to guide this work.

The locality plans are intended to build resilient, sustainable primary care for the future. In doing this, the plans are intended to support the overall strategic vision for health services in Oxfordshire where patients will receive more care closer to home and be supported out of hospital as much as possible.

Engagement with GPs and others working in primary care and patients and residents is ongoing. In addition to the events with Patient Participation Group members, public meetings are providing opportunities for people to find out more and to share their views about the future of primary care.

The Challenges identified for primary care in north Oxfordshire are:

- Compared to the rest of Oxfordshire and the country, the population is slightly older than average with a growing ageing population.
- There are pockets of deprivation in Banbury.
- Significant housing growth of 6,000 homes in the next 5 years and nearly 10,000 in next 10 years.

- Use of urgent care services is particularly high in Banbury with confusing access points.
- The primary care workforce is varied across the locality with a traditional model of care in rural practices, high numbers of vacancies and practices reporting being significantly under pressure.

The priorities identified so far:

1. Ensure sustainable primary care
2. Improve outcomes for the frail and elderly
3. Access to the right care at the right time
4. Address deprivation and inequalities

The approach to meeting these priorities include:

- Wider skill mix, including building on successes of pharmacists and mental health workers in primary care
- Expanded primary care visiting service
- Support to practices for recruitment
- Expanding social prescribing
- Integrated urgent care facilities in Banbury

### **A new model of primary care**

There is an opportunity in Banbury to develop a new way of working across several practices.

The CCG is working with West Bar Surgery and Woodlands Surgery and PML who run Banbury Health Centre, to develop a resilient and sustainable solution for the services they provide. The vision is for the CCG to commission primary care services from a single provider who has a unique relationship with the local GPs and their practices with a combined list of at least 24,000 or more registered patients. Once established, there will be an option for other GP practices to join this initiative in the future.

There are some legal and business implications for delivering this vision. Each GP practice would need to consider carefully the implications for their partner GPs and will want to seek legal advice before finally agreeing to any new organisation form. Until then, practices are proceeding with discussions that do not bind them into completing this course of action.

### **Banbury Health Centre**

Banbury Health Centre is run by PML<sup>1</sup> under a contract that expires on 31 March 2018. The Health Centre provides services for its 6,186 registered patients and bookable appointments for non-registered patients. It is also providing extended hours 365 days each year 8am – 8pm. The practice runs from a building in the centre of Banbury Town, close to public transport but without any patient or staff parking.

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<sup>1</sup> Principal Medical (PML) PML was founded in 2004 by a small group of GPs. It is a 'not-for-profit' organisation, which means that all the money they generate through service contracts is reinvested back into providing patient care.

The services provided from Banbury Health Centre were originally commissioned in response to a national policy direction for every Primary Care Trust (PCT), the Clinical Commissioning Group (CCG) predecessor organisation, to have a GP led health centre (or 'Darzi centre') to be open 8.00am – 8.00pm, 365 days a year. Banbury Health Centre opened in 2009.

Since the opening of Banbury Health Centre, the policy direction has changed. The Five Year Forward View, published in 2014 and the General Practice Forward View published in 2016, focus on:

- delivery at scale (larger practices);
- extending hours of access to primary care for everyone
- extending the multi-disciplinary team (groups of clinicians and professionals – doctors, nurses and therapists – working together);
- developing new models of care in General Practice (looking at different ways of working such as using technology).

This is reflected in Oxfordshire CCG Primary Care Framework published in March 2017.

Banbury Health Centre is now at capacity with no space to expand but is still relatively small, leaving it vulnerable in terms of workforce to cover the hours of operation. The current provider has indicated that they would not bid to continue to provide the services under a similar contract.

OCCG is planning a consultation with patients in early 2018 to share the options available and to seek views before making a decision on the future of the practice. There will be a number of possible and it is likely that there will be a preferred option(s) at the time of consultation.

In preparing for the consultation, OCCG has met with the practice Patient Participation Group on four occasions. At these meetings, information has been provided and discussed about the practice, the contract, the options open to OCCG when the contract ends and the draft consultation plan. Changes were made to the consultation plan as a result of these discussions, both in terms of the presentation and the content to ensure there was an option included that retained the use of the building. A further meeting is planned in December to share the draft consultation document and to seek their views and comments before it is finalised.

A travel survey is being conducted with patients attending Banbury Health Centre to understand the mode of transport used by patients and their journey time. This information will be used to reflect the impact any changes to location would have on patients. The survey has been conducted face-to-face in the waiting room at the practice.

The consultation plan is attached. It sets out the approach to the consultation and provides more description of the options. A full consultation document will be produced that will provide more information.

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