

Developing GP services and a locality place based plan for West Oxfordshire



Background: Primary care in the county

It is recognised, nationally and locally, that primary care, and particularly general practice, is under pressure. With a growing population and increasing life expectancy, demands on primary care have increased with people living longer with long term conditions. In the next five years 30% of GPs plan to retire in Oxfordshire, while the numbers of trainees wanting to work as GPs or practice nurses is declining. This is leading to problems in recruitment and with patients accessing GP services, as well as sustainability and workforce issues.

The general practice system in Oxfordshire faces challenges common to practices elsewhere in the UK:

- The **shortage in workforce and difficulty in recruiting staff** contributes to problems of access for patients.
- **Increasing demand as a result of patients requesting same-day access for urgent care**, who are generally 'low-intensity patients' or 'low complexity patients'.
- **Increasing pressure in managing complex, frail, or elderly patients** who require continuity and co-ordination of care, who are generally 'high-intensity patients' or 'high-complexity patients'.
- The **need to improve premises** and other infrastructure.
- The **increasing administrative burden** in general practice, as practice teams (including GPs and other clinicians) are required to spend more time on bureaucratic tasks and supporting patients to navigate the NHS.
- An **increase in the number of potentially avoidable non-clinical consultations** (up to 27% of all consultations for GPs and other clinicians)¹.

¹ Making time in general practice. Primary Care Foundation and NHS Alliance report 2015

- A **lack of integrated working** and co-ordination in communication and common health records across multiple caregiver organisations.
- A lack of investment to allow general practice to thrive.

Background: West Oxfordshire:

In Witney, following an unsuccessful procurement process, Deer Park Medical Centre was closed on 31 March 2017. Its patient list was dispersed to surrounding practices. Oxfordshire Clinical Commissioning Group worked with the GP practice and its 4,399 patients to ensure that the list dispersal was managed in a safe and orderly way.

In December 2016 a member of Deer Park Medical Centre Patient Participation Group requested a judicial review on the decision of OCCG to close services at Deer Park Medical Centre. The judge hearing the case in February 2017 refused permission for a judicial review.

However, the Joint Oxfordshire Health Overview and Scrutiny Committee (JHOSC) agreed to refer the matter to the Secretary of State for Health on the grounds that the closure was a substantive change in service. As a result:

- The Secretary of State passed the referral to the Independent Review Panel (IRP) in March 2017.
- The IRP concluded that a full review was not required but wrote to the Secretary of State with advice for the NHS and JHOSC
- The Secretary of State responded to Oxfordshire JHOSC on 3 July 2017 with a copy of the IRP review, confirming he had accepted the panel's recommendations in full.
- On 25 July 2017 NHS England (NHSE) wrote to OCCG confirming their expectations that OCCG would address the recommendations from the IRP.

Where are we now?

As demand on GP services continues to increase, there is a need for change and to encourage patients to self-care and access the health services at the most appropriate point. Together with GP colleagues, OCCG has developed a Primary Care Framework to provide strategic direction for a sustainable GP service in Oxfordshire. It describes a number of operational principles all of which will be important to the sustainability of GP care in the county. These include practices working together to share resources and share workload to provide a better service and manage demand; delivering care closer to home via a multidisciplinary neighbourhood team, supported by a modernised IT system and investment in estates.

The aim of the Framework is to set the strategic direction for Primary Care over the next five-10 years so that it can steer localities in achieving sustainable primary care to best meet the needs of the local populations, which will result in a general practice that is fit for the future

and at the heart of the NHS in Oxfordshire. Work is currently being undertaken to develop this framework at a locality level through the Locality Place Based Plans. This will require new thinking and new models of care and delivery. The new model of primary and community care in Oxfordshire will be based on:

- delivering appropriate services at scale
- organising around geographical population-based need
- delivering care closer to home
- a collaborative, proactive system of care
- delivery by a multidisciplinary neighbourhood team
- support by a modernised infrastructure

At the same time as this work is happening the IRP has recommended that:

The CCG should immediately commission a time limited project to develop a comprehensive plan for primary care and related services in Witney and its surrounds. At the heart of this must be the engagement of the public and patients in assessing current and future health needs, understanding what the options are for meeting their needs and co-producing the solutions. This work should seek to produce a strategic vision for future primary care provision in line with national and regional aims and should not preclude the possibility of providing services from the Deer Park Medical Centre in the future. (NHSE added that this needs to be linked to, and integrated with, the wider OCCG and STP plans for the whole of Oxfordshire).

What have we been doing in West Oxfordshire?

Since July, the NHS has been working with GPs in West Oxfordshire and with local Patient Participation Groups to see what is already working well and what can be improved and we have some ideas. We would like to expand some services, such as:

- Better and more proactive care for the highest-need patients including:
 - care and nursing home residents - more co-ordination of care and specialist medical input
 - include residents in assisted living developments
 - extend Primary Care Visiting service to provide urgent visits to more patients who need it, including later in the day than currently provided.
- Community clinics for diabetes and respiratory services providing more integrated care closer to home and meaning fewer visits to Oxford hospitals.

- Clearer and more integrated same-day services available to patients across the whole locality. This will build on current well-used services such as the Minor Injuries Unit in Witney, the Neighbourhood Access Hub and GP Out of Hours.
- Ensure a high standard of end of life care.
- Increase in self-care and social prescriptions directing patients to resources in the local community which can help address their needs to reduce the frequency of patients visiting GPs unnecessarily.
- Develop services, staff and buildings to meet the needs of an ageing population and future population growth.

To do this we would like to:

- Develop a wider skill mix of staff, e.g. pharmacists, mental health workers and others working alongside GPs and nurses in local surgeries.
- Develop closer working with community based teams to further improve care for the highest-need patients.
- Review and change practices' handling of letters, clinical results and requests to make best use of GP time.
- Assess opportunities for shared back office facilities to aid efficiency (e.g. administration, finance)
- Look to Oxfordshire-wide support for recruitment and retention of GPs.
- Improve information and services available online for patients, and enhance practice receptionists' role in signposting patients to services to meet their needs



How can you help us?

We would like your views on the ideas and proposals highlighted above about primary care services in West Oxfordshire. Our appendices show the demographic data for West Oxfordshire, including the latest patient survey data.

We would like to tell us:

1. Do you agree / disagree with the suggestions / ideas above?
2. What do you like / works well at your GP practice?
3. What could be improved at your GP practice?
4. Do you have any suggestions for how services could work / be improved?

How can you share your views?

We are holding two public events in West Oxfordshire, which will be round table discussions with clinicians and NHS managers to work through your ideas and suggestions.

These are on:

- Wednesday 1 November, 6.30pm – 8pm at The Corn Exchange in Witney
- Wednesday 8 November, 6.30pm – 8pm in the main hall at Carterton Town Hall.

This document and the questions above are also online, if you are unable to attend the meetings: (INSERT URL)

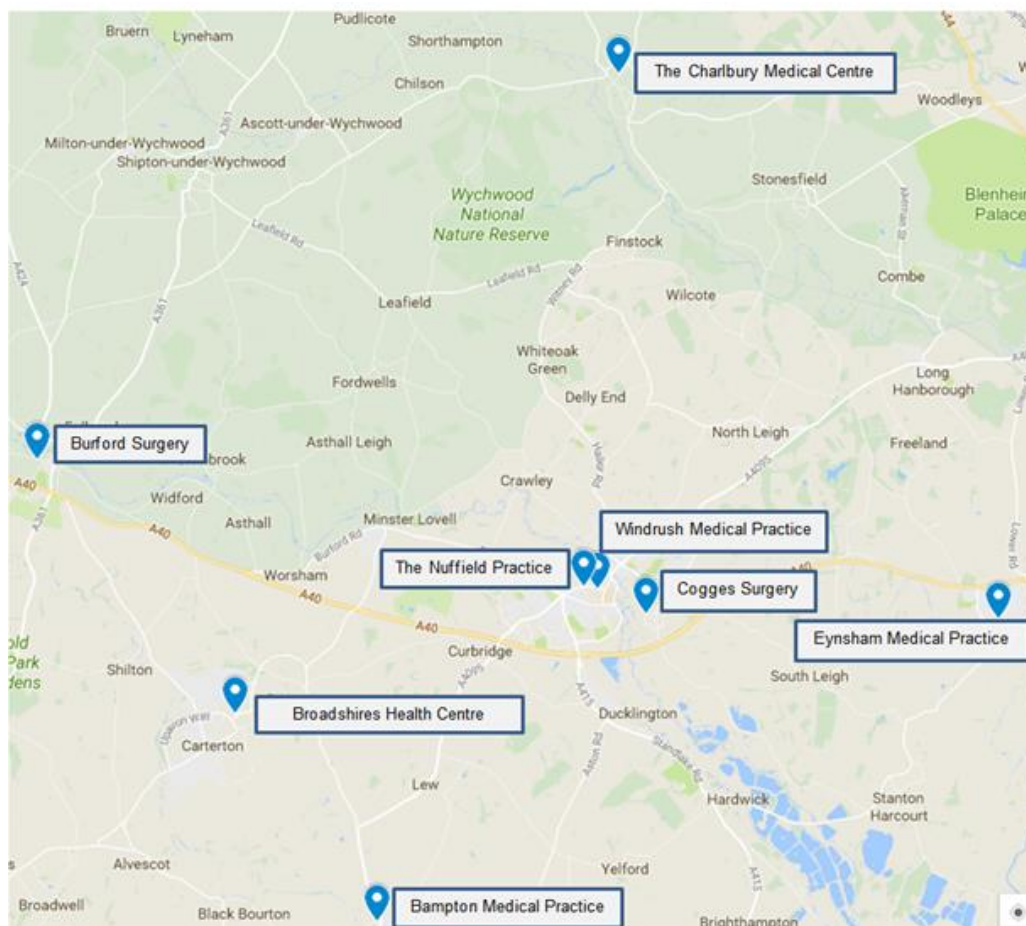
Appendix 1 – Background and demographic information about West Oxfordshire

Oxfordshire has 70 GP practices caring for 733,000 patients. Each practice has a practice boundary and only patients who live in that boundary can register with that practice. As demand on GP services continues to increase, there is a need for changes to the way services are organised and provided and to encourage people to self-care and access health services in different ways at the most appropriate point.

There are currently eight GP practices in the West locality with a population of 81,000 patients. These eight practices are:

1. Bampton Surgery
2. Broadshires Health Centre
3. Burford Surgery
4. The Charlbury Surgery
5. Cogges Surgery
6. The Eynsham Medical Group
7. The Nuffield Health Centre
8. Windrush Medical Practice

The map below outlines the GP practices in West Oxfordshire (*it does not include branch surgeries*)



Below shows the patient list size per practice across West Oxfordshire:

Neighbourhood / Practice	List Size (1 July 2017)
Rural west cluster	
Bampton Surgery	8,428
Broadshires Health Centre	10,346
Burford Surgery	6,525
The Charlbury Medical Centre	5,322
Total	30,621
Witney & East cluster	
Cogges Surgery	7,617
Eynsham Medical Group	13,924
Nuffield Health Centre	12,097
Windrush Medical Practice	16,982
Total	50,620
West Oxfordshire Locality Total	81,600¹

¹ Includes 359 patients still registered to Deer Park Medical Centre closed on 1 April 2017

Appendix 2: Patient Survey Results for West Oxfordshire Practices

Below outlines the results of the GP survey over the past three years:

		Patient Survey								
Practice Name	CQC Rating	Ease of getting through to someone at GP surgery on the phone			Able to get an appointment to see or speak to someone			Convenience of Appointment		
		2015	2016	2017	2015	2016	2017	2015	2016	2017
Eynsham Medical Group	Good	83%	89%	84%	88%	88%	94%	96%	99%	93%
Bampton Surgery	Good	84%	94%	95%	90%	86%	95%	98%	93%	98%
Windrush Medical Practice	Outstanding	64%	65%	77%	91%	86%	89%	88%	92%	90%
Burford Surgery	Good	87%	94%	86%	84%	98%	91%	95%	94%	91%
Nuffield Health Centre	Good	77%	83%	86%	84%	79%	89%	89%	81%	94%
Broadshires Health Centre	Good	74%	75%	79%	93%	87%	91%	95%	90%	94%
The Charlbury Medical Centre	Good	72%	70%	68%	91%	86%	91%	93%	97%	91%
Cogges Surgery	Good	88%	91%	92%	94%	93%	90%	95%	98%	94%
Deer Park Medical Centre	Good	93%	88%	87%	86%	85%	94%	98%	98%	92%
CCG Average		79%	79%	78%	89%	89%	89%	94%	93%	94%
National Average		71%	70%	68%	85%	85%	84%	92%	92%	92%

Practice Name		Patient Survey									
		CQC Rating	Overall experience of making an appointment			Satisfaction with Opening Hours			Is GP surgery currently open at times that are convenient		
			2015	2016	2017	2015	2016	2017	2015	2016	2017
Eynsham Medical Group	Good	77%	91%	84%	73%	84%	83%	70%	71%	78%	
Bampton Surgery	Good	85%	86%	90%	72%	76%	77%	71%	70%	78%	
Windrush Medical Practice	Outstanding	65%	72%	80%	74%	75%	71%	75%	75%	70%	
Burford Surgery	Good	86%	90%	81%	77%	86%	75%	82%	87%	74%	
Nuffield Health Centre	Good	70%	69%	80%	70%	77%	73%	64%	66%	73%	
Broadshires Health Centre	Good	84%	73%	79%	75%	73%	71%	73%	77%	77%	
The Charlbury Medical Centre	Good	71%	72%	73%	59%	67%	74%	71%	63%	81%	
Cogges Surgery	Good	90%	89%	84%	86%	78%	74%	84%	74%	70%	
Deer Park Medical Centre	Good	89%	91%	84%	75%	73%	77%	64%	67%	87%	
CCG Average		80%	80%	80%	75%	77%	77%	74%	74%	76%	
National Average		73%	73%	73%	75%	76%	76%	74%	75%	76%	

Appendix 3: People profile for West Oxfordshire

The Patient population is different for each practice across Oxfordshire reflecting the geographical area and the local population demographics. According to the current figures for the county as a whole:

- about 75% of the population are usually well (including those with one long-term condition such as diabetes or asthma) and as a result the population needs are general health improvement measures, simple care, and health support for one off conditions / illnesses;
- about 20% have two or more long-term conditions and require at least a regular level of proactive and coordinated care;
- about 4% have complex needs, frailty, or instability requiring a significant level of proactive and coordinated care;
- 1% is experiencing a current health crisis, requiring acute assessment and treatment, and possibly admission to hospital.

For West Oxfordshire:

- The total estimated population in wards covered in West Oxfordshire locality as of 2015 was 81,500 residents of which 2,200 were aged 85 or over
 - This was equivalent to 2.7% of the West locality population aged 85 and over, just above the Oxfordshire county average (2.4%)
 - The ward of Burford had a significantly higher proportion of the population aged 85+ (6%)
- GP practices in West Oxfordshire with the highest percentage of registered patients aged 85 and over (as of October 2016) were:
 - Nuffield, Witney (816 people over the age of 85, 3.8%)
 - Burford (445 people over the age of 85, 3.8%)
 - Eynsham (895 people over the age of 85, 3.4%)
- Deprivation data shows there was a total of 1,300 children and 1,600 older people affected by poverty in the West Oxfordshire
- Areas of Witney have the highest rates of poverty affecting children and older people in the West locality
- No wards in West Oxfordshire had significantly higher death rates from cancer for people aged under 75 than predicted by the age of the local population
- No wards in West Oxfordshire had a significantly higher death rate than the England average (Standardised Mortality Rate) from Coronary Heart Disease (all ages) than predicted by the age of the local population

- Freeland & Hanborough ward in West Oxfordshire had a higher death rate from Stroke than predicted by the age of the local population (*Note: this outcome may have been influenced by the 65 care home beds within Freeland and Hanborough ward*)
- No wards in West Oxfordshire had higher than the OCCG average of children aged 10-11 classified as overweight or obese

Appendix 4: Housing growth for West Oxfordshire

Based on planning permission at August 2017 granted for new housing development, there are 3,600 dwellings expected in the locality over the next five years and more than 8,000 in the next 10 years. The increase in housing planned for West Oxfordshire is expected to impact on the population growth as illustrated below:

	Total Population			% increase	
	Apr-17	5 year growth	10 year growth	5 year growth	10 year growth
West	81,585	90,266	101,363	11%	24%
Rural West	30,413	33,490	35,563	10%	17%
Witney and East	51,172	56,776	65,800	11%	29%