

Stakeholder briefing

Shaping the Future of Primary Care in Guildford

- Background and challenges
- How we engage and listen to local residents
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Background and Challenges

Primary care in Guildford has seen a significant rise in the pressures it faces over the past few years. GP practices locally, particularly Guildowns Group Practice and Woodbridge Hill Surgery, have seen an increase in the following challenges:

- growth in the number of registered patients
- insufficient space to develop services
- inability to develop health and care options for patients
- lack of capacity to develop new workforce models with primary care¹.

These combined challenges mean that we need to address the immediate requirement for primary care expansion for these Practices.

In 2019 we began a programme of work to review and assess how we addressed these challenges for these two primary care sites. A feasibility study identified a potential way forward, which was to further assess a scheme for two new build developments at Park Barn and the Jarvis Centre. Further work was needed on all four feasible options before a final decision could be made. However, due to the pandemic, the programme was paused in March 2020.

We are now working with health, care and local authority partners to recommence this work and aiming to have an outline business case by April 2022.

Aims of the programme

Our aspirations for the future delivery of primary care services at a local level are:

- to work at greater scale to improve access and quality of services for patients
- to provide premises that are fit for purpose and facilitate team working

¹ The NHS Long Term Plan

- to use technology to improve quality.

Engaging and listening to local residents

We value the views of patients and the public on all our plans, including primary care.

From July to September 2019, we carried out a programme of initial engagement focused around the following themes:

- What GP services do the public value the most?
- What is important in terms of where a GP Practice is located?
- What should be considered when planning GP services for the future?

A number of engagement mechanisms were used including:

- an online and postal survey
- face to face workshops,
- digital engagement via our social media channels,
- feedback through our postcards and a
- number of exhibitions throughout Guildford.
- SMS text messages sent to all registered patients.

The analysis of this feedback is available in an engagement report (available on the Surrey Heartlands CCG website Health and Primary Care in Guildford ([surreyheartlandsccg.nhs.uk](https://www.surreyheartlandsccg.nhs.uk)) <https://www.surreyheartlandsccg.nhs.uk/get-involved/primary-care/health-and-primary-care-in-guildford>)

In October 2019 we held a key stakeholder forum to talk about the exploratory work that had been carried out since July 2019. The information from this forum is available in the presentation slides (available on the Surrey Heartlands CCG website <https://www.surreyheartlandsccg.nhs.uk/get-involved/primary-care/health-and-primary-care-in-guildford>)

We will continue to communicate with and engage local residents and patients as the plans progress.

Findings from early engagement

A feasibility study looked at the future needs of the population served by these two practices, including particular health and wellbeing challenges and the significant growth expected in the number of people living in the local area. We also looked at new ways of working to ensure we are planning for the future and able to take advantage of improvements in technology, along with planning for other types of

professionals to support the practices and make us less reliant on a scarce and mature workforce.

The future requirements for space were generated through a demand and capacity model. Architects and cost consultants were then engaged to examine the sites and options for new premises, and the likely costs.

Between July and September 2019, the CCG carried out some initial engagement with patients registered at Guildowns Group Practice and Woodbridge Hill Surgery who were invited to share their views on the future of GP services in the local area, in particular on the potential sites for the development of future premises.

What did patients tell us was important to them in our initial engagement?

- Access to their practice – in particular the availability of public transport to get to their GP practice.
- Parking – the need for sufficient parking, including disabled parking.
- Services in the practice – the need for additional time for more detailed discussions about their health.
- Access to other professionals – such as physiotherapists or a mental health practitioner.
- Access to appointments – currently there can be a delay of up to three weeks to see a GP for a non-urgent appointment.
Ensuring emergency appointments are available.
- Technology – a balance between traditional methods and the use of new technology for example continuing with face to face and telephone appointments but also offering online appointments.

What did patients think about the initial options?

People generally welcomed the opportunity to improve primary care premises locally but had some concerns about some of the options.

People said that reconfiguration of the sites from five sites to one wouldn't be right for the local area and would not provide the local access to primary care that people need and value.

There is concern about the potential loss of the Wodeland Avenue Surgery (part of the Guildowns Group Practice) and how this area would be served if this happened.

Some people asked about the time it would take for these proposals to come to fruition and whether sites would still be available when the business case development had been completed.

There was feedback about other potential sites and ensuring that all appropriate sites have been considered.

Feasibility Study 2019

The feasibility study (available on Surrey Heartlands CCG website) focused on options for Guilddowns Group Practice (which currently operates from four sites at Wodeland Avenue, The Oaks Surgery, University Medical Centre and Stoughton Road Surgery) and Woodbridge Hill Surgery.

A number of factors are increasingly affecting the ability of GP practices in Guildford to meet the needs of their patients:

- Population growth in Guildford.
- Guildford Borough Council has been developing its own Local Plan, which indicates significant numbers of new homes are likely to be built in the catchment area of these two practices over the next 10-15 years.
- More people are living longer often with multiple long-term health conditions that require monitoring and treatment.
- The buildings that some of our GP practices operate from do not have enough space to provide the range of additional services required for future, modern primary care.
- Some parts of the existing buildings are not accessible for all patients.
- Limited capacity to develop the growing primary care workforce.

These combined challenges mean that we need to address the pressing requirement for primary care expansion at a local level. If we do not deal with these issues, the future sustainability of these practices will be at risk.

Conclusion from feasibility study in 2019

The five options outlined in the feasibility study concluded that four of the five options were feasible, but no change was not a feasible option. When looking at potential sites for new premises and the likely costs, each option had differing impacts on the community, workforce, the CCG and the delivery of care. These were proposals at the time and no final decisions were made.

The four feasible options were:

1. One site at Park Barn
2. One site at the Jarvis Centre
3. Two sites, at Park Barn and the Jarvis Centre
4. Three sites, at Park Barn, the Jarvis Centre and retaining the existing Wodeland Avenue Surgery

What Next?

The feasibility study identified a potential way forward for two new build site developments at Park Barn and the Jarvis Centre.

However, due to the pause to the programme we are now reviewing these elements before progressing to the Outline Business Case in April 2022. It is important to review the potential sites identified from the feasibility study and assess whether these are still available and whether any other site locations have come available while the programme was paused. Discussions continue on a broader set of potential sites, which will be shortlisted in due course, in order that a comprehensive analysis can be undertaken. This work will include further modelling of demand and capacity, closer examination of the potential sites, travel/access, a full financial appraisal, further engagements and discussions with the public and stakeholders and public consultation if any significant changes are proposed.

The next stage will also look at other services that might be co-located in any new buildings, including adult community services, children's services and mental health services.

In addition to this programme for the two practices, the CCG is also undertaking a wider piece of work to assess the impact on our primary care services across Guildford due to the planned housing growth. This work is running in parallel.

Stakeholder Reference Group

The Stakeholder Reference Group (SRG) has reconvened following the pause in the programme. The group meets monthly and provides support in shaping the engagement and communication plan for this programme.

The membership reflects our communities and consists of representatives from local neighbourhood groups, councillors, patient participation groups and other members of the public.

Minutes from these meetings are available on the CCG website.

We have also established a robust governance process to support the recommencement of the programme.

We will continue to keep stakeholders and the public informed as the project develops.

In summary, the work carried out so far has been to inform the options for the CCG, together with Guilddowns Group Practice and Woodbridge Hill Surgery, to develop primary care premises that are fit for the future and this work continues ongoing.

We welcome all the input and views that have been expressed thus far and there will be further engagement opportunities.

We are still exploring options at this stage and no final decisions have been made.

Programme timeline

The original five options, the feasibility study and the engagement report were considered by the Primary Care Commissioning Committee (PCCC) in November 2019. The committee agreed that the programme could move to the next stage, which is to examine all the options in more detail through an Outline Business Case and to work out how any new premises will be funded and delivered. If any significant changes are proposed as part of the next phase of this work, there will be a public consultation before the proposals are finalised.

Activity	Indicative Timeline
Information capture and site analysis	March to April 2019
Initial Stakeholder and patient engagement (feasibility study)	May to September 2019
Feasibility Study completed	November 2019
CCG recommendation to proceed to next stage	November 2019
Funding and option appraisal	October to December 2019
Programme paused – Covid-19	March 2020
Programme recommence	September 2021
Outline Business Case	April 2022
Full Business Case	Nov 2022
Construction/fit	Jan 2023
Opens to public	2024

Contact us

If you have any questions, please contact us via:

- Email: syheartlandsccg.comms@nhs.net
- Telephone: 0300 561 1555

Documents relevant to the programme can be found on the Surrey Heartlands CCG website (<https://www.surreyheartlandsccg.nhs.uk/get-involved/primary-care/health-and-primary-care-in-guildford>)