

Consultation on the future of Toftwood Medical Centre

Background

NHS Norfolk and Waveney Integrated Care Board (the ICB) plans and buys healthcare services for the local population, including the services provided by general practice. In total we commission 105 GP practices across Norfolk and Waveney to provide services.

Toftwood Medical Centre is a GP practice located in Toftwood, south of Dereham, serving approximately 4,000 registered patients. The ICB's contract with Toftwood Medical Centre for providing general practice services is time limited and is due to expire on 31 March 2025. With the contract coming to an end, the ICB has reviewed the service.

This document sets out the findings of our review and a proposal for how we could provide general practice services for people registered with Toftwood Medical Centre in the future.

Our objective

Our objective is to find the best way to provide general practice services for people registered with Toftwood Medical Centre.

When we are considering making changes to how people access general practice services, we want to make sure we understand what impact they would have on the care and wellbeing of residents. We know that making decisions about changing how we provide services is important and we take these decisions seriously.

So we need you to:

- Tell us what you think of the changes we are proposing.
- Help us understand what the impact would be on people currently registered with Toftwood Medical Centre, Orchard Surgery and Theatre Royal Surgery.
- Share your thoughts about any other options we might not have considered that would help us meet our objective of finding the best way to provide general practice services for people registered with Toftwood Medical Centre.

Review of Toftwood Medical Centre

Toftwood Medical Centre provides good quality services; however, our review has highlighted a range of challenges and issues that the practice is facing. These have not been caused by Toftwood Medical Centre – they are providing good services despite the challenges they face.

Patient and staff safety is always paramount and the building is safe to provide services from, however, it is in need of investment to ensure that it can continue to provide good quality and safe services in the future. A site visit to the practice has identified a number of areas which need to be addressed, including fixtures and fittings that require replacement or to be repaired, and redecoration to aid effective cleaning.

However, investing in the building is not straightforward. The building is owned by a private landlord and the contractual term of the previous lease has expired. We have tried to resolve this over many years, however we have not been able to finalise a new lease with the landlord. We are working to the terms of the previous lease, but there is no guarantee we can continue to use the building into the future without a new lease in place and a contract that specifies how long we can use the building for. The ICB has intervened over the years to resolve immediate maintenance issues to ensure services can continue to be provided safely. However, without a new lease in place we cannot make the size of investment that is really needed to ensure the building is fit for the future.

The building is also small – too small for the size of the population it serves. The building is 172 square metres, however our analysis shows it should be 311 square metres in order to meet the needs of the current population. We have tried to extend the building and we did identify NHS capital grant funding to do so, but without a new lease in place and without the landlord's permission, we were unable to apply for planning permission. As a result, the funding we had identified is no longer available.

We previously looked for an alternative premises to relocate Toftwood Medical Centre to, however we were not able to find a suitable site. The ICB worked with Breckland Council to consider a number of potential options for a temporary relocation of the practice. With the building in need of investment and the lack of a signed lease, it was felt a temporary relocation would be beneficial and would give the ICB and local GP practices time to develop an estates strategy for the area. We short-listed six potential sites through this process, however it was not possible to progress any of them, either because they quickly became occupied before we could secure them or because upon further investigation they were not affordable.

Our review has also identified that Toftwood Medical Centre is comparatively expensive to run. The current APMS (Alternative Provider Medical Services) contract costs c30% more per patient compared with neighbouring practices who are commissioned on a GMS (General Medical Services) contract.

We have reviewed the cost of providing services to people registered with the Toftwood Medical Centre against the health profile of the registered population. We

have also undertaken an Equality Impact Assessment. On health grounds, we can find no justification to continue to invest in the increased costs of providing services.

The findings of our review mean that we are concerned about agreeing a new contract to run services from Toftwood Medical Centre. Without a new lease in place, we cannot expand the building or invest as much money as needed to ensure the building is fit for the future. We believe the lack of a new lease is also likely to deter bidders from being interested in the contract for running the service due to the risks involved, and there is also a chance the costs of providing services would increase more as a result. We have also looked to find an alternative building to relocate the practice to, however we have not been able to find a suitable site.

Our proposal

We are proposing that the best way to continue to provide general practice services to patients would be to close Toftwood Medical Centre and to move people's registration to either Orchard Surgery or Theatre Royal Surgery on 1 April 2025.

This change of registration would be undertaken automatically with no action required by anyone currently registered with Toftwood Medical Centre. Once people have been moved to one of the two surgeries, they would have the right to choose to register with a different practice if they preferred, as long as they lived within that practice's catchment area.

We are proposing to do this because we believe it is the best way to ensure people are cared for in appropriate facilities and in a cost-effective way, while ensuring none of the people currently registered with Toftwood Medical Centre are left without GP practice registration.

What would this mean for residents and their families?

If we decide to go ahead with this proposal, all people registered with the Toftwood Medical Centre would be automatically moved to be registered with either Orchard Surgery or Theatre Royal Surgery on 1 April 2025. We would keep people informed of the process, but they wouldn't have to take any action unless they preferred to choose to register somewhere else.

We recognise that the idea of potentially moving to another GP practice might be unsettling for people registered with Toftwood Medical Centre. Both Orchard Surgery and Theatre Royal Surgery have time to prepare for the increase in patients if we were to go ahead with the proposal. They are both expanding their buildings and both will be recruiting new staff. Some of the staff from Toftwood Medical Centre may move to work in Orchard Surgery and Theatre Royal Surgery. Additionally, both surgeries are rated as 'Good' by the Care Quality Commission.

Our proposal could mean that some people would have a longer journey to attend their new GP practice. We have reviewed the local area and note that there are good public transport links in place, and any housebound patients would receive home visits in the same way they do now. Both Orchard Surgery and Theatre Royal

Surgery already have patients registered with them that live in Toftwood, and they are used to caring for people living there.

There is more detail about the potential impact on people in our draft equality impact assessment, which we have published alongside this document and can be read here on our website:

<https://improvinglivesnw.org.uk/toftwoodmedicalcentre>

We want to hear from you about the impact our proposed changes may have so we can incorporate them into our planning if we were to go ahead with the proposal.

Our consultation

The ICB's Primary Care Commissioning Committee must agree any proposal before it can be implemented. We are therefore carrying out this consultation to find out what people think about the proposal before any decision is made.

Who are we consulting?

We are consulting with:

- People registered with and working at Toftwood Medical Centre, Orchard Surgery and Theatre Royal Surgery.
- Norfolk County Council's Health Overview and Scrutiny Committee.
- Local organisations which provide NHS services to people registered with Toftwood Medical Centre.
- Local stakeholders, such as the MP, local councillors and the local council.
- Local voluntary organisations.
- Norfolk and Waveney Local Representative Committees.

When are we consulting?

Our consultation starts on 10 October 2024 and will run until 21 November 2024.

What do we want to find out?

We need you to:

- Tell us what you think of the changes we are proposing.
- Help us understand what the impact would be on people currently registered with the Toftwood Medical Centre, Orchard Surgery and Theatre Royal Surgery.

- Share your thoughts about any other options we might not have considered that would help us meet our objective of finding the best way to provide general practice services for people registered with Toftwood Medical Centre.

How you can have your say

- **Online:** Take part in a short online survey here: <https://www.smartsurvey.co.uk/s/toftwoodmedicalcentre/>
- **In person:** You can attend one of our drop-in sessions:
 - 22 October, 1pm-4pm, at Toftwood Medical Centre
 - 5 November, 10am-1pm, at Toftwood Medical Centre
- **Post:** Printed copies of this consultation document will be available at Toftwood Medical Centre, Orchard Surgery and Theatre Royal Surgery. Completed copies can be posted back to us at the following address:

FAO Communications and Engagement Team, NHS Norfolk and Waveney ICB, County Hall, Martineau Lane, Norwich, NR1 2DH.

If you would like this information in large print or in an alternative version, please contact NHS Norfolk and Waveney ICB and we will do our best to provide it. You can contact the ICB by:



Writing to NHS Norfolk and Waveney ICB, County Hall, Martineau Lane, Norwich, NR1 2DH.



Emailing nwicb.contactus@nhs.net



Calling 01603 595857

We need your consultation feedback by 11.59pm on 21 November 2024.

How will the final decision be made?

We will share the findings of the consultation with the ICB's Primary Care Commissioning Committee and with Norfolk County Council's Health Overview and Scrutiny Committee. Taking the feedback into account, the Primary Care Commissioning Committee will then make a decision about the proposal.

If following the consultation we recommend closing Toftwood Medical Centre and the Primary Care Commissioning Committee approves the proposal, we would then put plans in place to ensure people registered with Toftwood Medical Centre and staff are supported throughout the process. Toftwood patients would be automatically registered with one of the neighbouring practices on 1 April 2025. Once people had been moved to one of the two surgeries, they would have the right to choose to register with a different practice if they preferred, as long as they lived within that practice's catchment area.

How will we feed back to you?

The decision will be made at the Primary Care Commissioning Committee meeting of NHS Norfolk and Waveney on 10 December 2024. This is a meeting held online in public so that people can attend, listen and ask questions of the committee if they want to. Meeting dates and details can be found on our website here:

<https://improvinglivesnw.org.uk/about-us/our-nhs-integrated-care-board-icb/our-icb-meetings-and-events/primary-care-commissioning-committee-meetings/>

In December 2024 and January 2025, we will work with the Toftwood Medical Centre to inform staff and people registered with them about the results of the consultation and what has been decided. We will also let other interested people know, including the staff and patients of Orchard Surgery and Theatre Royal Surgery.

Timeline

| Activity | Date |
|--|---|
| Undertake consultation with registered patients and other interested parties | 10 October to 21 November 2024 |
| Review feedback and produce consultation report | 22 to 29 November 2024 |
| Propose final recommendation for decision at the ICB's Primary Care Commissioning Committee and publish report | Papers published 3 December 2024 Meeting on 10 December 2024 |
| Planning and preparation period following decision | 11 December 2024 to 31 March 2025 |
| Current contract end date | 31 March 2025 |



Feedback form: Have your say on the future of Toftwood Medical Centre

Please answer the following questions. If there is not enough space for you to give us your views, please do feel free to write on another piece of paper and attach it.

Alternatively, the survey can be completed online here:

<https://www.smartsurvey.co.uk/s/toftwoodmedicalcentre/>

Please note: Feedback will be gathered anonymously and information will be collected by NHS Norfolk and Waveney ICB for analysis purposes.

Q1. What do you think of our proposal to close Toftwood Medical Centre and transfer the people registered there to another practice in Dereham? How would this proposal affect you if it went ahead? Please write in the box below:

Q2. Are there any other options that we have not considered that would help us to achieve our objective of finding the best way to provide general practice services for people registered with Toftwood Medical Centre? If yes, please tell us about these by writing in the box below:

| | |
|--|--|
| Please place a tick against the descriptions that apply to you: | |
| I am registered with Toftwood Medical Centre. | |
| I am supporting someone who is registered with Toftwood Medical Centre to respond. | |
| I am registered with Orchard Surgery. | |
| I am supporting someone who is registered with Orchard Surgery to respond. | |
| I am registered with Theatre Royal Surgery. | |
| I am supporting someone who is registered with Theatre Royal Surgery to respond. | |
| I work at Toftwood Medical Centre. | |
| I work at Orchard Surgery. | |
| I work at Theatre Royal Surgery. | |
| I am responding on behalf of a local organisation (please state) | |
| Other (please state) | |

About you

NHS Norfolk and Waveney ICB wants to make sure that services are open and accessible and that our consultations are representative of the community we serve and the people that use our services. Please help us measure how far we are achieving this by answering the following questions.

Please note: You do not have to give us this information, but it will help us if you do. We will keep this information confidential and not use it for any other purpose.

1. How old are you?

2. Are you ...? (Please tick one box only)

Male Female Prefer not to say

Prefer to self-describe.

3. How would you describe your ethnicity? For example white British / black British

4. What is your first language?

5. Would you describe yourself as having a sensory disability (affecting your sight or hearing), physical disability, learning difficulty or long-term illness? Please tick one box only.

Yes No Prefer not to say

Personal information, confidentiality and data protection

Thank you for taking the time to share your views.

NHS Norfolk and Waveney ICB will process any personal information we receive from you in line with the Data Protection Act 1998. This means that we will hold your personal data and only use it for the purpose for which it was collected, being this consultation.

We will also, under normal circumstances, not pass your personal data on to anyone else. However, we may be asked under access to information laws to publish or disclose some, or all, of the information you provide in response to this consultation, including any personal information. We will only do this where such disclosure will comply with such relevant information laws which include the Freedom of Information Act 2000, the Data Protection Act 1998 and the Environmental Information Regulations 2004.

You may wish to keep a copy of your response to our consultation for your own records.

Please send your completed feedback form to:

FAO Communications and Engagement Team, NHS Norfolk and Waveney ICB, County Hall, Martineau Lane, Norwich, NR1 2DH.

Alternative formats:

If you would like this information in large print or in an alternative version, please contact NHS Norfolk and Waveney ICB and we will do our best to provide it. You can contact the ICB by:



Writing to NHS Norfolk and Waveney ICB, County Hall, Martineau Lane, Norwich, NR1 2DH.



Emailing nwicb.contactus@nhs.net



Calling 01603 595857

We need your consultation feedback by 11.59pm on 20 November 2024.