



Sheet for the relocation of Graham Road Surgery services to proposed new facility

Dr John Heather, local GP and Chairman of Pier Health Group, said: “The proposed relocation to the Rugby Club site offers real opportunities to improve the way we provide health and care for local people”

To find out more about the relocation proposals, please visit <https://www.grahamroadsurgery.nhs.uk/>

Proposal Overview

CRITERIA	OVERVIEW
Proposal	To relocate Graham Road Surgery to a new primary care facility to serve a patient population of circa 20,000+ and to deliver a new model of primary care
Who will Benefit?	<ul style="list-style-type: none"> • People registered with the existing Graham Road practice • Future registered patients, living within the new practice boundary • People who are registered at Horizon Health Centre who may be able to access services delivered by Pier Health Group at the new site • Clinical and administrative staff delivering services at Graham Road
Intended Results	<p>A new, state of the art primary care facility, delivering more joined up health and care services to its registered population with room for list growth. The new premises shall provide an excellent environment for patients and staff, supporting Pier Health Group Ltd. (PHGL) clinical workforce recruitment and retention plans providing an attractive location close to Weston railway station and the town centre with easy access to link roads to and from the M5. It will include:</p> <ul style="list-style-type: none"> • A digital front door and e-consulting • The potential for closer partnership working between primary care, community and mental health service providers and Public Health teams • The potential for closer partnership working with the Voluntary, Community and Social Enterprise Sector (VCSE) through Link Workers and community transport • Partnership working will also include referrals to our Social

	<p>Prescribing colleagues, enabling health professionals to refer patients to local, community and non-clinical services to support their health and wellbeing</p>
Wider Opportunities	<ul style="list-style-type: none"> • Increased workforce resilience, through the ability to recruit to primary care roles by virtue of a new, purpose built and larger estate • Taking advantage of proximity to green spaces and sporting facilities, with potential for social prescribing services working in partnership with the Rugby Club and the developer e.g. creating an allotment or garden area for patients and staff • Ability to provide additional services tailored to the population needs, reducing inequality of provision
Current Provision	<p>PHGL currently provides primary care services from Graham Road Surgery to c.11,700 patients. It has a multidisciplinary staff including new skill mix roles including mental health workers, social prescribers and physiotherapists alongside general practitioners and practice nurses.</p> <p>The facilities at Graham Road are old and at the lower end of the quality spectrum. A 6 Facet Survey was undertaken in 2018 which identified that there is a backlog of maintenance issues, with the estate becoming increasingly expensive to maintain and operate as time advances. This is compounded by access issues, including limited off-road parking for patients (there is a small car park limited to parking for GPs and some disabled parking bays) reliant on the availability of street parking close to the building for the majority of patients.</p> <p>There is a pharmacy located in Graham Road surgery which will be relocated with the practice into new commercial space on the same site as the new facility.</p>
Location	<p>From Graham Road Surgery to the proposed new facility is 0.4 miles with the same proportion of registered patients being within a 20-minute walk to the new site as they are to the existing surgery and within 2-3 minutes driving time.</p>
Patient Impact	<p>There is a neutral/ positive impact on protected population characteristics to include Age, Disability, Gender Re-assignment, Race and Ethnicity, Religion or Belief, Sex, Sexual Orientation, Pregnancy and Maternity, Marriage and Civil Partnership.</p> <p>There is an opportunity to engage with the communities which share protected characteristics to understand what matters most to them in the new facility. It is intended to reach out to these communities and involve them in service review, redesign and development throughout the project. This will help to surface any issues of unlawful discrimination, harassment and victimisation and help to build</p>

	<p>relationships with the local community, particularly with communities that we don't hear from so often or that are marginalised in some way.</p>
<p>Patient safety</p>	<p>The proposed new primary care facility will be designed to provide sustainable, fit for purpose accommodation. The accommodation and design of the new facility will be based on delivering functional, adaptable and flexible space to meet the needs of the registered practice population and providing room for growth will promote positive impacts on delivery of safe services to patients.</p> <p>It is therefore likely that overall, the new development will support an improvement in the delivery of health care services, resulting in higher levels of patient safety. It is important to note that the practice boundary for the current Graham Road location (c.11,700 list size) includes areas of deprivation and people with high levels of need both for health and social care services and include a high proportion of care home beds in Weston.</p> <p>There is a patient population who access the pharmacy at Graham Road for methadone dispensing, who may find it difficult to have a say regarding the relocation of the services. Importantly, the pharmacy will re-locate with the practice (preserving the provision of this service). It will be important to ensure excellent links with local drug and alcohol services to support this population.</p> <p>The location of the new facility is on the eastern and opposite side of the main line railway line; it is possible to cross the railway line by road bridge or via the railway station footbridge, although this is not suitable for buggies or wheelchairs. The station footbridge is however, closed at night. It is possible that some people may take risks to cross the railway line to reach the site, rather than using available road and pedestrian crossing infrastructure.</p> <p>The patient population also includes a high number of young people and families and to reflect the needs of the population, and to improve safety for patients the service delivered from the new location would need to consider promoting the needs of children requiring safeguarding – in particular, ensuring that there are excellent links with Health Visiting teams.</p>
<p>Clinical Outcomes</p>	<p>Clinical outcomes are likely to be improved as a result of the modern, fit for purpose environment, with a facility large enough to absorb population growth to 2030. This will also improve staff retention and recruitment. The additional space, level of amenity and location provided by the new facility will help to support the capacity for</p>

	<p>existing patient care pathways and add new pathways that support improved outcomes, to meet the needs of the local population. There are also prime opportunities to develop more social prescribing offers from the site, to promote prevention and proactive self-care for example linking with the gym that will form part of the Rugby Club facilities, the surrounding recreational grounds and green spaces that might support activities such as allotments or gardens linked to the practice.</p> <p>The preservation of the in-house pharmacy at the new location will also be a great asset to the new service, ensuring continuity of provision. However, it will be important to ensure that populations that use community pharmacy services are not disadvantaged by the relocation and mitigations are developed to support access by foot and transport to the new facility that will not inhibit people from continuing to use these services.</p>
Patient Experience	<p>Patients will benefit from a new fit for purpose clinical environment including direct ground floor access and circa 25 dedicated free parking spaces and access to additional parking within the development. Pre-consultation engagement workshops in April / May 2021 with all service users and staff have considered patient experience factors, including transport and accessibility, design 'look and feel' of the facility, health and wellbeing opportunities at the new site and the new service model. The Equality Impact Assessment (EIA) has identified patient groups with protected characteristics that may be impacted by the proposed changes and therefore contact with these groups to understand issues and garner views on the changes is vital to ensure timely and appropriate mitigations where necessary can be developed prior to the commission of the new facility in spring 2023.</p>

Proposal Timeline

TIMELINE	ACTIVITY
2018	Bristol, North Somerset and South Gloucestershire Clinical Commissioning Group (the CCG) was successful in securing £3.2 million of Wave 4 NHS Strategic Transformation (STP) capital to develop a new primary care facility in central Weston, for relocation of GP services currently provided at Graham Road Surgery by Pier Health Group Ltd (PHGL). In addition this would improve access to primary and community healthcare, supportive of the growth in the central Weston population.
June 2019	The Central Weston Estates Steering Group was launched with the purpose of identifying a suitable site in Weston town centre and progression towards a Full Business Case (FBC) for a primary care centre of c.1,100m ² . The new facility would accommodate the relocation of Graham Road Surgery patients with room for list growth and the co-location of community health and care services to deliver new, joined up health and care services for the population of Weston.
Sept 2019	Clarence Park branch surgery closed as the landlords sold the property.
[date]	The timeline for accessing the STP capital was set as no later than 31st March 2022; however this deadline has subsequently been revised by NHS England and NHS Improvement (NHSEI), due to the inevitable disruption caused by Covid-19.
June 2019 - June 2020	Co-produced with patients and a range of local providers and stakeholders, an evaluation and scoring criteria was defined. 17 site options in and around the centre of Weston were considered between June 2019 and June 2020 that could be suitable for the development of a FBC for a preferred site that was achievable, accessible and affordable
June 2020	The final evaluation process was completed with clinical and managerial representation from PHGL, patients registered with Graham Road Surgery and representatives from Sirona Health and Care, North Somerset Council (NSC) and the CCG. From a shortlist of three viable sites, the Weston Rugby Club (the Rugby Club) was the highest scoring option overall. Working with the developer, Studio Hive, an Outline Business Case (OBC) was developed with the Rugby Club as the preferred site option.
July 2020	The Rugby Club preferred site option and was approved by the CCG's Primary Care Commissioning Committee (PCCC). The new facility will deliver a ~1,100 m ² state of the art building, over 2 floors providing comprehensive and joined up health and care services to meet the needs of the local community. For example, this could include providing joint clinics with community and hospital clinicians or voluntary sector services being delivered from the facility

	<p>The regeneration of the Station Gateway area surrounding the Weston Rugby Club development will create hundreds of new homes, a new primary school, shops and leisure and sporting facilities. The new primary care facility will be part of the first phase of the overall Weston Rugby Club development. The GP provider, Pier Health Group will hold the lease on the new facility.</p>
Dec 2020	<p>The intention to develop a new primary care facility on the Rugby Club site was announced publicly.</p>
Jan – March 2021	<p>Development of pre-consultation papers and project planning. NHSEI has provided advice on the level of engagement and/or consultation proportionate to the proposed changes. The overarching objectives for both pre-consultation engagement and the full consultation on the relocation of GRS services to the new facility are:</p> <ul style="list-style-type: none"> • That patients' registered at GRS and the wider community understand the proposal and have the opportunity to provide feedback • Planning engagement workshops focusing on access and transport, service provision, opportunities and design of the new facility.
April – June 2021	<p>Pre-consultation, engagement and planning. The CCG and PHGL maintain involvement with the practice's Patient Participation Group (PPG) and establish an associated Patient Advisory Representative Group to support pre/ consultation work.</p> <p>The focus of a series of pre-consultation workshops on the design, 'look and feel' of the facility and also the new model of care delivered by PHGL. This will include for example, opportunities for the co-location of health and care services, proactive wellbeing orientated service delivery and maximising the opportunities presented by the location's proximity to sport and recreational space. The intention of holding these engagement workshops prior to the consultation on the relocation to the new facility is to provide an early opportunity to consider accessibility and other impacts upon patient and staff groups, developing appropriate mitigations to reduce impacts.</p> <p>The EIA will assist in informing the approach to engagement, ensuring that there is reach into population groups where there may be negative impacts caused by the re-location, with feedback from these events informing further drafting of the EIA document. Feedback from the engagement workshops will also support the development of key sections in the FBC, including definition on the new service model to be delivered by PHGL and the co-location and integration of local health and care services in the new facility.</p>
July – Sept 2021	<p>Full consultation over 12-week period. Key stakeholders and statutorily</p>

	<p>required consultees i.e. North Somerset Health Oversight & Scrutiny Panel (HOSP) are detailed in a stakeholder map. Consultation activity provides a framework to ensure the population affected by the changes are actively involved, informed, engaged, and communicated with.</p> <p>The population includes GRS patients, staff, stakeholders and the wider public who are interested in the progress of the project. A key objective is to listen to patients, staff, stakeholders and public views, suggestions and concerns about the development and the progress of the project.</p> <p>An Equality Impact Assessment (EIA) of the proposal for a new primary care facility at the Rugby Club will inform the need to surface any disproportionate disadvantages for cohorts of the population that the changes might precipitate. This will also help to target engagement activities more effectively. A Quality Impact Assessment (QIA) will also be completed to surface any quality concerns regarding the implementation of a new service model. As the engagement and consultation progresses, the Plan may need to flex accordingly to meet any emerging needs that may surface during the process. The outcomes from the communications and engagement activities will be reviewed at key points to understand their effectiveness. Evaluation will include reviews of the numbers of people attending events; the reach achieved into target communities, the items of feedback received and peoples' satisfaction relating to the various processes.</p>
Oct 2021	Analysis and report writing to ensure that a full consultation and 'you said, we did' report is available when the full business case is presented for approval
Nov 2021	Full business case completed and planning permission in place
Jan 2022	Full business case approval by NHSE/I and the Department of Health & Social Care
2022	Graham Road patients, staff and the community to receive clear communications via the practice website, waiting rooms, letter and local media with close working with the Graham Road and Horizon PPG throughout course of project.
Early 2022	Construction to commence
Spring 2023	Construction completed and the new facility opens
2023	To measure patient experience when the facility opens, ongoing opportunities for feedback will be provided to all service users

	<p>including Friends and Family tests, practice questionnaires and the ability to feedback via the practice Patient Participation Group (PPG) and Healthwatch. Complaints will continue to be managed in the first instance by the practice provider. All feedback will be collated and used to inform continuous service improvement, with regular 'you said, we did' communications provided via the PPG steering group, practice noticeboards and other media.</p>
--	---