



# Application to Close Blakeney Surgery

Holt Medical Practice

# Stage 3: Patient Engagement

**1<sup>st</sup> August to 30<sup>th</sup> September**

**Holt Medical Practice to explain;**

- Our reasoning for considering closure
  - The Structure and Layout of the Building
  - Operational Issues
  - Our Finite Resources

**Us all to explore;**

- Is investment an option?
- Possible ways to mitigate the effect of closure

**Patients to share their feedback and comments:**

- Writing - emails, letters, comments cards
- Discussions - public meeting, drop in sessions
- **Patient Survey - 14<sup>th</sup> Aug to 30<sup>th</sup> Sep**
- Online, in print + posted to our most vulnerable

# Blakeney Surgery Now



Built in 1960s as a residential bungalow



2 Consultation rooms



Medication collection and manual ordering service



Drop-in reception



Site opening times and the range and availability of services have evolved over the years to meet the changing needs of the business



The last face to  
face appointment  
at Blakeney  
Surgery was in  
March 2020.

# Blakeney Surgery: Structural Issues

Originally built as a residential bungalow in 1960s :

- The x2 clinical rooms are poorly laid out/constructed.
- Unsuitable access and facilities for disabled patients
- Unsuitable staff facilities (no rest space)
- Infection Prevention and Control - below modern standards
- Questionable security and poor temperature control
- Structural defects - as identified by Chaplin Farrant's report in 2021

# Blakeney Surgery: Operational Issues

Primary care has changed and so has the way we need to work to keep up with the changes in workforce and increased demand.....a 2-roomed Surgery (even if made perfect) is not ideal for this.

# Holt Medical Practice has Finite Resources



The funding we receive is per patient, not per site.  
Running 3 sites is expensive.



Our costs have increased across the board in all areas. It costs more to heat Blakeney Surgery than we get in rent.

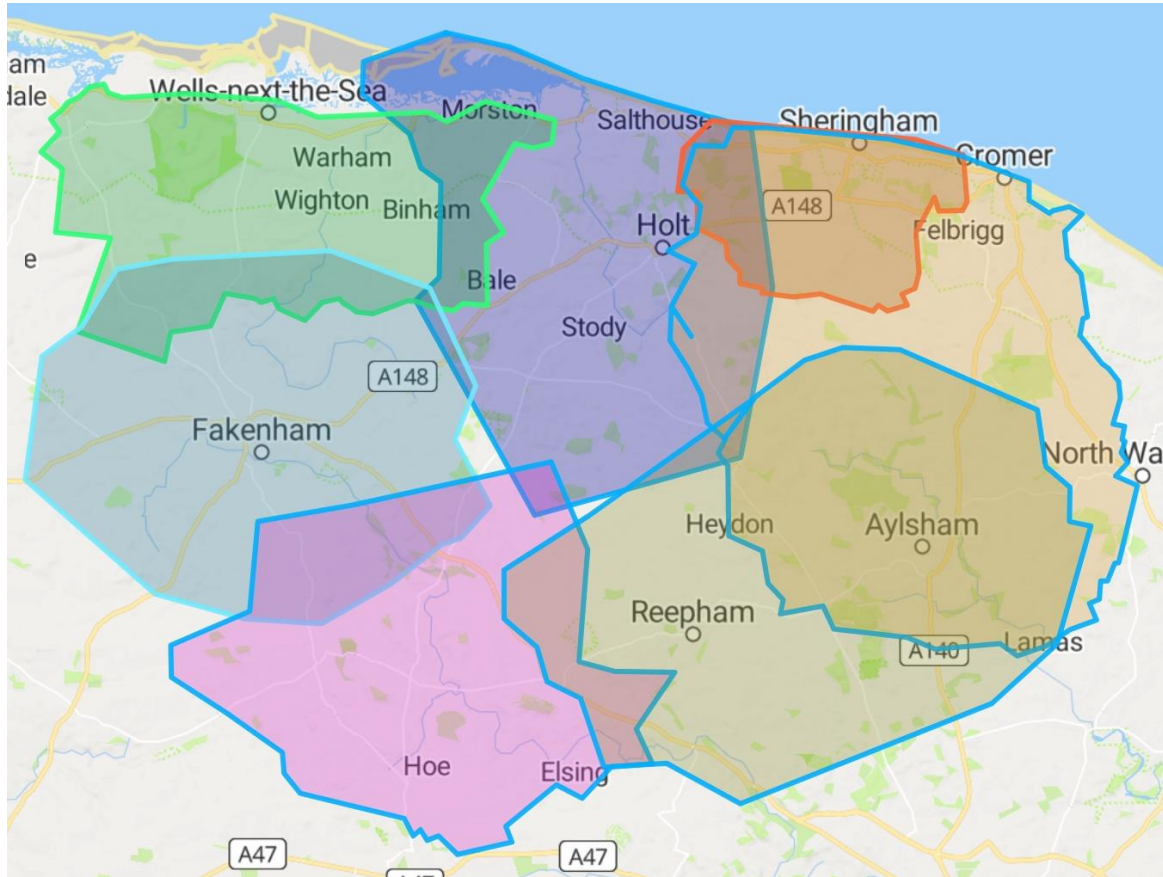


As a business we must check all ongoing expenditure to ensure that it is sensible and affordable.



Taking everything into consideration, should we look for investment into Blakeney Surgery, or should we look to close it?

# Holt Medical Practice Now: Our Catchment Area

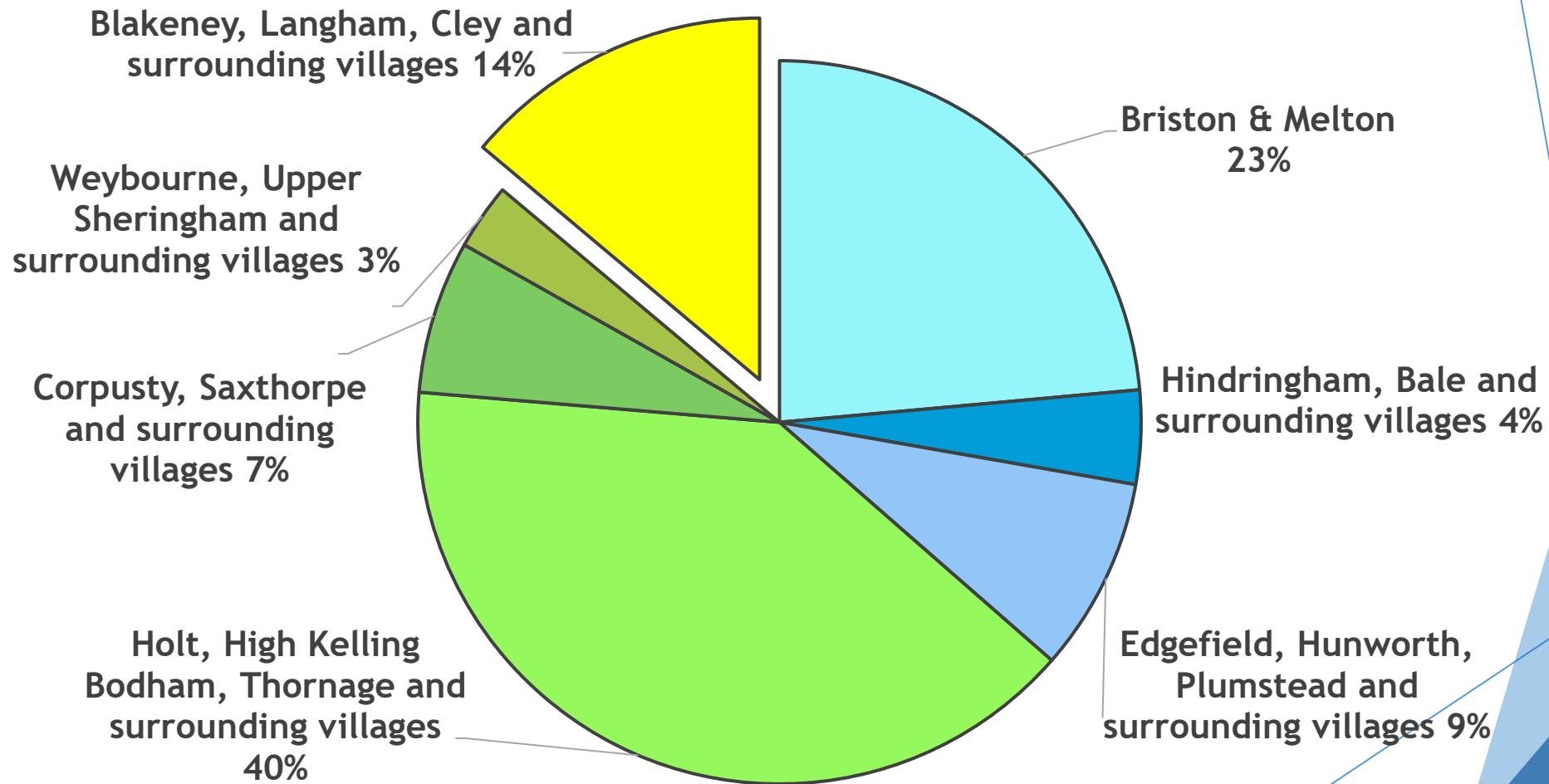


14250 patients over a large catchment area

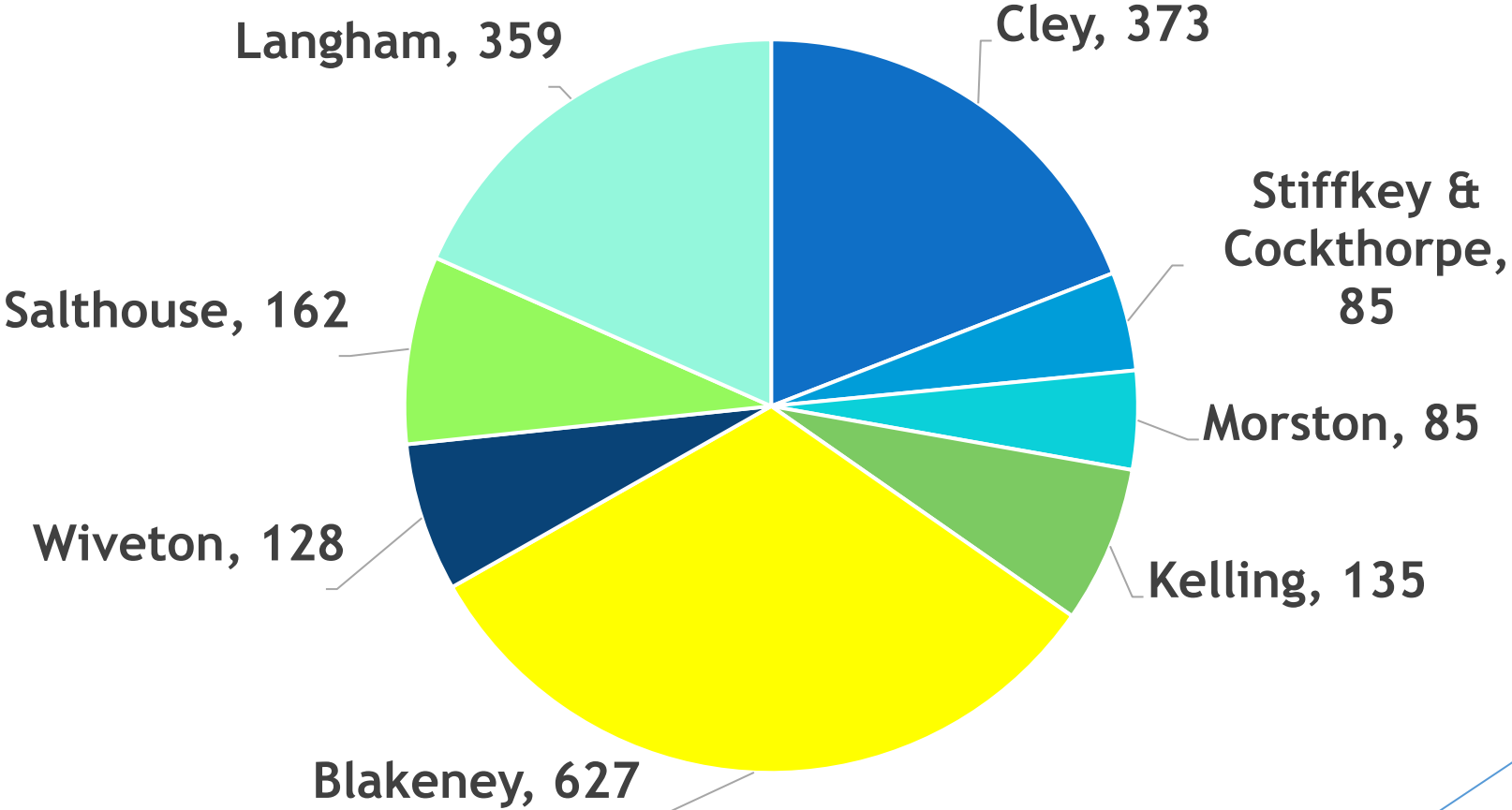
Holt Medical Practice is in a PCN with Fakenham & Sheringham Medical Practice



# Spread of our 14250 patients:



# 14% - the villages local to Blakeney Surgery



# Recent and pending population growth


We know that Blakeney has recently had (or will soon have) approximately 60 new dwellings.



Melton is nearer x100 new dwellings.



Holt is x660 new dwellings, a new x66 bed care home and a new x66 bed nursing home.



That's approximately x1650 new patients in Holt, x130 of which are complex and high need.

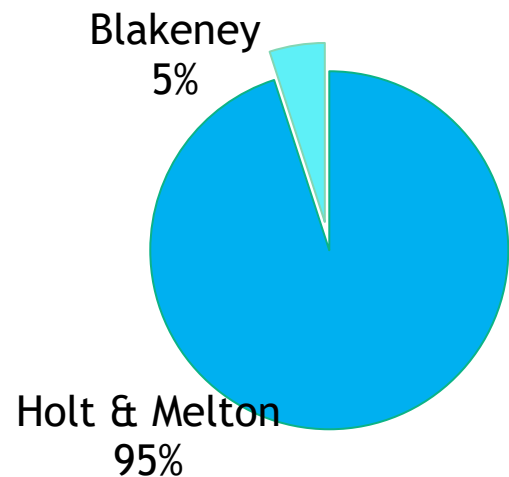
# Transport Links:

- ▶ We are a rural practice and for many patients there is poor or non-existent access to public transport.
- ▶ For patients local to Blakeney there is no bus 46 to Holt centre, then number 8 bus to the Surgery.



# Appointments

- ▶ Prior to the pandemic appointments were available at all 3 sites.
- ▶ Holt - the main site offers the full range of appointments and services and the largest volume of the same. Some services are ONLY available at Holt.
- ▶ Between 2015 - 2019 (5 years pre-pandemic) x20,000 appointments at Blakeney. **Just 5% of total offered.**



ALL our patients are registered with Holt Medical Practice (not a particular surgery) so all have access to all appointments, at any site, with any clinician.

Pre-Pandemic - postcode data shows patients travelled...to wherever there was an appointment or to follow their chosen clinician.

# Increased Demand for Appointments

## Routine Appointments

**2019**

**x79,400**

appointments were booked by patients across the 3 sites.

## Routine Appointments

**2022**

**x85,000**

appointments were booked by patients at Holt or Melton

## Routine Appointments

**2023**

**x90,000**

In the first 6 months of 2023 45,000 appointments have already been booked.

## On the Day

**Has gone up.**

In 2018 we did 29,000 on the day appointments.

In 2022 we did 31,900 on the day appointments.

In the first 6 months of 2023 we have done 16,300 on the day appointments.

# Changes in the Team and Role of the GP



## New Clinical Roles

Paramedics

Physician Associates

Health and Wellbeing Coaches

Clinical Pharmacists

Physios

Social Prescribers

Mental Health Workers



## Role of the GP has evolved

Need to work as part of a multidisciplinary team

Supervising and supporting clinical staff

Triaging calls with Reception

More training and teaching GP registrars and medical students

# The Future of Holt Medical Practice and General Practice

We are under increasing and significant strain:

- Rising demand
- More supervision

Struggles to recruit and retain all types of staff.

All the above is leaving us more stretched than before with less flexibility in who we put where.



# Was it sensible to make recent investments in Holt and Melton Surgeries?

- ▶ Melton and Holt have **larger** footprints
- ▶ Holt is well **located** to be used as a Hub (for enhanced access, additional services and PCN working).
- ▶ Holt and Melton are **closer** to a high density of our patient population and new development.
- ▶ Benefit of **third party investment** at Holt - our Landlord - as we do not own the building.

# Options for Blakeney Surgery if it stays OPEN

## Option 1

Make building safe,  
improve access  
Keep Services as they  
are now

## Option 2

Option 1 AND refurbish  
throughout  
Keep existing services  
and re-introduce  
limited appointments

## Option 3

Rebuild bigger  
Keep existing services,  
introduce appts and  
work in teams



Investment will be required for all 3 options



Benefits - no loss of existing services, re-introduction of some face-to-face appointments



Issues - are varied and numerous for all 3 options

# Issues connected to investment and continued activity at Blakeney Surgery



Is it future proof? The only option that is potentially future proof to us and the NHS is Option 3.



Do we need more space? We already have a substantial footprint of clinical and admin space at Holt and Melton.



Is the investment in the right place? Is it going to benefit enough of the population to justify the spend. Whatever the option there would be space that was not fully utilised.



Can we afford the ongoing running costs? Still got the ongoing running costs from 3 sites, which will increase if it grows.

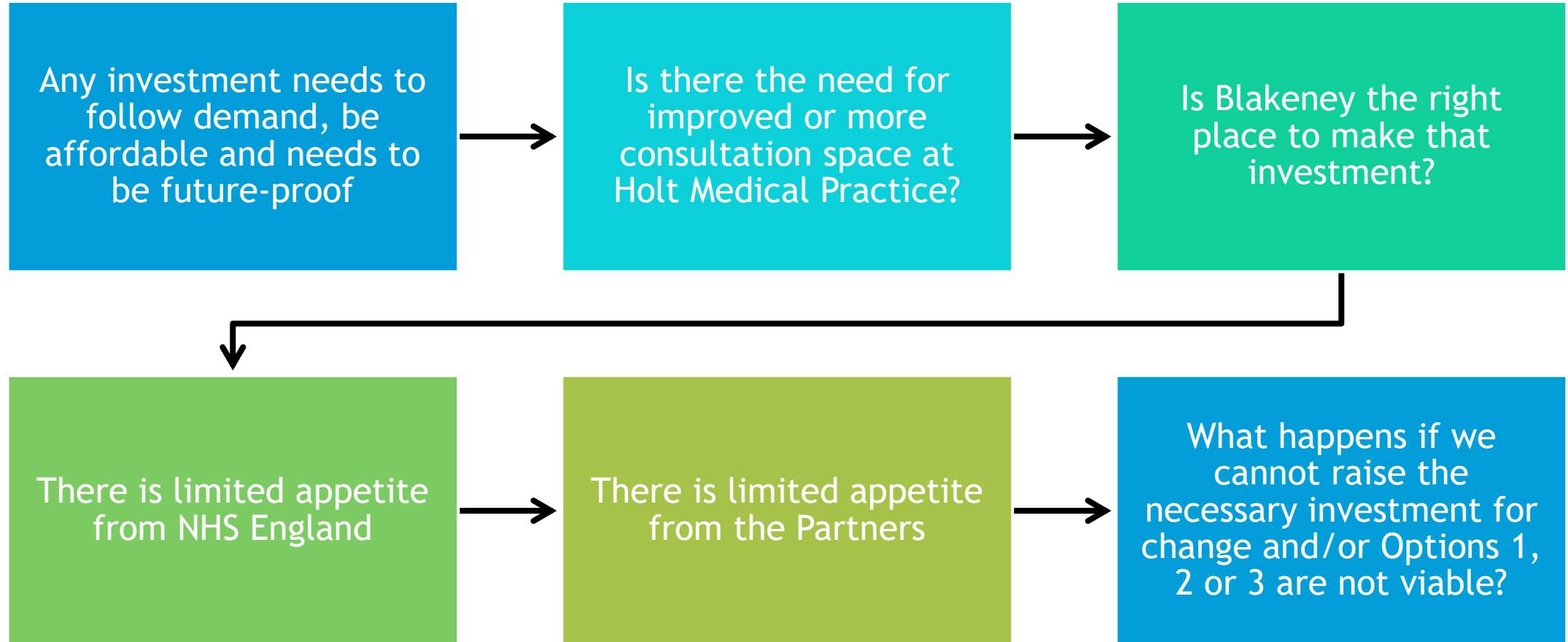


Can we staff it? With the real and ongoing workforce issues where will the staff come from? We will need to divert them from existing clinics at Holt or Melton.



Where would the investment come from if any of the options were deemed viable?

# Who would invest?



# If Blakeney Surgery closes.....



Clinical care of patients will be unchanged



The medication collection and manual ordering service will cease



The drop-in reception will cease

# Ways to mitigate the impact of closure



Loss of consultation space has been more than compensated for by the recent extension at Holt.



Nearly all reception-based queries can be actioned on the phone or via our online forms.



Can we find any more volunteers for Holt Caring Society to help as drivers?

# Alternative Medication Collection and Ordering Solutions?



Are there different methods of ordering that would help? Post, NHS App, Telephone (for our most vulnerable)



Could family or friends or **volunteers** collect from Holt or Melton?



Could we increase capacity in our existing free, Medication Delivery Service for the most vulnerable local patients?



Could we safely locate and operate a medication vending machine?



Could we run a **community** medication collection service from another site in Blakeney? The Glaven, the Garage or the Harbour Rooms?

# In Conclusion

- ▶ Hopefully you have a better understanding:
  - ▶ why we have made this application
  - ▶ the challenges the Blakeney Surgery faces in the future if it stays open
- ▶ We continue to believe that closure of Blakeney Surgery is in the best interests of the whole Practice
- ▶ We remain committed to exploring all possible mitigations to all outcomes
- ▶ Please remember we will still be your Medical Practice. We will still care for you and your families, and we remain committed to providing the best service we can, whatever the outcome will be.
- ▶ **Thank you for listening.**



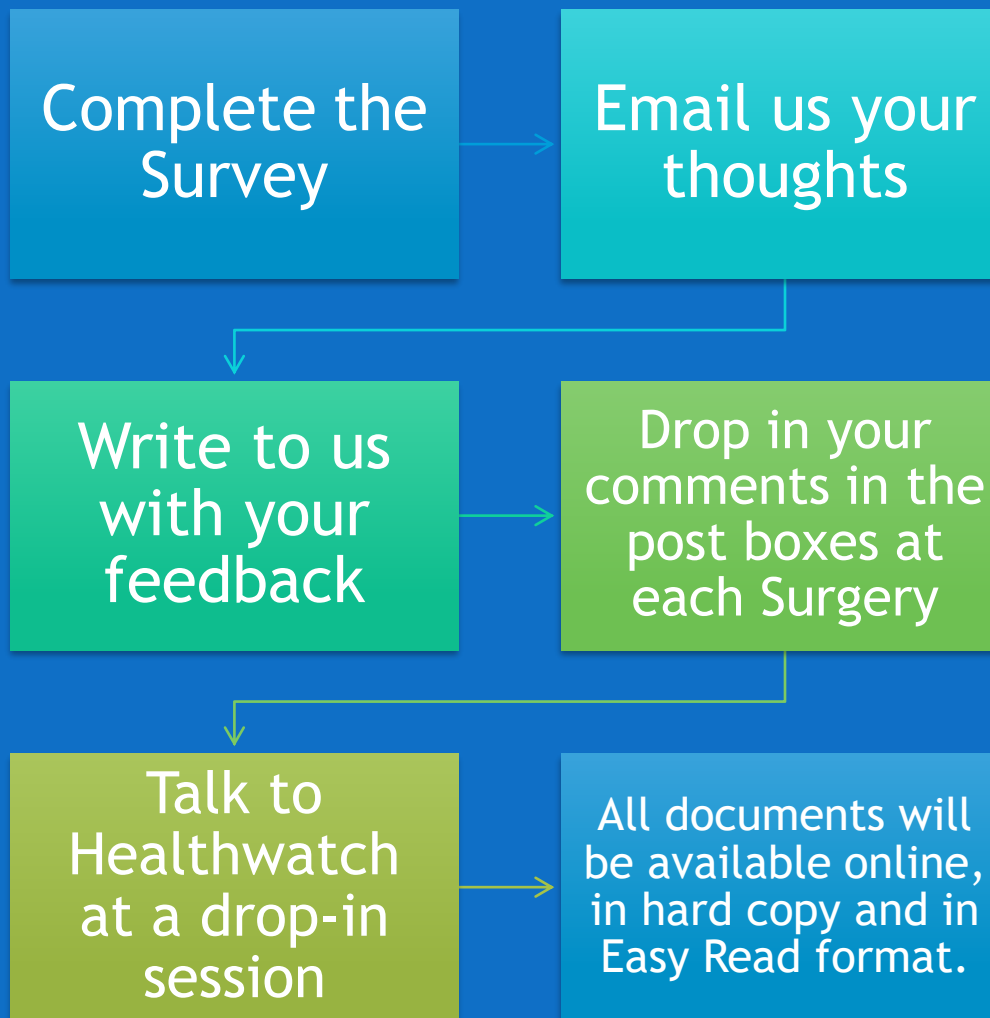
Questions?

# Patient Engagement Timeline

Planning	Public Information	Public Meeting	Patient Survey	Drop-in Sessions
<p>Ongoing</p> <p>Working with Healthwatch to agree the timeline and approach to the engagement phase to ensure objectivity along with wide and meaningful patient engagement.</p>	<p>1<sup>st</sup> August 23</p> <p>Detailed information booklet (printed and on the website available explaining our reasons for making the application, the possible outcomes and the ways we might be able to mitigate the impact for our patients.</p>	<p>1<sup>st</sup> August 23</p> <p>@ Blakeney Village Hall</p> <p>5 - 6.30pm</p> <p>Independently chaired</p> <p>All patients and stakeholders welcome.</p>	<p>14<sup>th</sup> August 23</p> <p>All patient survey</p> <p>Available online and in printed copy.</p> <p>Closing date - 30<sup>th</sup> September.</p>	<p>Various Dates</p> <p>@ Holt Surgery Wed 16<sup>th</sup> August 10.30 - 12.30</p> <p>@ Melton Surgery Thu 31<sup>st</sup> August 10.30 - 12.30</p> <p>@ Holt Library Tue 29<sup>th</sup> August 10.30 - 12.30</p> <p>Staffed by Healthwatch</p>

1<sup>st</sup> August to 30<sup>th</sup> September

Next Steps:  
Patient  
Engagement  
Let us know  
what you  
think



# What happens after the patient engagement phase has concluded?

