

Proposal for Dental Contract Merger

91 Skinner Street to Lanehouse Road Dental

01/12/2018

INTRODUCTION

1. I wish to formally propose the merger of the NHS dental contract currently situated at 91 Skinner Street, Stockton on Tees, TS18 1EG, to Lanehouse Road Dental situated 77 Lanehouse Road, Thornaby, Stockton on Tees, TS17 8AF.
2. At Lanehouse Road we have three modern surgeries at present. There are currently two full time dentists and a part time hygienist/therapist at our Lanehouse road site and we have two additional part-time dentists. These part-time dentists wish to become full-time and would be responsible for delivering the new contract. Their contracts have been signed and they are able to begin delivering the contract immediately. We also have support staff in place, namely dental nurses and receptionists.
3. Due to difficulties in dentist recruitment and the poor retention of the dental staff the existing contract at Skinner Street has been in breach and the contract target will not be met. This has meant some patients have been unable to fully access NHS Dental services.
4. Since my offer of purchase was accepted in the late spring of this year we have been providing cover for the Skinner Street practice and have taken on approximately 300 new patients. These patients have provided very positive feedback (questionnaires enclosed) about our service and have experienced no difficulties in access. There is easy access to our surgery as we are on the main route into Thornaby, there is a bus stop outside the practice and ample free on- street parking. The distance between the practices is 0.9 mile so Lanehouse Road would be easily accessible to the existing patient list at Skinner Street.
5. The building at Skinner Street is leasehold so there are many restrictions in our abilities to adapt the building. The landlord has indicated that the lease (due for renewal in next few months) will not be renewed unless there is a significant increase in the rent. He will also not allow any alterations to the building which are required to fully utilise the space as a dental surgery. Over the last year there has been a very significant investment at Lanehouse Road in order to provide state of the art facilities for patients.

Benefits to patients:

6. By relocating the existing patient list to Lanehouse Road, there will be improved access with longer opening times, Saturday appointments, same day emergency slots as well as an emergency call-out service. We have multiple dentists with a number of post-graduate qualifications including sedation, orthodontics, oral surgery and dental implants. This multi-disciplinary team offers a good support network and

sickness/holiday cover to ensure contract delivery. It also allows for collaboration on cases allowing second opinions and a more thorough approach to patient care. Patients have a choice of dentist so they are able to choose their preference. We also have access to an on-site dental laboratory providing same day repairs/provision of dentures.

7. In order to gather further information about the needs of our local population I have commissioned an Acorn study highlighting the local high demand population. This study analyses the socio-economics and specific health requirements of the local population. The practice is located on the major northern thoroughfare for access to Thornaby. The study shows the surrounding area is very densely populated, with a relatively low income with poor access to NHS dental services as we are currently at our NHS contract capacity. This year we have taken on an additional 8000 UDAs to cover for the closure of a dental practice in Billingham and this has been accommodated without issue. I have asked previously for an increase in our NHS UDA allocation due to the huge demand but unfortunately funding hasn't been available.
8. The other NHS Dental practices that are accepting NHS patients in our area are all clustered within 0.6miles of each other (see map). Due to this cluster there is a shortage of NHS dental provision and need for additional NHS capacity in our locality.
9. Over the last 2 years we have reached and indeed exceeded our UDA target without any problems. During this time I have repeatedly requested an increase in recurrent UDAs to meet patient demand in our area but unfortunately no more funding was available. In order to meet the demand of the local population I have now purchased this neighbouring practice with a view to merger.
10. The existing contract at Skinner Street is in breach and has been for a few months. This is not due to lack of demand but due to lack of dentist availability. We don't have that issue with 4 dentists available at our Lanehouse Road site. Due to the significant investment required, dated equipment and paper notes rather than computerised records, our dentists are reluctant to relocate to Skinner Street but are willing to deliver the contract at Lanehouse Road if the contract was to be merged. Skinner Street has only paid parking availability with yellow lines immediately outside the practice, so patients are having to park some distance away (see photo).
11. At Lanehouse Road we have a younger team with the ambition to offer a full range of services. We are preventatively focussed, with a number of dentists in a single site rather than single-handed, where there is poor support, leading to a poorly motivated team and potential for diminished care for patients. We have a newly refurbished practice with 2 brand-new surgeries, the latest equipment such as digital radiographs, central sterilisation, washer disinfectors conforming to the most up to date HTM 01-5 best practice recommendations. We are also a fully computerised practice allowing for text message or email reminders that we have found patients are very receptive to and has helped to significantly improve attendance rates.
12. We are Denplan Excel registered, meaning we have been inspected and have met strict criteria for patient care. I have completed the foundation trainer's course and been inspected to ensure we are a suitable training practice. I have received my certificate in healthcare education and will be looking to take on a foundation dentist contract next year. We currently have 2 trainee nurses, and are committed to being a training practice.

13. I have over 10 years of experience of working in a training practice with foundation dentists, trainee hygienists/therapists and trainee dental nurses. I have always been keen to help educate and support new members of the profession and will continue to do so.
14. To allow easier transition upon merging, our vision would be to keep all existing team members to ensure continuity of care, keep the same telephone numbers and offer re-direction of calls to Lanehouse Road. We have a new website (www.lanehouseroaddental.co.uk), so patients have the ability to see our service online, book emergency and routine appointments and contact us online. We have found this to be a very popular service amongst our patients.
15. We own the freehold at Lanehouse Road so are able to make whatever changes we require without having to seek permissions of a landlord. We have found this very beneficial at Lanehouse Road as we have been able to extensively refurbish the property to meet our demands and offer an extremely welcoming environment for our patients (see photos).
16. Since the summer , we have provided cover for the area, patients are already aware that Lanehouse Road is an affiliated practice to Skinner Street and on occasion have been happy to be seen there for emergency treatments or to use our hygienist services.
17. We have ensured all patients that have been seen are aware of the proposed merger since our takeover at the beginning of November. Upon confirmation that the merger can take place, all current patients will be informed via letter of change in premises. We will host a number of open days to allow patients to visit the new premises and meet the team. All patients have been informed at their appointments of the proposed merger as well as posters placed throughout the practice. Patients have been provided with an information letter (attached) and have been invited to provide feedback to us regarding the proposal. All feedback has been very positive and patients can see the advantages of relocation. We have also added information regarding the merger on our practice website as well as providing a section of FAQs to try to answer any queries that patients may have regarding the merger.
18. Our staff are all fully behind the merger and have spent time already working between the 2 sites in order to see how the merger would work. It is our intention to continually invest in the Lanehouse Road site with a plan for a new surgery and waiting area to be started very shortly. This space will be particularly beneficial for any patients who require sedation. We also have plans for a new upstairs surgery and waiting room which will be in started early next year.
19. We currently deliver 12147 UDAs at Lanehouse Road. The Skinner Street site has a contract for 12000 UDAs. This will be delivered by our existing dentists. Each dentist has the capacity to see 6000-7000 UDAs each so we are able to take on further recurrent or non-recurrent UDAs also. Since the summer we have seen an additional 1000 patients under the NHS. Out of these 320 have been emergency appointments. These are new patients that were not on our existing current patient list.
20. In order to accommodate these patients and in order to provide additional access slots for the merger, we have designated emergency slots: 30 minutes in the morning and a further 30 in the afternoon for each dentist. We have also extended our opening times to offer early morning and late evening appointments as well as Saturday appointments.

21. I have included some photos highlighting the free on- street parking we have outside the Lanehouse Road site as well as in comparison the restrictive yellow lines outside the Skinner street site. The photos also show the proximity of the bus stops and bus routes that service the Lanehouse Road site. I have also included some photos of the new refurbishment at Lanehouse Road including the new surgery, new central sterilisation room and on-site laboratory.
22. I am confident that I have accounted for any possible issues that may arise from the merger and have adequately consulted with patients and staff to ensure a smooth transition. I have the dentists in place to deliver the contract without issue and would be more than happy to increase the contract value in future if additional funding is made available. I believe that merging the contracts would be in the best interest of those patients registered at Skinner Street.
23. In summary, they would have better access to dental care (due to the number of dentists at the Skinner Street site and the extended opening hours), a reduction in cancelled appointments (as sickness would mean patients could see another dentist), easier parking (no restrictions directly outside the practice), and would benefit from their being able to get a second opinion instantly if required aswell as having the advantage of seeing a team of dentists with postgraduate qualifications under their belt who endeavour to deliver the best possible patient care

ENGAGEMENT PROCESS

24. Upon confirmation that the merger can take place, all current patients will be informed via letter of change in premises. We will host a number of open days to allow patients to visit the new premises and meet the team. All patients have been informed at their appointments of the proposed merger as well as posters placed throughout the practice. Patients have been provided with an information letter (attached) and have been invited to provide feedback to us regarding the proposal. All feedback has been very positive and patients can see the advantages of relocation. We have also added information regarding the merger on our practice website as well as providing a section of FAQs to try to answer any queries that patients may have regarding the merger. Patients will be telephoned in advance of their appointments to confirm the change in premises. If patients cannot be contacted by phone we will send out emails and letters to ensure contact is made.
25. We have implemented an engagement plan (**Appendix 1**) with information leaflets and posters given to all patients that have attended the practice from 1st November 2018 -31st December 2018. We have asked them to complete questionnaires and given patients the opportunity to provide us with feedback regarding the proposed merger and change of premises.
26. We have had a very good response to these with no objections being raised. Since the summer of 2018, we have provided emergency cover for the area, and patients are already aware that Lanehouse Road is an affiliated practice to Skinner Street and on occasion have been happy to be seen there for emergency treatments or to use our hygienist services.
27. Since the summer of 2018, we have seen an additional 300 patients under the NHS. Out of these 80 have been emergency appointments. These are new patients that were not on our existing current patient list. If we do discover any negative responses

we will look at how best we can overcome these. This may be as simple as talking through the proposal in more detail with the patient concerned and allaying any concerns they may have. If this is not possible we will look at ways we can tailor our service to meet their specific demands.

28. The results of the engagement are attached at **Appendix 2**.

PROPOSALS

29. I am confident that I have accounted for any possible issues that may arise from the merger and have adequately consulted with patients and staff to ensure a smooth transition. I have the dentists in place to deliver the contract without issue and would be more than happy to increase the contract value in future if additional funding is made available. I believe that merging the contracts would be in the best interest of those patients registered at Skinner Street. In summary, they would have better access to dental care (due to the number of dentists at the Lanehouse Road site and the extended opening hours), a reduction in cancelled appointments (as sickness would mean patients could see another dentist), easier parking (no restrictions directly outside the practice), and would benefit from their being able to get a second opinion instantly if required as well as having the advantage of seeing a team of dentists with postgraduate qualifications under their belt who endeavour to deliver the best possible patient care.
30. I have dentists standing by to deliver the contract as well as contractors waiting to start the installation of the new surgery. The dentists are very keen to get started on the merged contract at Lanehouse Road and we would be looking to start the merged contract on 1st January 2019. Any later than this may result in these dentists looking for employment elsewhere.

Appendix 1

Engagement plan

Introduction

We have recently taken over the NHS dental surgery at 91 Skinner Street, Stockton-on-Tees. This practice is currently failing to meet its UDA contract. There had been recent unfortunate deficiencies in the service provision at this practice leading to numerous appointment cancellations, delays in treatment and difficulty in obtaining appointments. This had arisen due to being unable to recruit new dentists to offer a full NHS dental service at these premises.

Mr. Jasdeep Ladhar who is also the principal at Lanehouse Road Dental Surgery situated at 77 Lanehouse Road, Thornaby, Stockton-on-Tees (0.9mile away) proposes to merge both of the practices and relocate this NHS Dental service to Lanehouse road in order to provide patients with a full NHS Dental service. Please be assured there will be minimal disruption to patients' service.

We propose to relocate the service on 1st January 2019

Please visit our website for further information about our Lanehouse Road surgery:
www.lanehouseroaddental.co.uk

Objectives –

The purpose of the engagement activity is to engage with patients/stakeholders of the proposed merger. We will ensure patients are given full details of the merger plan via leaflets and practice posters, and an opportunity will be given for them to feedback their thoughts and any objections or suggestions will be considered.

Key stakeholder details

OSC

Stockton Borough Council	Lisa Grainge	Chair		
	c/o	Scrutiny Officer	Peter Mennear	Peter.mennear@stockton.gov.uk

MP

Paul Williams	Stockton	Labour	14 St.Peters House, Pavillion shopping cventre, Thornaby-on-tees, Ts17 9FF	paul.williams.mp@parliament.uk
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Health and Wellbeing Board

Stockton Borough Council	Cllr Jim Beall	Chair	Jim.Beall@stockton.gov.uk
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Healthwatch

Healthwatch Stockton, Catalyst House, 27 Yarm Road, Stockton, TS18 3NJ	Karen Grundy	Chair	Karen.grundy@pcp.uk.net
	Generic email address		healthwatchstockton@pcp.uk.net

The stakeholders will be contacted via email with the proposed merger plan and feedback and approval sought from them.

Equality impact assessment –

We will endeavour to identify any hard-to-reach groups as well as high needs patients. We already offer a domiciliary service and have an excellent working relationship with our local community dental service to ensure high levels of patient care. We will look to minimise/eradicate any barriers to access patients may have including opening times, emergency slots, weekend appointments, adequate parking, disabled access, ground floor surgeries and language barriers.

Key messages –

We intend to offer a much broader service with extended hours, choice of 5 dentists (both male and female) and same day emergency appointments. Our specialties include sedation, dental implants, hygiene services and orthodontics. Patients will find a newly refurbished practice with plentiful free on-street parking with multiple bus routes. We have invested heavily in the latest state of the art equipment in order to offer patients a first-rate NHS Dental service. We are fully computerised and for patients' convenience, will be able to use our email and text messaging reminder service. We also have an on-site laboratory allowing same day denture repairs and additions for patients.

Risks –

In the initial weeks of the merger there is the possibility of patients missing appointments or being delayed for appointments as they will be travelling to an unfamiliar practice. We intend to address this by ensuring all patients are notified with plenty of notice of the proposed change. We will provide directions and invite patients to come to visit the practice on one of our open days to familiarise themselves with the practice and staff. We will also be flexible with our appointments to account for possible late arrivals.

Activities –

Engagement will take place via information leaflets and posters that will be given to every patient attending for an appointment between 1st November 2018 and 31st December 2018. We will seek their comments via questionnaires/comment cards and an opportunity for feedback will be given. We will also be adding the proposed merger information onto our

website with a section of FAQs provided to answer any queries the patients may have. Open days/evenings will be an opportunity for patients to visit the new practice, speak to the team and ensure any concerns they may have are addressed.

We will look at the responses and suggestions from the questionnaires and comment cards to determine whether we have the full support of our patient's and whether there are any issues that may concern them that we can rectify.

Timescale –

The engagement process will begin from 1st November 2018 and end on 31st December 2018

We would wish to begin the merged contract at Lanehouse on 1st January 2019.

Information leaflet given to patients at Skinner Street:

Important Patient information

Dear Patient,

As you are aware this dental surgery has recently been taken over by Mr. Jasdeep Ladhar. I am sure you have been aware of recent unfortunate deficiencies in our service provision at the practice leading to numerous appointment cancellations, delays in treatment and difficulty in obtaining appointments. One factor that has also contributed in it being difficult to get appointments has been that he struggled to recruit new dentists to offer a full NHS dental service at these premises. Please accept our sincere apologies for this.

Mr. Jasdeep Ladhar is also the principal at Lanehouse Road Dental Practice situated at 77 Lanehouse Road, Thornaby (0.9mile away). It is his intention to merge both of the practices and relocate this NHS Dental service there in order to provide you with a full NHS Dental service. Please be assured there will be minimal disruption to your service. We intend to offer a much broader service with extended hours, choice of 5 dentists (both male and female) and same day emergency appointments. Our specialties include sedation, dental implants, hygiene services and orthodontics. You will find a newly refurbished practice with plentiful free on-street parking with multiple bus routes. We have invested heavily in the latest state of the art equipment in order to offer you a first-rate NHS Dental service. We are fully computerised and for your convenience, will be able to use our email and text messaging reminder service. We also have an on-site laboratory allowing same day denture repairs and additions for patients.

We propose to relocate the service within the next couple of months.

Please visit our website for further information about our Lanehouse road surgery:
www.lanehouseroadaddental.co.uk

We will be holding an open day at Lanehouse Road for you to view our facilities and meet the team there as well as the current team from Skinner Street.

It is our intention to move all future appointments to Lanehouse Road for which you will be sent reminders to ensure a smooth transition.

If you have any queries/concerns or wish to discuss these plans any further please do not hesitate to speak to Mr. Ladhar or any member of the team, who will be happy to answer any questions you may have.

Kind regards

Mr. Jasdeep Ladhar

Comments/feedback:

Lanehouse Road





Skinner Street

