

# PUBLIC CONSULTATION

12 August – 4 November 2019

Help us improve NHS urgent care services  
in Dartford, Gravesham and Swanley



# Foreword

Thank you for taking the time to take part in this public consultation. This is your chance to have your say about important changes we want to make to urgent care in Dartford, Gravesham and Swanley. By urgent care, we mean care to treat illnesses or injuries that are not life-threatening but that require a clinical assessment or treatment on the same day.

We want to ensure that you get the right care when you need it by bringing together services offered by our Minor Injuries Unit at Gravesham Community Hospital and Fleet Health Campus in Northfleet (White Horse Walk-in) under one roof to create an Urgent Treatment Centre (UTC). We also want your local NHS to be more joined up and for urgent care services to work even more closely with other services such as community pharmacists, NHS 111, ambulance and community based health teams. We are confident that by working together, we can better enable our local A&E department to focus on treating the most seriously injured people, who often have life threatening conditions.

Dartford, Gravesham and Swanley are not alone. The NHS requires all areas in England to have Urgent Treatment Centres offering patients the same NHS services in a timely manner.

## THE OPTIONS FOR CHANGE WE ARE CONSULTING ON ARE:

### OPTION ONE

To create an Urgent Treatment Centre at Gravesham Community Hospital by moving services from the current Fleet Health Campus in Northfleet (White Horse Walk-in) to join the Minor Injuries Unit at Gravesham Community Hospital

OR

### OPTION TWO

To create an Urgent Treatment Centre at Darent Valley Hospital by moving services from the current Minor Injuries Unit at Gravesham Community Hospital and the Fleet Health Campus in Northfleet (White Horse Walk-in) to Darent Valley Hospital

We have been talking to local people and listening to what they tell us about urgent care services for the past three years. The above options have been developed following extensive conversations with local people, doctors, hospital staff, Healthwatch Kent, the local healthcare champions and partners from voluntary organisations. We could not “do nothing” because the current arrangements for urgent care services do not provide local patients with the full range of services available at Urgent Treatment Centres nationwide.



We understand that changes to NHS services can be unsettling and possibly confusing but we can assure you that these proposals will not result in any hospital closures. **Fleet Health Campus in Northfleet** (White Horse Walk-in) and **Gravesham Community Hospital** (the site of the Minor Injuries Unit) will continue to offer NHS healthcare irrespective of the final decision taken about where the Urgent Treatment Centre should be located.

The public consultation runs for 12 weeks from **12 August to midnight on 4 November 2019**. The feedback received will be independently analysed and the results made available to the public in due course. To reach a final decision about where the new Urgent Treatment Centre should be, the Governing Body of Dartford Gravesham and Swanley Clinical Commissioning Group will consider all feedback from public consultation, relevant national policy and advice from local doctors.

**Thank you for your feedback in advance. We look forward to hearing from you.**

*Dr Sarah MacDermott*

Local GP, Chair, NHS Dartford, Gravesham and Swanley CCG

*Dr Nigel Sewell*

Local GP, Urgent Care Clinical Lead, NHS Dartford, Gravesham and Swanley CCG

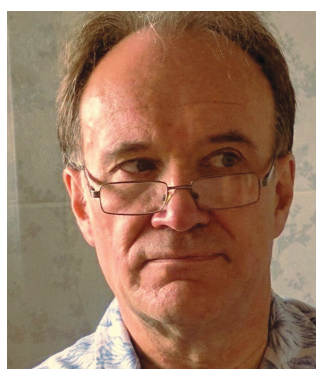
*Paula Wilkins*

Chief Nurse, NHS Dartford, Gravesham and Swanley CCG



“We want to ensure that you get the right care when you need it.”

DR SARAH MACDERMOTT



“Together we can help A&E to focus on treating people with life threatening conditions.”

DR NIGEL SEWELL



“A new Urgent Treatment Centre will bring services under one roof.”

PAULA WILKINS





# What is urgent care?

When we talk about 'urgent care' we mean 'when you suddenly become unwell with a physical or mental health condition and need to see a healthcare professional on the same day but it is not an emergency. 'Emergency care' is often defined as a critical or life threatening condition such as serious injuries or blood loss, chest pains, choking or blacking out.

## Some conditions that may require urgent treatment if they get worse and you cannot be seen by your local GP or pharmacist:

- insect bites and stings
- ear and throat infections
- minor skin infections / rashes
- minor eye conditions / infections
- stomach pains or sickness and diarrhoea
- emergency contraception

## Some conditions that should be taken directly to an Urgent Treatment Centre:

- suspected broken bones
- serious cuts and grazes
- minor scalds and burns
- strains and sprains
- injuries from DIY
- minor head injuries
- worsening fevers



# Current urgent care services in Dartford, Gravesham and Swanley

The urgent care services that we have at the moment are fragmented and confusing; each unit has different opening hours and can treat different illnesses and conditions.

## The current choices for urgent care in our area are:



### **Fleet Health Campus in Northfleet (White Horse Walk-in):**

Open 8am-8pm, 7 days per week. The service is led by GPs offering consultations, minor treatments and advice on self-care. You don't need to make an appointment.



### **The Minor Injuries Unit at Gravesham Community Hospital in Gravesend:**

Open 8am-8pm, 7 days per week. The service is led by nurses who offer treatment for less serious injuries. You don't need to make an appointment.



**GPs:** GPs provide many urgent care services to patients every day. We know that GP practices have different systems for booking appointments, and that you can't always get an urgent appointment on the same day.



**GP out-of-hours:** This service provides appointments outside of GP opening hours for patients unable to wait for their GP practice to re-open. It is accessed by calling NHS 111 and offers consultations at base sites or home visits.

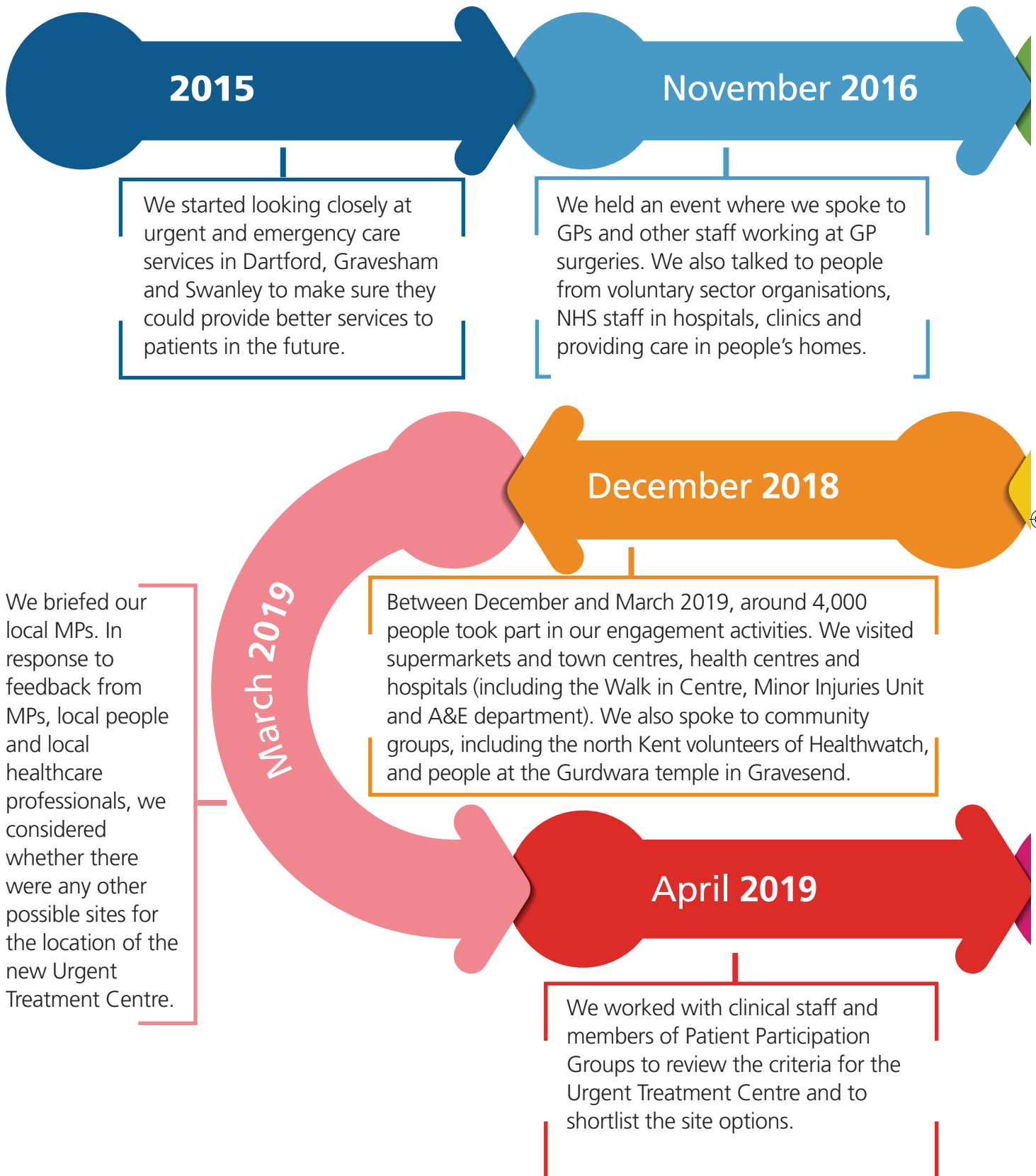


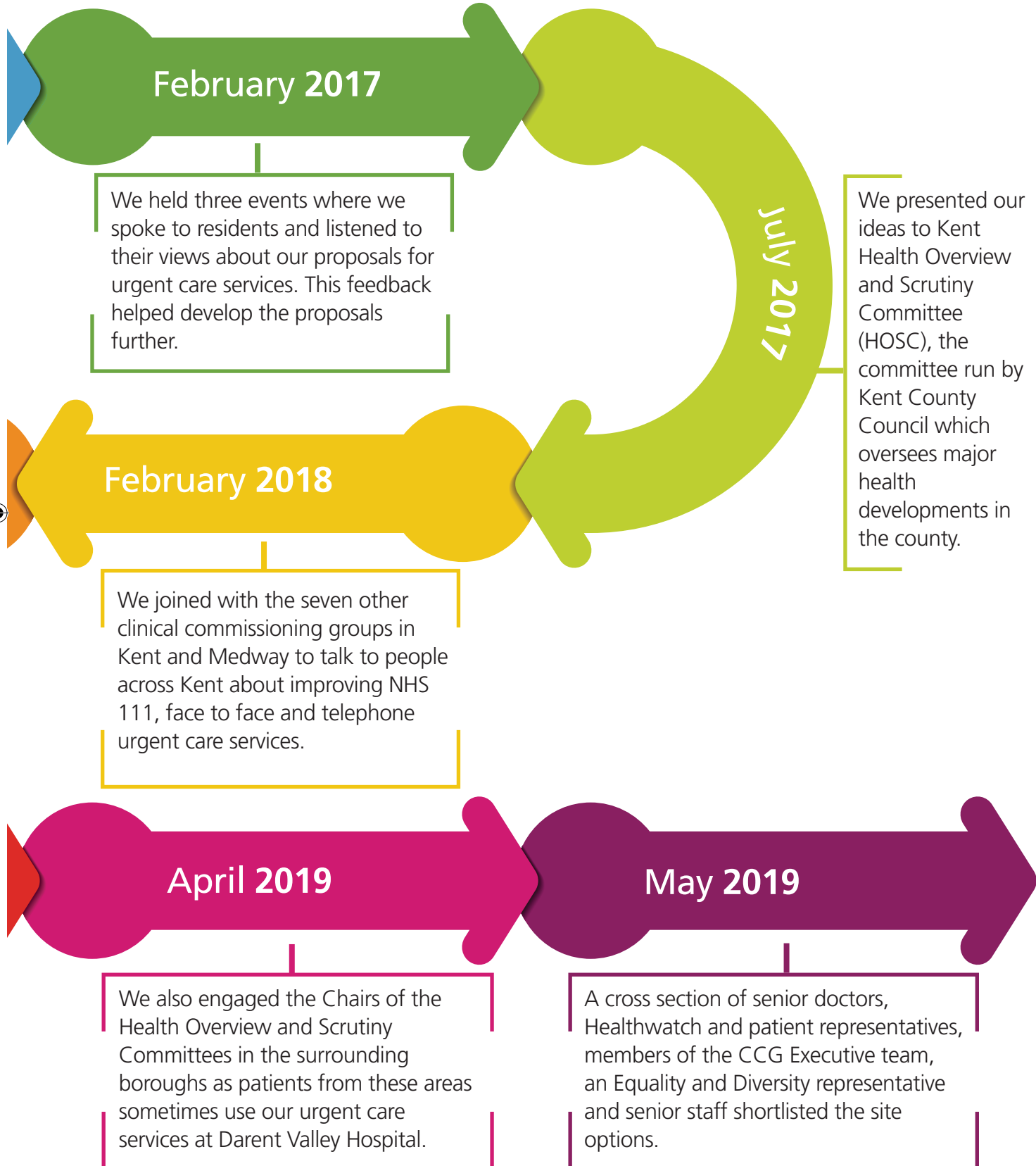
**GPs at A&E department:** Patients arriving at Darent Valley Hospital's A&E department are assessed and then treated by staff at A&E or referred to a GP on site as appropriate.



**NHS 111:** is the free number to call when you need urgent advice but it's not an emergency. The service is available 24 hours a day, 7 days a week. The calls are answered by highly-trained advisors and you can also speak to a clinician when necessary. NHS 111 advisors can book an appointment for you with out-of-hours GPs and other medical services when they are needed.

# How we have engaged local people and stakeholders so far







# Why do urgent care services need to change?

**Demand keeps growing:** It is estimated that the population of Dartford, Gravesham and Swanley will increase by 22 per cent by 2035 due to the number of new homes being built in the area. We must make sure that services can cope with this growth. For example, moving walk-in services out of Fleet Health Campus in Northfleet (White Horse Walk-in) will give us space to develop more community and GP services. More residents need medical and social care due to ageing, mental health or long-term conditions. We need to allocate resources to support residents' on-going needs as well as when they need urgent care. For example, GP practices are working together in Primary Care Networks to support larger groups of patients.

**Making sure people get the right care:** 50 per cent of people attending A&E at Darent Valley Hospital do not have a serious or life-threatening illness or injury. Some patients have told us they could not get an appointment at their GP practice on the same day and went to A&E because they were unsure where else to go for help. While A&E is the right place for some people to be seen, many can be seen by a nurse or GP. Increasing pressures on A&E mean, despite NHS staff's best efforts, not everyone has the best experience and we want to change that.

**Best Practice:** The NHS Long Term Plan requires all CCG areas in England to offer patients standardised and timely NHS services under the Urgent Treatment Centre name. NHS England has developed new standards for Urgent Treatment Centres so that you know where to go when you need help quickly. These new Urgent Treatment Centres will provide an alternative to A&E when people need care and treatment quickly and their GP is unavailable.



**Best use of resources:** Our proposal for a new Urgent Treatment Centre is intended to relieve the pressures on the A&E department to enable staff to focus on the most ill and seriously injured people, who often have life threatening conditions. The proposed site options will require minimum capital investment to establish the new Urgent Treatment Centre.

Doctors, nurses and other health professionals are in high demand. We need to organise our NHS services in a way that makes the best use of our staff's specialist skills and enables local people to receive the care they need.



# Our proposed options for change

## OPTION ONE

### AN URGENT TREATMENT CENTRE AT GRAVESHAM COMMUNITY HOSPITAL

Our first proposal is to create an Urgent Treatment Centre by relocating the services at the White Horse Walk-in to join the Minor Injuries Unit at **Gravesham Community Hospital**.

The Urgent Treatment Centre would be open 12 hours a day, from 8am to 8pm, every day including bank holidays. Some patients will have had an appointment made for them by the ambulance service, NHS 111 or another clinician. Others will wait for their turn to be seen.

Patients would be treated by GPs, nurses, paramedics or other healthcare staff. Patients would be transferred to the A&E department at Darent Valley Hospital or to another service if necessary.



#### Benefits

- There is good pedestrian access to Gravesham Community Hospital
- There are good public transport links to Gravesend town centre from the surrounding areas
- Patients were very positive about Gravesham Community Hospital during previous engagement
- The IT system linking patient records is already established.



#### Potential disadvantages and concerns

- An Urgent Treatment Centre at Gravesham Community Hospital is less likely to relieve the growing pressures on A&E. Having an Urgent Treatment Centre linked with an A&E department on the same site has been found to be most effective
- Patients who have conditions requiring A&E attention will have to travel, which could mean a delay to their treatment
- There is limited car parking on site at Gravesham Community Hospital. There is a council owned car park nearby.

SEE OVERLEAF FOR OPTION TWO 

# Our proposed options for change

## OPTION TWO

### AN URGENT TREATMENT CENTRE AT DARENT VALLEY HOSPITAL

Our second proposal is to relocate both the Minor Injuries Unit at Gravesham Community Hospital and the services at the White Horse Walk-in to create an Urgent Treatment Centre alongside the existing A&E department at **Darent Valley Hospital**.

The Urgent Treatment Centre would be open for a minimum of 12 hours a day. These hours may be extended. On arrival, patients will be assessed by a doctor or nurse and those who need it will be referred to the A&E department. Other patients will be seen and treated by GPs, nurses, paramedics, mental health specialists or pharmacists depending on their medical needs. Some patients will have had an appointment made for them by the ambulance service, NHS 111 or other clinician. Others will wait for their turn to be seen.



#### Benefits

- The Urgent Treatment Centre would be open for at least 12 hours a day. These hours could be extended
- The A&E on-site will mean patients can be transferred easily, if their condition requires it
- A&E is more likely to be able to focus on patients with the most serious medical needs
- Having both the Urgent Treatment Centre and A&E on one site may attract staff wanting to develop skills in both settings. This may make it easier to recruit a skilled workforce and may reduce staff vacancies.



#### Potential disadvantages and concerns

- Parking spaces at Darent Valley Hospital can be limited at peak times, and parking is not free. However there are plans to increase the number of parking spaces available
- Traffic around Darent Valley Hospital can be heavy at peak times
- Darent Valley Hospital does not have good public transport links.

# What proposed changes mean for you?

## Our proposals are part of wider plans for local NHS services

- You will be able to receive treatment for minor injuries (such as suspected broken bones) and minor illnesses (such as infections) in one place
- You will be able to have X-rays, blood tests and similar services on site to help diagnose illness and improve treatment offered
- You will be able to book an appointment for the new Urgent Treatment Centre via NHS 111 or, you can turn up and wait to be seen
- There will no longer be “walk-in” treatment services at Fleet Health Campus in Northfleet (White Horse Walk-in) but there are plans for more community and GP services to be available from that site
- The new Urgent Treatment Centre will be led by GPs working with other health professionals as a team including Advanced Nurse Practitioners, Emergency Nurse Practitioners, Paramedics and Mental Health Practitioners, as well as the Out of Hours Doctors
- It is expected that new and existing staff will be employed in the new Urgent Treatment Centre
- **OPTION ONE** If Gravesham Community Hospital is selected for the new Urgent Treatment Centre, the existing Minor Injuries Unit will be expanded to include services for minor ailments transferred from Fleet Health Campus in Northfleet (White Horse Walk-in)
- **OPTION TWO** If Gravesham Community Hospital is not selected as the site for the new Urgent Treatment Centre, it could become a super GP practice and health and wellbeing hub offering more outpatient clinics and community services
- **OPTION ONE** If Darent Valley Hospital is not selected as the site for the new Urgent Treatment Centre, it will still have A&E and GP Out of Hours services
- The new Urgent Treatment Centre will offer the same services as other Urgent Treatment Centres in England and will comply with the NHS England 27 standards for best practice.

	<b>OPTION ONE:</b> Gravesham Community Hospital	<b>OPTION TWO:</b> Darent Valley Hospital
Opening times	●	● ●
Parking Availability	● FEW DISABLED SPACES AVAILABLE	●
Access to A&E	●	● ●
Ease of access by public transport	● ●	●
Ease of access by car	● ●	● ●
Ease of access on foot	● ●	● ●

KEY | ● ● VERY POSITIVE | ● POSITIVE/NEUTRAL | ● NEGATIVE | ● ● VERY NEGATIVE |



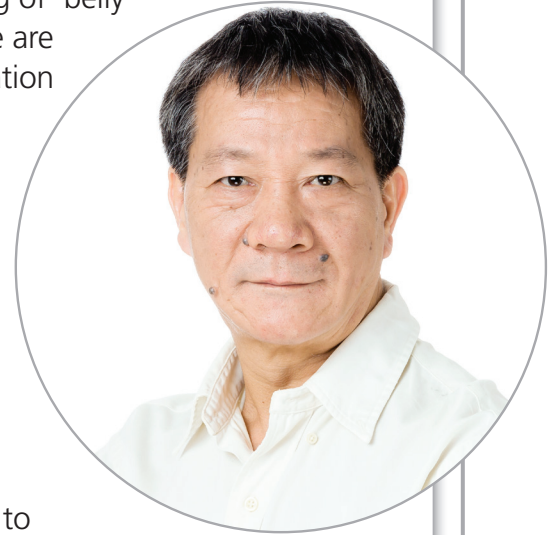
### Case study JANE AND ALISON

Alison is worried about her mum Jane, who is 81. Jane has been out of sorts, confused and complaining of stomach pain since the previous evening. By 4pm, Alison phones Jane's GP practice for an appointment. The receptionist offered a call back from the doctor, with a view to seeing Jane, but also advised Alison to take Jane to the Urgent Treatment Centre for advice if she got worse. Worried by some deterioration in her mum's condition, and still waiting for the call back from the busy surgery, Alison drives Jane to the Urgent Treatment Centre where she is assessed by a triage nurse on arrival. After waiting for 30 minutes, Jane is seen by a GP who diagnoses a urinary tract infection, prescribes a course of antibiotics and gives advice. Alison collects Jane's medication from the pharmacy nearby before driving Jane home.



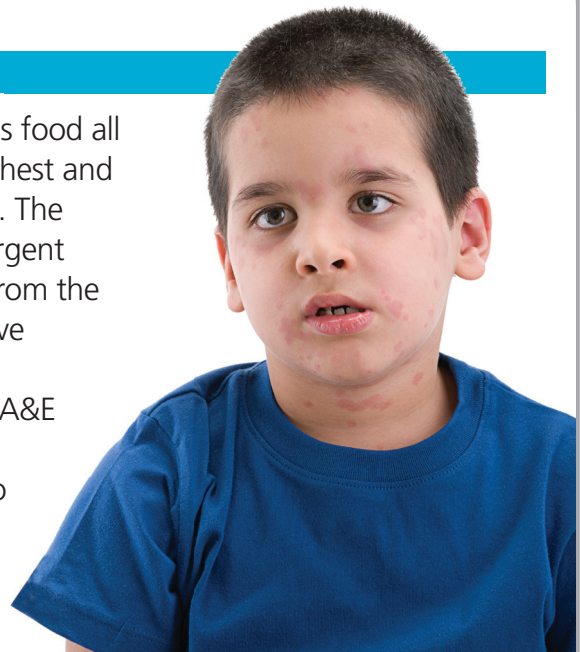
### Case study CHEN

English is not Chen's first language, and when he calls 111 complaining of 'belly ache', there are communication issues, and the 111 operator books him into the Urgent Treatment Centre for safety. Once there, he is noted to be a pale, sweating man in his 50s, who obviously smokes. When asked to show where his pain is, he vigorously pats his chest rather than his abdomen. Deciding he is more likely to have chest pain from his heart rather than anything abdominal, the Urgent Treatment Centre team take him straight through to the A&E Department, where they confirm that Chen has suffered a heart attack, he receives immediate specialist attention. Chen returns home 10 days later to continue with his recovery



### Case study STEVE AND LOGAN

Steve's 5-year-old son Logan has been restless and off his food all day. At bedtime, Steve notices Logan has a rash on his chest and arms. Steve is worried so he phones NHS 111 for advice. The NHS 111 advisor books Logan an appointment at the Urgent Treatment Centre at 8pm. Steve lives just a few streets from the Urgent Treatment Centre so walks there with Logan. Steve explains to the GP that he is worried Logan might have meningitis and fretted he should have taken him to the A&E department. The GP reassures Steve that Logan's rash is due to chickenpox. The GP gives Steve advice on how to care for Logan while he has chickenpox, and they leave the Urgent Treatment Centre. Logan is in bed asleep by 9pm.





# Giving your views

## SIX WAYS TO TELL US WHAT YOU THINK

### Come and talk to us

We will be organising public events and visiting community venues, health centres and supermarkets to discuss our proposals

### Invite us to come to you

We want to discuss our plans with groups supporting residents with specific needs for example carers or parents of disabled children. Email us via [dgs.communications@nhs.net](mailto:dgs.communications@nhs.net)

### Online questionnaire

You can give your feedback from wherever you are. Complete the consultation questionnaire online at [dartfordgraveshamswanleyccg.nhs.uk/](http://dartfordgraveshamswanleyccg.nhs.uk/)

### Email

You can send us your comments about proposed changes. Drop us an email via [dgs.communications@nhs.net](mailto:dgs.communications@nhs.net)

### Phone

You can phone us on 03000 424903.

### Post

Post your completed questionnaire free of charge to:  
FREEPOST RTXG-RKSL-TYJH  
NHS Dartford, Gravesham and Swanley CCG, 2nd Floor,  
Gravesham Civic Centre  
Windmill Street,  
Gravesend, Kent, DA12 1AU

A full timetable of events is available at [www.dartfordgraveshamswanleyccg.nhs.uk](http://www.dartfordgraveshamswanleyccg.nhs.uk)  
Follow us at @DGS and on Facebook for daily updates

You can find more information about the public consultation on our website ([www.dartfordgraveshamswanleyccg.nhs.uk](http://www.dartfordgraveshamswanleyccg.nhs.uk)) including the following documents:

- The Pre-Consultation Business Care
- The Pre-consultation Engagement reports
- The Equality Impact Assessment
- The Options Appraisal report
- The Travel Analysis of Site Options

You can also find a link to the online public consultation questionnaire. You can also read more about Urgent Treatment Centres on the NHS England website.

# Public consultation questionnaire about urgent care services in Dartford, Gravesham and Swanley

Thank you for taking the time to complete this public consultation questionnaire. We are inviting everyone in Dartford, Gravesham and Swanley to help shape the important changes we want to make to urgent care. By urgent care, we mean care to treat illnesses or injuries that are not life-threatening but require an urgent clinical assessment or treatment on the same day.

The NHS Long Term Plan requires all CCG areas in England to offer patients standardised and timely NHS services from an Urgent Treatment Centre by autumn 2020. We are proposing to create an Urgent Treatment Centre at either Gravesham Community Hospital or Darent Valley Hospital. This would help A&E to focus on patients in serious medical need and support other improvements to local NHS services. Your feedback will help shape the proposed changes.

## The changes we are proposing are:

### OPTION ONE

To create an Urgent Treatment Centre at Gravesham Community Hospital by moving services from the current Fleet Health Campus in Northfleet (White Horse Walk-in) to join the Minor Injuries Unit at Gravesham Community Hospital

OR

### OPTION TWO

To create an Urgent Treatment Centre at Darent Valley Hospital by moving services from the current Minor Injuries Unit at Gravesham Community Hospital and the Fleet Health Campus in Northfleet (White Horse Walk-in) to Darent Valley Hospital

## Next steps

When the consultation closes on 4 November 2019, an independent organisation will collate and analyse the feedback received. This analysis will inform the Decision-Making Business Case (DMBC) which will be considered through the CCG's internal governance process. A final set of proposals will be submitted to the CCG Governing Body for consideration and final decision. The decision will be informed by the consultation feedback, the DMBC and the feedback and findings from the various internal committees that will review the case before it reaches the Governing Body. A final decision is expected early 2020. The public consultation feedback report and final report to the Governing Body will be published on the CCG website.

# Public consultation questionnaire

## About you

### Q1 I am providing a response

- In a personal capacity
- As a representative of a group

If you are responding as a representative of a group, please give details below:

PLEASE CUT

### Q2 What are the first three digits of your post code?

## About urgent care services

### Q3 Which of the current urgent care services have you (or a friend or family member) used before? (TICK ALL THAT APPLY)

	YOU	FRIEND/FAMILY
Fleet Health Campus in Northfleet (White Horse Walk-in)	<input type="checkbox"/>	<input type="checkbox"/>
The Minor Injuries Unit at Gravesham Community Hospital	<input type="checkbox"/>	<input type="checkbox"/>
Your regular GP practice where you are registered	<input type="checkbox"/>	<input type="checkbox"/>
GP out-of-hours	<input type="checkbox"/>	<input type="checkbox"/>
A&E at Darent Valley Hospital	<input type="checkbox"/>	<input type="checkbox"/>
NHS 111	<input type="checkbox"/>	<input type="checkbox"/>
None of the above	<input type="checkbox"/>	<input type="checkbox"/>

# Public consultation questionnaire

**Q4** Thinking of the last time you used an urgent care service how did you travel there?

By car  By public transport  By taxi/cab  By ambulance  By foot

## About our proposed changes

**Q5** Please indicate whether you agree or disagree with the two options proposed

**Option 1:** To create an Urgent Treatment Centre at **Gravesham Community Hospital** by moving services from the current Fleet Health Campus in Northfleet (White Horse Walk-in) to join the Minor Injuries Unit at Gravesham Community Hospital

Strongly agree  Agree  Disagree  Strongly disagree  Have no view

**Option 2:** To create an Urgent Treatment Centre at **Darent Valley Hospital** by moving services from the current Minor Injuries Unit at Gravesham Community Hospital and the Fleet Health Campus in Northfleet (White Horse Walk-in) to Darent Valley Hospital

Strongly agree  Agree  Disagree  Strongly disagree  Have no view

Please state your reasons for your choice

**Q6** The top three issues local people raised with us about the location of the new Urgent Treatment Centre during previous engagement were: parking, access to public transport and waiting times.

What impact will the proposed options have on you and your family?



# Public consultation questionnaire

## QUESTION 6 CONTINUED

**Q7** We welcome any other ideas and suggestions that you would like us to consider regarding the proposed new Urgent Treatment Centre

Thank you very much for your feedback. You can send your questionnaire free of charge to FREEPOST RTXG-RKSL-TYJH, Dartford, Gravesham and Swanley, 2nd Floor, Gravesham Civic Centre, Windmill Street, Gravesend, Kent DA12 1AU. Alternatively, you may complete this questionnaire online at [www.dartfordgraveshamswanleyccg.nhs.uk/](http://www.dartfordgraveshamswanleyccg.nhs.uk/)

**Data Protection:** This questionnaire is being undertaken by NHS Dartford, Gravesham and Swanley CCG as part of the public consultation regarding proposed changes to urgent care services. All of your comments will remain anonymous within any reports. The comments you give will be processed to help improve the commissioning, delivery and experience of NHS health services in Kent. At the end of this questionnaire you have the option to supply your contact details so that you can stay informed. If you give those details your comments will not be attributed to them and your details will not be passed on to any third parties outside the public consultation. The information you provide will be treated as confidential and used for the stated purposes only.

## Equality Monitoring

NHS Dartford, Gravesham and Swanley CCG is keen to hear from a broad mix of people and to consider any differences or potential service adjustments that may apply to different groups. Completing the next section will help us analyse the feedback and who we have engaged with. This section is not compulsory and your views will still be taken into account if you choose not to complete this section.

**1. What gender do you identify as?** .....

I prefer not to say

**2. What is your age group (PLEASE PUT AN X IN THE CORRECT BOX):**

- Under 18     18 - 24     25 – 34     35 – 44     45 – 54  
 55 – 64     65 – 74     75 or over     Prefer not to say

**3. Which of the following best describes your sexual orientation (PLEASE PUT AN X IN THE CORRECT BOX):**

- Heterosexual/straight     Lesbian/Gay Women     Gay Man     Bisexual     Prefer not to say

**If you prefer to use your own term, please specify here:**

.....

**4. Which of the following best describes your religion or belief (PLEASE PUT AN X IN THE CORRECT BOX):**

- No religion     Buddhist     Christian     Hindu     Jewish     Muslim     Sikh

- Prefer not to say    Other (PLEASE STATE) .....

**5. How would you describe yourself?**

Using the following classifications, how would you describe your ethnic origin (PLEASE TICK APPROPRIATE BOX).

- |   |   |  |   |
|---|---|--|---|
| <input type="checkbox"/> White British          | <input type="checkbox"/> Black British          | <input type="checkbox"/> Mixed                     | <input type="checkbox"/> Asian British          |
| <input type="checkbox"/> Irish                  | <input type="checkbox"/> Caribbean              | <input type="checkbox"/> White and Black Caribbean | <input type="checkbox"/> Indian                 |
| <input type="checkbox"/> Travellers             | <input type="checkbox"/> African                | <input type="checkbox"/> White and Black African   | <input type="checkbox"/> Pakistani              |
| <input type="checkbox"/> Other White background | <input type="checkbox"/> Other Black background | <input type="checkbox"/> White and Asian           | <input type="checkbox"/> Other Asian background |
|   |   | <input type="checkbox"/> Other mixed background    |   |

- Other ethnic group (PLEASE DESCRIBE BELOW)     Prefer not to say

.....

**6. Do you consider yourself to have a disability/impairment?     Yes     No**

- |   |   |
|---|---|
| <input type="checkbox"/> Physical disability            | <input type="checkbox"/> Learning difficulty  |
| <input type="checkbox"/> Sensory disability             | <input type="checkbox"/> Autism               |
| <input type="checkbox"/> Speech and language difficulty | <input type="checkbox"/> Mental health issues |

- Other (PLEASE SPECIFY) .....

**7. Do you have caring responsibilities? If yes, please tick all that apply**

- |   |  |
|---|--|
| <input type="checkbox"/> None   | <input type="checkbox"/> Primary carer of disabled adult (18 and over) |
| <input type="checkbox"/> Primary carer of a child/children (under 18) | <input type="checkbox"/> Primary carer of older person                 |
| <input type="checkbox"/> Primary carer of disabled child/children     | <input type="checkbox"/> Prefer not to say                             |

**8. Language:- please state your commonly spoken language.....**

Staying in touch: Please indicate and enter your details below if you would like to receive regular updates about your local NHS

**Name:** .....

**Email/ /postal address:** .....



“Our proposed changes will make it easier for people to get the right care in the right place when they need it”

Dr Sarah MacDermott LOCAL GP/ CHAIR, NHS DARTFORD, GRAVESHAM AND SWANLEY CCG

Please note that the public consultation document is available in an Easy Read format. It is also available on request in other languages and formats. Please call the Communications and Engagement team on 03000 424903 or email us on [dgs.communications@nhs.net](mailto:dgs.communications@nhs.net)



**Dartford Gravesham and Swanley**  
Clinical Commissioning Group