

**Portsmouth Equal Access GP Led Health Centre**

*The Guildhall Walk Healthcare Centre*

**Marketing & Communications Strategy**

**Prepared by Portsmouth Health Ltd.**

**Version V2 (Incorporating Comments from PCT).**

## **Introduction**

This marketing strategy is to support the Guildhall Walk Healthcare Centre, prior to the launch, and throughout the contract. The objective is to ensure the local population will be well informed of the services available at the Healthcare Centre.

Marketing of the new Walk in Centre will be an important part of the plan. Portsmouth Health will build on the experience of Care UK who have successfully launched other GP practices with integrated Walk in Centres.

The ultimate goal by end of year four is that the Practice will have attained the 4000 registered patients and have achieved target patient walk-in numbers.

This plan will:

- Describe the specific marketing objectives;
- Identify and analyse the target patient groups and specify the key messages for each of these patient groups;
- Identify key stakeholders and how and when they will be contacted;
- Identify the marketing channels to be used for each target group;
- Provide examples of the type of marketing materials to be used for each target patient group;
- Specify the communications timetable

In total it is intended that the above will demonstrate how and when marketing activities will be undertaken and allow them to be appropriately evaluated.

Because of the considerable overlap in objectives and content this plan has been developed as a joint marketing and stakeholder plan.

All actions and material produced in support of this strategy will comply with the General Medical Council rules and the Code of Practice for the Promotion of NHS-funded Services and any other similar code or other marketing requirements that are issued by the Department of Health. The PCT will review and approve all documentation produced under this strategy.

- Agree branding of all project related material/signage with the PCT before service commencement
- Development of patient information leaflets and flyers.
- Target and market to Health Service Bodies to raise awareness of the services.

**NOTE:** *All document to be approved by PCT before release.*

Group	Sphere of Influence/ Relevance	Type of Contact
Health Sector Interface Groups		
Local Pharmacists + LPC	Source of information/ able to redirect patients to the Healthcare Centre	<ul style="list-style-type: none"> <li>• Written communication to all Portsmouth Pharmacists</li> <li>• Visit to those in proximity of Guildhall Walk</li> <li>• Provision of Posters/ Information Leaflets.</li> </ul>
Secondary Care	A range of interfaces as per other practices. Important that they understand the role of the Healthcare Centre and establish clear links with the Medical Leads.	<ul style="list-style-type: none"> <li>• Written communication</li> <li>• Meeting/ presentation</li> </ul>
Ambulance Service	Important that they understand the role of the Healthcare Centre	Written Communication
Social Services	Important that the role of the Healthcare Centre is understood and appropriate interfaces established.	Meetings/ presentation
Mental Health Services	Important that the role of the Healthcare Centre is understood and appropriate interfaces established, especially around extended hours.	Meetings/ presentation
Community Services	Important that the role of the Healthcare Centre is understood and appropriate interfaces established, including extended hours.	Meetings/ presentation

Category	Primary form of Contact	Communications Medium
	have chosen not to take up the LES  Cranston  Drug Actions Group	
Migrant Workers / Asylum Seekers	Refugee Action (Fratton Road)  Learning Links  Portsmouth Council and Community Services	<ul style="list-style-type: none"> <li>• Meetings/ briefings</li> <li>• Leaflets/ flyers</li> </ul>
Children & Young People	Youth Action Groups  PCT	<ul style="list-style-type: none"> <li>• Meetings/ briefings</li> <li>• Leaflets/ flyers</li> </ul>
Mid-wifery/ Well Baby	Hospital Trust	<ul style="list-style-type: none"> <li>• Meetings/ briefings</li> <li>• Leaflets/ flyers</li> </ul>
Pensioner Groups	Age Concern	<ul style="list-style-type: none"> <li>• Meetings/ briefings</li> <li>• Leaflets/ flyers</li> </ul>

Category	Primary form of Contact	Communications Medium
<p>Locality Based Patients: Following a study of potential sources of patients the following were identified within a five minute walk of 27 Guildhall Walk.</p>		
University	To provide the option of either becoming a registered patient or taking the opportunity of using the walk-in facility.	<ul style="list-style-type: none"> <li>• Electronic Comms strategy</li> <li>• Leaflets/ Flyers</li> <li>• Freshers Week</li> </ul>
Further Education	To provide the option of either becoming a registered patient or taking the opportunity of using the walk-in facility.	<ul style="list-style-type: none"> <li>• Electronic Comms strategy</li> <li>• Leaflets/ Flyers</li> </ul>

Category	Primary form of Contact	Communications Medium
Other.		
Patients within the boundary of the Practice.	Either patients who are struggling to register in their locality, or would prefer to register with a GP away from their immediate locality or would like to take advantage of the convenience of a walk-in service.	<ul style="list-style-type: none"> <li>• Press releases/ publicity.</li> </ul>

- That the practice offers extended hours; 8 to 8, weekends and bank holidays, 365 days per year.

Beyond these generic messages communication will be tailored to address the specific audience group. Specific messages will include:

#### **GPs and other groups that will interface closely with the Healthcare Centre:**

- Emphasis on describing the interface protocols, in particular to reassure patient care is not compromised and the risk of people 'falling between the gaps' is minimised
- Explanations regarding how patients who fall into various 'crossover' categories (e.g. already under GP care, who then present at the Healthcare Centre).
- 'Fair shares' in the general behaviour and ways of working by the Healthcare Centre.
- Emphasise the focus on the hard to reach and seldom heard categories, and how this focus can help GP practices more generally where people living chaotic lives struggle to assimilate themselves into the practice structure.

The goal is to get across the key message: *'this is a GP practice that offers extended patient choice,' there is no intention to use it as a 'Trojan horse' to destabilize the local health economy.*

#### **Hard to Reach/ Seldom Heard:**

- Emphasis on ease of access, *no requirement to register*
- Friendly and informal, *just turn up and wait to see the GP*
- Understanding GPs, *special interests in particular circumstances*
- It's NHS, *its free*

The goal is to convey to both those that fall within this category, and also those for whom they refer for advice and guidance that *'they can get equivalent care to that provided in any other GP practice, without all the usual formality, and its there 12/7/365'*

#### **Locality Based Patients:**

- It's NHS, *its free*



- It's not a problem if you are already registered elsewhere, *you can still use the service even if you don't live in Portsmouth*
- Pre book or turn up, *it's your choice*
- Pre booking is easy, *phone or use the web site*
- Competent, qualified GPs, *it's not some cheap and cheerful solution*
- Full range of treatments, *'not just a lumps and bumps, snuffles and sneezes service'*
- Convenience, *it's there 12/7/365'*

The goal will be to create awareness that this is a 'no fuss' service which is available offering considerably enhanced flexibility *'why take time off work when you can pop into the Guildhall Walk?'*

#### **Wider population**

- As for locality based
- Available for Registrations

## Marketing Channels

Three broad Marketing Channels will be used:

- Hard Copy, leaflets, explanatory letters and press releases
- Digital Media, to include emails, websites and other techniques such as SMS
- Spoken, to include briefings, meetings and TV/Radio Press coverage

These Marketing Channels will be used on a matrix basis across the different target audiences. These are described in summary below.

<b>Group</b>	<b>Primary Channel</b>	<b>Secondary/ Supporting Channels.</b>
<b>Health Sector Influence Groups</b>		
Bid Evaluation Team	<ul style="list-style-type: none"><li>• Briefing</li></ul>	
Local Medical Council	<ul style="list-style-type: none"><li>• Briefing</li></ul>	
GPs	<ul style="list-style-type: none"><li>• Presentation(s)</li><li>• Periodic Email Contact</li></ul>	<ul style="list-style-type: none"><li>• Access to website</li><li>• Ad hoc meetings with clinical peers</li></ul>
PEC (Chair)	<ul style="list-style-type: none"><li>• Meetings</li></ul>	<ul style="list-style-type: none"><li>• Periodic Email Contact</li></ul>

Group	Primary Channel	Secondary/ Supporting Channels.
Health Sector Interface Groups		
Local Pharmacists	<ul style="list-style-type: none"> <li>• Written communication to all Portsmouth Pharmacists</li> </ul>	<ul style="list-style-type: none"> <li>• Visit to those in proximity of Guildhall Walk</li> <li>• Provision of Posters/ Information Leaflets.</li> </ul>
Secondary Care	<ul style="list-style-type: none"> <li>• Written communication</li> </ul>	<ul style="list-style-type: none"> <li>• Meeting/ presentation</li> </ul>
Ambulance Service	Written Communication	<ul style="list-style-type: none"> <li>• Meeting/ presentation if requested</li> </ul>
Social Services	Meetings/ presentation	
Mental Health Services	Meetings/ presentation	
Community Services	Meetings/ presentation	

<b>Group</b>	<b>Primary Channel</b>	<b>Secondary/ Supporting Channels.</b>
<b>Other Stakeholders</b>		
MP	<ul style="list-style-type: none"> <li>• Written Communication</li> </ul>	<ul style="list-style-type: none"> <li>• Meeting/Presentation if requested.</li> </ul>
Local Council	<ul style="list-style-type: none"> <li>• Written Communication</li> </ul>	<ul style="list-style-type: none"> <li>• Meeting/Presentation if requested.</li> </ul>
Patient Consultative Committee	<ul style="list-style-type: none"> <li>• Meeting/ Presentation</li> </ul>	<ul style="list-style-type: none"> <li>• Provision of Leaflet / Flyer</li> </ul>

The following are the key patient Groups and/or organisations that directly interface with the patient groups:

<b>Group</b>	<b>Primary Channel</b>	<b>Secondary/ Supporting Channels.</b>
<b>Hard to Reach/ Seldom Heard</b>		
Homeless	<ul style="list-style-type: none"> <li>• Presentations</li> <li>• Meetings/ briefings</li> </ul>	<ul style="list-style-type: none"> <li>• Leaflets/ flyers</li> </ul>
BME	<ul style="list-style-type: none"> <li>• Presentations</li> <li>• Meetings/ briefings</li> </ul>	<ul style="list-style-type: none"> <li>• Leaflets/ flyer</li> </ul>
Substance Misuse	<ul style="list-style-type: none"> <li>• Presentations</li> <li>• Meetings/ briefings</li> </ul>	<ul style="list-style-type: none"> <li>• Leaflets/ flyers</li> </ul>
Migrant Workers / Asylum Seekers	<ul style="list-style-type: none"> <li>• Presentations</li> <li>• Meetings/ briefings</li> </ul>	<ul style="list-style-type: none"> <li>• Leaflets/ flyers</li> </ul>

<b>Group</b>	<b>Primary Channel</b>	<b>Secondary/ Supporting Channels.</b>
Children & Young People	<ul style="list-style-type: none"> <li>• Presentations</li> <li>• Meetings/ briefings</li> </ul>	<ul style="list-style-type: none"> <li>• Leaflets/ flyers</li> </ul>
Mid-wifery/ Well Baby	<ul style="list-style-type: none"> <li>• Presentations</li> <li>• Meetings/ briefings</li> </ul>	<ul style="list-style-type: none"> <li>• Leaflets/ flyers</li> </ul>
Pensioner Groups	<ul style="list-style-type: none"> <li>• Presentations</li> <li>• Meetings/ briefings</li> </ul>	<ul style="list-style-type: none"> <li>• Leaflets/ flyers</li> </ul>

<b>Group</b>	<b>Primary Channel</b>	<b>Secondary/ Supporting Channels.</b>
<p>Locality Based Patients: Following a study of potential sources of patients the following were identified within a five minute walk of 27 Guildhall Walk.</p>		
University	Digital/ Electronic Communication	<ul style="list-style-type: none"> <li>• Leaflets/ flyers</li> <li>• Presentations</li> </ul>
Further Education	Digital/ Electronic Communication	<ul style="list-style-type: none"> <li>• Leaflets/ Flyers</li> </ul>
Public Buildings/ Offices (Including Council)	<ul style="list-style-type: none"> <li>• Meeting with HR</li> </ul>	<ul style="list-style-type: none"> <li>• Leaflets/ Flyers</li> </ul>
Clubs/Bars	<ul style="list-style-type: none"> <li>• Leaflets/ flyers</li> </ul>	<ul style="list-style-type: none"> <li>• Meetings with owners/HR</li> </ul>
Financial	<ul style="list-style-type: none"> <li>• Meeting with HR/ managers</li> </ul>	<ul style="list-style-type: none"> <li>• Leaflets/ flyers</li> </ul>
Shops/ Complexes	<ul style="list-style-type: none"> <li>• Meeting with HR/ managers</li> </ul>	<ul style="list-style-type: none"> <li>• Leaflets/ flyers</li> </ul>

Group	Primary Channel	Secondary/ Supporting Channels.
Hotels	<ul style="list-style-type: none"> <li>• Meeting with HR/Managers</li> </ul>	<ul style="list-style-type: none"> <li>• Leaflets/ flyers</li> </ul>
Commuters	<ul style="list-style-type: none"> <li>• Leaflets/ flyers</li> </ul>	
Others		
Patients within the Practice Boundary.	<ul style="list-style-type: none"> <li>• Press Release</li> </ul>	Generally distributed Leaflets/ flyers

## Example Marketing Materials

The following describes some of the material that will be used in support of this marketing and communications plan.

### Hard Copy

Item	Purpose	Annex
Example leaflet *	For general circulation to premises and individuals.	1
Explanatory Letter to GP	Part of an ongoing programme of communication. The purpose of this letter is to explain to Portsmouth GPs the context of the Health Centre.	2
General Awareness to Health Community*	To create general awareness amongst the health community of the existence of the Health Centre and what it provides.	3
Press Release	Initial Press release announcing the contract signing. This press release will be followed by similar releases at key milestones in the project.	4

(subject to PCT approval)

### Digital Media

Item	Purpose	Annex
Portsmouth Health Web Site	For general awareness of Portsmouth Health, and to update on general developments	5
Practice Web Site	For specific information regarding services and appointments etc. This will be based on a Care UK template and will be maintained through the Care UK Content Management System (CMS).	5

## Spoken

Item	Purpose	Annex
Briefing 'Pack'	<p>A generic pack of information that presenters can take with them to meetings and presentations.</p> <p>This concept has been used at the recent 'Target' meeting and the associated material will evolve, but be contained as a ready issue pack.</p>	6
Power Point Presentation	A 'generic' presentation that can be modified to suit each appropriate audience.	7
Foldable Banners	Providing a suitable back drop to presentations.	

As stated in the introduction, the marketing and stakeholder communication plan cover similar ground. For reference the PCT communication plan is set out in Annex 8.



## Communications Timetable

The Timetable for delivery of this programme is set out in the table below:

Date	Overview	Specific Communications
March / April	<ul style="list-style-type: none"> <li>• Announcement of the Centre</li> <li>• Confirmation of Contract Signing</li> <li>• Initial Awareness of services etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Press Release</li> <li>• Letter to GPs</li> <li>• Presentation to Homeless Workshop</li> <li>• Presentation to GPs (Target)</li> <li>• Presentation to LMC</li> <li>• Working with Community Services</li> <li>• Meetings with HTR Representatives</li> <li>• PORTSMOUTH HEALTH Website launched</li> </ul>
May / June	<ul style="list-style-type: none"> <li>• General Marketing</li> <li>• Creating Understanding of type of services</li> </ul>	<ul style="list-style-type: none"> <li>• Leaflet Drop on local premises/ Contact with HR managers or similar where possible</li> <li>• Letter to Health Community</li> <li>• Meetings with stakeholders</li> <li>• Meetings with HTR Representatives</li> <li>• Communications planning with university</li> </ul>
July/ August	<ul style="list-style-type: none"> <li>• Launch Communication</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing Leafleting</li> <li>• Pre Opening Registration Available</li> <li>• Open evening</li> <li>• Update Email to GPs</li> <li>• Launch Event for GPs</li> <li>• Further Press release</li> </ul>

Date	Overview	Specific Communications
		+ possible radio/ TV coverage • Formal opening Event
August Onwards	• Ongoing Promotion	• Building publicity (e.g. banner / balloons etc.) • Freshers week • Ongoing leafleting • Meeting with HTR representatives

## **ANNEXES**

## Annex 1

This flyer is to be used in support of general publicity in the overall vicinity of the Healthcare Centre and with Health Providers more generally.



# New GP Practice

Open from 1st August 2009

## Guildhall Walk Healthcare Centre

New patients welcome - offering healthcare advice, treatment and comprehensive services for registered patients

Located in the centre of Portsmouth  
27 Guildhall Walk, Portsmouth, PO1 2DD  
[www.guildhallwalkgp.co.uk](http://www.guildhallwalkgp.co.uk)

Open every day from 8am-8pm (including weekends and bank holidays)

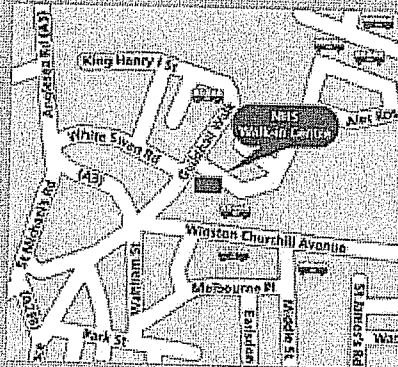
**Call 023 9275 1006**

or visit the centre from 1st August

# Need to see a GP?

## Why not use our Walk-in Service

- open every day 8am-8pm including weekends and bank holidays
- no appointment necessary, but you can book
- registered and unregistered patients welcome
- treating minor illness, ailments and providing healthcare advice
- open from 1st August



### Guildhall Walk Healthcare Centre

27 Guildhall Walk Portsmouth PO1 2DD

Located diagonally opposite the New Theatre Royal.

**Call 023 9275 1006**

**or visit [www.guildhallwalkgp.co.uk](http://www.guildhallwalkgp.co.uk)**

Information also available in braille, audio and in other languages.  
Please contact the Practice Manager on 023 9275 1006.



**Portsmouth Health Ltd**  
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Burnham, Bucks  
SL1 7LW  
Tel: +44 (0) 1628 600340  
W: [www.portsmouthhealth.co.uk](http://www.portsmouthhealth.co.uk)  
E: [info@portsmouthhealth.co.uk](mailto:info@portsmouthhealth.co.uk)

3<sup>rd</sup> April 2008.

Dear colleagues,

**Portsmouth Health Ltd and the Portsmouth Equal Access Health Centre**

You will by now be aware that the contract for the Portsmouth Equal Access GP Lead Health Centre (otherwise known as the Darzi Centre) has been let to an organisation called Portsmouth Health Ltd. (PHL).

PHL is a consortia of GPs from Portsmouth and Hampshire, working jointly with CareUK (who also run the St. Mary's Treatment Centre), and Ashley House Pte, a significant provider of primary care premise solutions, and clinical services provider.

The contract has been let as a five year APMS contract. Care UK will manage the day-to-day service delivery of the centre.

The Centre is to be located at 27 Guildhall Walk in the heart of Portsmouth, and will be known as the Guildhall Walk Healthcare Centre. The premises are to be leased from the PCT. The building is currently undergoing complete refurbishment but will open on the 1<sup>st</sup> August.

The Healthcare Centre will operate as a normal GP practice plus provide a 'walk-in' service to all members of the general public. It will be open from 8.00am to 8.00pm seven days per week. At inception it will have a zero list size, but the expectation is that the list size will grow to approximately 4000 over the life of the contract. Whilst the centre will be open to all members of the public it is intended that there will be a particular focus on the marginalized and hard to reach patient groups within Portsmouth. The practice boundary will be concurrent with that of Portsmouth City Teaching PCT.

Staff are currently being recruited; no doubt you have seen the adverts in the local and medical press. The centre will have regular and sessional GPs, and nurse support, a practice manager, reception and administration staff. The team

will develop over the life of the contract to meet the anticipated growth in registrations and patient activity.

The Directors of PHL recognise that the letting of this contract has not been universally welcomed amongst the Portsmouth Health community. However when it became apparent that regardless of local views it was mandated that a 'Darzi' centre had to be developed a conscious decision was taken engage in the process and seek to ensure the outcome was a good one for the residents of Portsmouth.

The consortia with Care UK and Ashley House was formed because it was recognised that GPs alone simply did not have the expertise to bid for, implement and operate a contract of this type.

A website has been established [www.portsmouthhealth.co.uk](http://www.portsmouthhealth.co.uk) where more details about the company can be found and developments will be posted as they occur. Periodic update emails similar to this one will also be produced.

Attached with this email is a set of frequently asked questions that you may find helpful. Additionally there will be a short presentation on this development at the GP Target meeting to be held on the 22<sup>nd</sup> April, where a question and answer opportunity will be available. In the mean time if you have any specific questions or comments please email at [info@portsmouthhealth.co.uk](mailto:info@portsmouthhealth.co.uk) (or use the feedback option on our website) and we will do our best to provide a comprehensive answer.

I would be grateful if you could circulate this e-mail to all colleagues within your practice.

Yours sincerely,



Dr Charles Lewis  
Medical Director, Portsmouth Health Ltd.

## ANNEX 3

Letter to General Health Providers

Dear Health Sector Colleague,

As you will no doubt have seen in the local press the contract for the Portsmouth Equal Access GP Lead Health Centre (otherwise known as the 'Darzi' Centre) has recently been let and the centre is due to open on the 1<sup>st</sup> July.

The centre is going to be managed by a consortia of GPs from Portsmouth and Hampshire, working jointly with CareUK (who also run the St. Mary's Treatment Centre), and Ashley House Plc, a significant provider of primary care premise solutions, and clinical services provider.

The centre is to be located at 27 Guildhall Walk in the centre of Portsmouth, and will be known as the Guildhall Walk Medical Centre. The day to day service delivery of the centre will be managed by Care UK.

The Medical Centre will operate as a normal GP practice plus provide a 'walk-in' service to all members of the general public. It will be open from 8.00am to 8.00pm seven days per week. Whilst the centre will be open to all members of the public it is intended that there will be a particular focus on the marginalized and hard to reach patient groups within Portsmouth.

PORTSMOUTH HEALTH believe that this centre will be a valuable addition to the healthcare resources within Portsmouth and are very keen to work with other healthcare providers, many of whom we know already.

We are currently recruiting for staff, and when appointed we will seek to make personal contact with as many of our health sector colleagues as possible. In the meantime, if you have any questions please feel free to contact us on [info@portsmouthhealth.co.uk](mailto:info@portsmouthhealth.co.uk).



## Media release

March 13<sup>th</sup>, 2009

# Contract set to be signed for new GP-led health centre in the heart of Portsmouth

The contract will be signed next week for a new GP-led health centre in the heart of Portsmouth.

Portsmouth City Teaching Primary Care Trust (PCT), the organisation responsible for meeting residents' health needs, has entered into partnership with Portsmouth Health Limited (PORTSMOUTH HEALTH) for the exciting new £12m scheme.

The centre is due to open on July 1 in refurbished two-storey building premises at No 27 Guildhall Walk, diagonally opposite the New Theatre Royal.

PORTSMOUTH HEALTH, which won the contract ahead of rival bidders, comprises Care UK, the independent healthcare provider which already runs the PCT's walk-in treatment centre at St Mary's Hospital, a consortium of local GPs and Ashley House Clinical Services Ltd.

Debbie Tarrant, the PCT's director of primary care, said the centre was well located because it was:

- in the heart of the city centre
- in an area of significant health need
- highly accessible by bus, train and foot with plenty of public car parks nearby
- in a prominent position in a busy commercial area next to a shopping centre
- close to a densely populated area

The centre would be open from 8am to 8pm daily, including weekends. Patients, who do not have to be registered, can book an appointment in advance or walk in and wait.