

Report for Health Overview and Scrutiny Panel March 2017

Subject: Battenburg Clinic / Falcon House Estates Rationalisation and creation of a Portsmouth Better Care Centre

1. Purpose:

1.1 The intention for Solent NHS Trust to create a children and family Better Care Centre on the Battenburg Child Development Clinic (BCDC) site in Battenburg Avenue by combining the current clinical delivery of Child and Adolescent Mental Health Services (CAMHS) with specialist medical health services already operating at BCDC was introduced to the Health Overview Scrutiny Panel at its meeting held in December 2016. The Panel requested a further update on engagement activity to be brought back to the March 2017 meeting. This brief update outlines stakeholder engagement planning and activity undertaken up to end February 2017.

2. Public Transport Routes and general accessibility for service users

2.1 The HOSP of December 2016 questioned what would be the impact on parents and children in relation to the availability of public transport serving the Battenburg site for those that currently attend clinics at Falcon House on the St.James Hospital campus.

2.2 Information on the availability of public transport has been collated and is presented in Appendix A. In summary the Battenburg Clinic is much better served by buses than Falcon House. There are 6 bus routes serving the roads surrounding Battenburg Avenue running every 10 minutes, whereas one bus serves the St.James Hospital surrounds running hourly. This information is being included in an information leaflet being produced for service users.

2.3 The Battenburg Avenue site is more centrally placed in the City than Falcon House. CAMHS previously operated from Battenburg CDC before moving to Falcon House and was felt to be well situated for clinic access serving the City. An on-line survey is going live in March 2017 which asks current service users and referrers into the services a range of questions including modes of transport, preferred days and timings to attend clinics and whether the creation of one Centre at Battenburg CDC will have any other impact on their attendance. The question set for the on-line survey is presented in Appendix B. As with all engagement materials being produced, the content of the survey has been shared with Portsmouth HealthWatch and any suggestions have been included in the finalised materials. The survey will remain open for 3 months. Hard copies of the survey will be available at the reception and waiting areas in Battenburg CDC and Falcon House for service users who do not have computer access. These can be taken away or completed whilst children attend appointments.

3. Stakeholder Engagement and planning materials

3.1 The stakeholder engagement plan has now been finalised with the support of Solent NHS Trust Communications and Marketing Department with external scrutiny from Portsmouth HealthWatch. The overall plan is presented in Appendix C. Materials being produced include briefing notes for professional organisations, information leaflet for parents, young people and the general public, a set of Frequency Asked Questions (Appendix D), the survey questions and

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media briefing note. Portsmouth Parent Voice and Dynamite organisations are being approached to explore how by using their parental and young people networks, the voice of service users can be captured directly. The materials are also being circulated to the range of Voluntary and Community Sector organisations and Primary Health Care professionals (GPs) via Portsmouth's Integrated Commissioning Unit (ICU). The ICU has also been apprised of the project as it is the key commissioner of all the services involved.

- 3.2 A key group of stakeholders are the Solent NHS Trust children and family clinicians working in all the services within the scope of this project. The task group has been formed of senior clinicians across all disciplines to inform the detailed clinical room designs for the new Centre.

Appendix A – Public Transport Routes

Stakeholder Research – Battenburg / Falcon House Bus Routes

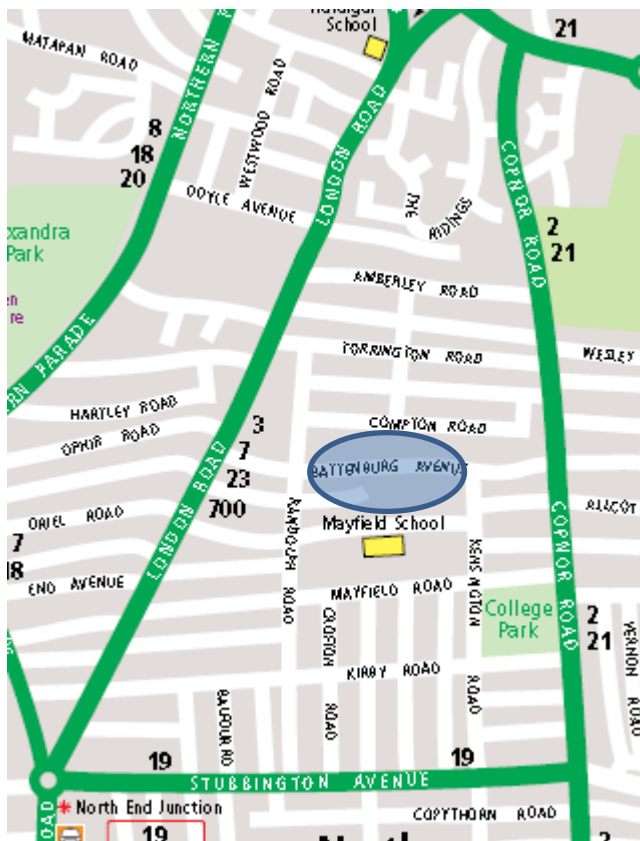
<https://www.portsmouth.gov.uk/ext/documents-external/trv-bus-route-map.pdf>

Falcon House on St.James Campus is served by Number 13 every 60mins

Route: The Hard – Commercial Road – Fratton – Milton – Langstone – Portsmouth College



Battenburg Avenue is served by Numbers 3,7, 23 & 700 (London Road) & Numbers 2 & 21 (Copnor Road)



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| Number | Frequency | Route |
|--------|-----------|--|
| 2 | 10 mins | Paulsgrove – The Hard |
| 21 | 10 mins | Havant – Farlington – The Hard |
| 3 | 10 mins | Fareham – Paulsgrove – Cosham – The Hard |
| 7 | 10 mins | Waterlooville – Cosham - Southsea |
| 23 | 10 mins | Leigh Park – Drayton – Cosham - Southsea |
| 700 | 20 mins | Havant – Hilsea – The Hard |

Appendix B – Survey Questions

Creating a Better Care Centre in Portsmouth

We value your views on these plans. Please take time to answer the questions below.

Solent NHS Trust is intending to bring together Child and Adolescent Mental Health Services (CAMHS) delivered at Falcon House on the St James Hospital site, Portsmouth, with the children’s health teams that run at Battenburg Child Development Centre (CDC) to provide one location for all these services to work closer and better together.

A number of different teams already work at Battenburg CDC including Speech & Language Therapy, Physiotherapy, Occupational Therapy, Podiatry, Specialist Health Visitors and Community Paediatricians. These teams will continue to work at Battenburg CDC so parents and carers should see no change to the staff that are supporting their children.

We would value your answers to the following questions so that we can shape the services at Battenburg CDC to meet the needs of children and young people requiring these services.

1. About you.

You are a ...

- Parent/Carer
- Child/Young Person
- Solent NHS Trust staff member
- A referrer into child health services
- A member of the public
- Other (please specify and state your organisation in the box below)

2. Would bringing together children and young people’s specialist health services at Battenburg CDC make a difference to you, your organisation or your child?

- Yes
- No
- Please give a reason for your answer

3. Do you think having specialist children's health services in one place is a good idea?

- Yes
- No
- Please give a reason for your answer

4. Will travelling to Battenburg CDC make a difference to you?

- Yes
- No
- Not applicable (please give a reason for your answer)

5. For service users:

If you or your children currently attend Battenburg CDC or Falcon House, please answer the following questions so we can learn from your experience.

Would you describe the service you receive as:

- Very good
- Good
- Not good
- Please write the reason for your answer in the box below

6. Is there anything you would change about the service?

- Yes
- No
- What would you change if your answer was 'yes'

7. If you or your child have appointments at Falcon House or Battenburg CDC when do you prefer them?

(Tick all that apply to you)

- Early morning (before 9:00am)
- Morning (9:00am – 12:00pm)
- Afternoon (12:00pm – 5:00pm)
- Early Evening (5:00pm – 7:00pm)

No preference

8. Please tick the days you are happy to have an appointment

Monday

Tuesday

Wednesday

Thursday

Friday

No preference

9. How do you get to appointments?

Car

Taxi

Bus

Walk

Other (please specify)

10. Please write any further views you wish to share in the box below

11. Thank you for completing this survey. Your answers will help us plan for the Better Care Centre. If you have any further questions please email: mark.paine@solent.nhs.uk

Appendix C – Stakeholder Engagement Plan

Portsmouth Better Care Centre for Children Communication and Engagement Plan

Introduction

Solent NHS Trust is seeking to relocate children and family services from the Solent NHS Trust owned Falcon House building on the St James' Hospital Campus in Portsmouth to the Battenburg Avenue site in Portsmouth.

Relocating the services will create a co-located Better Care Centre for Child & Family Services in Portsmouth.

Anticipated benefits of the creation of a Portsmouth Better Care Centre for children will include:

- Enabling integration of key specialist children's health services and promote joined up working
- Promote more integrated working within services and drive efficiencies
- Contribute to a sustainable staff structure
- Provide an improved experience for children and families requiring complex assessment and treatment
- Reduce the Solent NHS Trust estate footprint and associated costs by vacating surplus property
- Deliver a key component of the Solent NHS Trust Child and Family Service Business Plan, in transforming the delivery of children's health services provided by Solent

Key milestone for this project are:

- | | |
|-----------------------|--|
| ○ August 2016 | Outline Business Case Approved by Solent NHS Trust |
| ○ November – Dec 2016 | Estates project team set up to produce a high level design for |
| | Battenburg CDC |
| ○ Jan – Feb 2017 | Detailed design involving clinicians |
| ○ March – June 2017 | User stakeholder engagement |
| ○ May 2017 | Final Solent Approvals |
| ○ June 2017 | Building contractor mobilisation |
| ○ July 2017 | Building works begin |
| ○ November 2017 | Launch of new Integrated Centre for Children at |
| Battenburg | CDC |

It is important that we communicate and engage with key stakeholders of Battenburg Clinic and Falcon House.

The purpose of this document is to:

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- Ensure a consistent approach to communications and engagement activity
- Outline engagement and communication plans to ensure stakeholders are heard when developing our proposals
- Effectively communicate the way stakeholders can share their thoughts, asks questions and comment.

Key stakeholders

Solent NHS Trust, Battenburg Child Development Centre and Falcon House (CAMHS) delivery sites have a wide range of stakeholders. By stakeholders we mean anybody who has an interest in the proposed changes.

Key stakeholders are outlined below:

- Battenburg CDC and Falcon House clinical and administrative staff
- Wider Solent staff and senior leaders
- Portsmouth City Council inc. schools/ special schools / pre-schools
- Portsmouth Health Overview and Scrutiny Committee
- Local health service commissioners including:
 - Portsmouth City CCG / Portsmouth Integrated Commissioning Unit (ICU)
 - Fareham and Gosport and SE Hants CCG
- Current service users/ Families / Carers
- Wider public
- Portsmouth Hospitals NHS Trust
- Primary Care providers - GPs
- MPs
- Healthwatch – Portsmouth
- Media
- Voluntary & Community Sector organisations

Key messages

Solent NHS Trust's Children and Families Service has a strategic vision to reduce health inequalities and improve child health outcomes.

There is increasing demand and complexity in presentations to the service. The number of families in the most vulnerable and complex categories persist.

The current Children's Service Business Plan proposes to address this by delivering the right service, in the right place, at the right time, by the right person and will deliver this through a transformation programmes that enables;

- Integrated teams that work together to deliver health interventions, assessment and treatment in a coordinated way
- Working with our partners to achieve early intervention

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- The desired outcomes for children, young people and their families, i.e. the service they received was what they needed, when they needed it and that they were treated with respect.

To achieve improved care for our service users we are developing integrated pathways.

Integration will be achieved through:

- Developing a Single Point of Access (SPA), which provides triage to enable referrers to be directed to the most appropriate service to meet their needs, allowing early assessment, consistent operations standards and daily access to closely connected children service pathways.
- An integrated 'front door' which simplifies referrals into Children Services Solent, using a multi-disciplinary team to triage and allocate work, enabling specialist supervision and support to staff in locality teams.
- Creating an integrated Better Care Centre for children & families in Portsmouth that brings together, in one place, the more specialised services we provide, such as CAMHS, Community Paediatric, Specialist Health Visiting and Paediatric Therapy services. Providing enhanced opportunities for multi-disciplinary assessment and treatment.
- Currently Portsmouth CCGs commissioned Child and Adolescent Mental Services (CAMHS) operate from Falcon House on the St. James' Hospital campus. This service includes a successful CAMHS Single Point of Access (SPA) process that offers clinically led triage for referrals into CAMHS.
- Portsmouth's CCG commission the Community Paediatric Medical Service, Paediatric Therapy services and Specialist Health Visiting services all of whom operate from the Battenburg Child Development Centre Clinic (BCDC)
- With some adaptations to clinical rooms at the BCDC site and the creation of a more open plan hot-desking environment for administrative functions, the BCDC site has the capacity to host all of these services and consequently support the development of integrated service delivery and pathways.
- We are undertaking on-site parking audits to assess the capacity of the site to provide sufficient parking for staff and clients.

One of the key drivers for this proposal is the need to demonstrate financial responsibility and sustainability and seek reductions in the cost of Estate in support of this. This proposal seeks:

- To enable identified Child & Family Better Care Centre services to operate in an integrated manner as a result of the long term Child & Family service line development plan and structural service transformation that has been evolved over the last two years
- To comply with the broader Portsmouth Estates Rationalisation (Phase 2) work that is being undertaken, namely the rationalisation of estates owned by Solent NHS Trust on the St.James' Hospital campus
- To deliver Solent East Child and Family Service identified Cost Improvement Plans

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- To support delivery of the NHS 5 year Forward View (holistic patient centred community care provision)

Action plan

Will be updated on an ongoing basis as activities arise

| Date | Audience | Type of comms/engagement event/ approach | Lead | Progress |
|---------------------------|---|---|------------------------------|--|
| August 2016 onward | | Business Case & leadership reporting | | |
| | Solent Exec | Outline Business Plan Approval | Mark Young | Complete |
| | Solent C&F senior leadership | Regular monthly reporting to Solent Children's Board & Portsmouth Care Group Committee | Mark Paine | Ongoing |
| August 2016 onward | | Stakeholder engagement | | |
| Jan 2017 | Commissioners | Contact made with Commissioners regarding proposed changes: Portsmouth CCG | Mark Paine | On going + briefing meeting being arranged |
| Aug 2016 onward | Battenburg Clinic and Falcon House Staff | Attendance at team meetings Regular briefings to service managers to cascade Monthly team briefing newsletter Survey monkey to obtain staff views – still open | Mark Paine | On going |
| Jan 2017 | Healthwatch | Share engagement plan with Healthwatch organisations | Mark Paine Elton Dizikiti | Meeting arranged |
| Jan – Feb 2017 | Clients & carers Listed stakeholders | Develop materials for external stakeholders, leaflets, posters, letters | Mark Paine Elton Dizikiti | In development |

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|------------------------|--------------------------------------|---|------------------------------|--|
| | above | | | |
| Mar- April 2017 | Clients & carers | <ol style="list-style-type: none"> 1. Leaflets to current service users parents / carers distributed with appointments letters to encourage them to express their views through online survey, paper based opportunities and invitation to engagement meetings 2. Engagement meetings with parents, children & young people 3. Provide opportunities for service users and their families to get involved in the build. – through user group discussions | Mark Paine Elton Dizikiti | <ol style="list-style-type: none"> 1. In development 2. To be planned, by making use of service line current user groups – to be identified 3. As above |
| Dec 2016 March 2017 | HOSC | Presentations to the Committee | Mark Paine | Ongoing |
| March 2017 | Wider Public | Solent NHS Trust website information, including FAQs and responses – ‘You said – We did’ | Mark Paine Elton Dizikiti | To be developed |
| March 2017 | Solent NHS Trust members | Email members | Elton Dizikiti | |
| April 2017 | Wider Solent NHS Trust staff | Information in Staff News | Elton Dizikiti | |
| March 2017 | MPS | Send information to MPs | Elton Dizikiti | |
| April – May 2017 | Solent stakeholders | Include information in stakeholder newsletter | Elton Dizikiti | |
| March 2017 onward | Comms leads at partner organisations | Send information to comms leads at partner organisations for inclusion in internal newsletters. And request retweet social media | Elton Dizikiti | |
| | Public | Include information on social media | Elton Dizikiti | |
| Nov 2017 | | Launch of new integrated centre for Children at Battenburg Clinic | | |
| Dec 2017 | | Launch event – following staff mobilisation into new re-designed | | |

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|----------|-----------------|--|----------------|--|
| | | building | | |
| Dec 2017 | Portsmouth News | Brief local media in advance and invite to launch | Elton Dizikiti | |
| Dec 2017 | Families | Walk round with relatives of current patients when appropriate | | |

Appendix D – Frequently Asked Questions

Developing a Children and Families Better Care Centre for Portsmouth

Your questions and the answers

- Why do you need to move from Falcon House?

So that we can deliver integrated specialist children's health services in one place at Battenburg Child Development Centre including CAMHS, Community Paediatric Medical Services and Therapy Services all working together for children and young people.

To free up estate on the St.James Hospital campus that is being sold to help Solent Trust's overall financial position and re-invest in services

- Wasn't the Child and Adolescent Mental Health Service (CAMHS) originally at Battenburg? CAMHS services did operate previously at Battenburg and at the time of the move to Falcon House there was no Solent Trust strategy to release the estate owned by Solent on the St.James Hospital campus. The Trust made a decision to release St. James estate as a significant financial saving to the Trust to help balance the books in times of great budgetary pressures; much of the estate being surplus to service requirements.

- How will benefits be realised / measured? How will you know if the move has worked?

We will ask both service users and staff about the experience of attending and working in the new setting

We will know from the on-going collection of performance data required by our commissioners

- How will the proposals contribute to a sustainable staff structure?

Saving money on estate means that staff levels can be maintained in an on-going context of reducing budgets and released money can be re-invested in services

- What are you aiming to achieve from this / what can users and stakeholders really impact and influence?

We listen to staff, service users and external partners. We are asking clinical staff about the facilities that are required to deliver their services and these are being incorporated into the design. We are asking service users about what makes attending Solent services a good experience and when they prefer appointments.

- Does the service receive referrals from Fareham & Gosport?

- The services that operate here to not include Fareham and Gosport.

- Do you need to engage with specific sections of the community?– eg are there users from refugee/asylum seeking families? Learning disabilities? Adopted/fostered children? The Carers' Centre?

- We will liaise with as many community groups as possible and will use the broad range to current service users, which includes the examples suggested to gather views

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- How is proposal to change the Single Point of Access (SPA) different to current CAMHS SPA?
The strategy is to extend the scope of the SPA to include the whole range of referrals, not just CAMHS clients. This will help referrers receive the right response from the right service
- What about transport links / buses, etc?
A leaflet has been produced which give the bus routes to Battenburg Avenue. It is much better served by public transport than Falcon House which may encourage less car use
- Is this a cost saving activity rather than to improve services?
It is both. Yes, this is about saving money, but recycling that money into maintaining staff levels and quality of services by reducing unnecessary estate costs. We must use public money wisely and not continue to use buildings that are not used fully. We firmly believe that bringing these services together in one place will enable health professionals to work better together on behalf of children and young people.
- How often will there be updates about this work?
We will provide further information as the project progresses when there is new information to share.