

Proposed St Mary's Community Health Campus Podiatry Hub

Summary

Solent NHS Trust believes that high quality care, delivered in the right environment, is of the utmost importance.

This paper seeks to outline a proposal for consolidating a number of podiatry delivery sites within Portsmouth, into a single location at St Mary's Community Health Campus (CHC) in Portsmouth which brings with it benefits for patients and employees.

A number of changes are being made to the NHS footprint in Portsmouth, not least the decision by NHS Property Services to sell areas of the St James' Hospital site, including the Turner Centre, where Solent currently provides a substantial Podiatry clinic.

In addition to this, Solent was the beneficiary of a £10.3M award by the Sustainability Transformation Partnership (STP) to redevelop and refurbish Block B and Block C on the St Mary's Community Health Campus, along with infrastructure works at the St James' site.

With the substantial reinvestment into our estate, Solent is presented with the unique opportunity to re-shape the delivery of key services to the benefit of its patients.

This document provides an outline of the proposed creation of a centralised specialist Podiatry Hub. The Hub design would see all five locations currently operational, brought into one hub on the main St Mary's CHC site.

Introduction

The Solent NHS Trust Podiatry Team currently provides services to people living in Portsmouth from five sites within the city:

- Cosham Health Centre
- Eastney Health Centre
- Lake Road Health Centre
- The Turner Centre, St James' Hospital (given notice by the owners, NHS Property Services, to leave the building by October 2019)
- Paulsgrove Healthy Living Centre

People who use the service include those with moderate and high risk diabetes patients and high risk non-diabetes patients e.g. vascular patients.

For patients who are house or bed bound the service provides home visits, along with the support of community nursing, who provide the majority of their care.

The service also offers nail surgery for patients 10 years of age and over and assessment and a treatment plan for patients with foot deformity and/or pain from the age of 10 to 17.

The STP funding for the Phase 2 investment affords the Trust the unique opportunity to develop a 14 chair clinical site for the delivery of our specialist Podiatry service, with significant positive implications for service users and employees.

This would mean relocating the clinics, outlined above, to the new St. Mary's CHC Hub. The relocations would begin from the end of October 2019.

Case for change

Patients seen by the service can have complex needs and require easily accessible, fit for purpose, clinical environments in which to be seen. Providing accessible care to patients, and an excellent environment in which people work, is really important to the delivery of excellent podiatry care and to attract Podiatry professionals.

The current buildings, in which Podiatry services are provided, are out of date, not fit for purpose and do not provide a suitable training environment for the creation of a future workforce.

In addition, the service faces the challenge to increase capacity, provide safe, timely and effective care for patients, in line with NICE Clinical Guideline (NG19) for the management and prevention of foot problems for patients with diabetes.

The service has already attempted to make changes to improve by developing an action plan and, where possible, implementing multi-chair clinics to support employees. These changes, however, are a temporary measure.

Benefits of the proposal to create a centralised Podiatry Hub

Due to the recent £8.3m investment into Block B at St Mary's Community Health campus, the Trust is now able to provide its own purpose built rooms, offering a safe, clean and modern environment for patients and employees.

The creation of a 'one-stop shop', with up to 14 chairs in use at any one time, with varied mixed skill onsite, offers a number of opportunities, including:

- Reduced number of cancelled appointments and an opportunity to review moving to extended opening hours to suit patient needs.

- Multi-disciplinary (MDT) clinics, working alongside colleagues and services, such as Diabetes and Vascular services.
- Direct access to medications that Podiatrists can prescribe through Patient Group Directions (PGDs), on site X-rays for timely management of infection.
- Appropriately trained clinicians, with a diverted prescribing budget, will have the opportunity to prescribe antibiotics, reducing the burden on GP prescribing and reducing the risk of hospital admissions and amputations from infection.
- Improved links and referrals to related services including: Vascular, Diabetes, Dermatology and Phlebotomy.
- Utilising our Apprenticeship programme, to bring in new people to the field.

The Trust believes that by reviewing the skills mix, including investing in Band 3s, there is an opportunity to create a healthy and sustained recruitment and retention drive, which could run counter to the national picture through the use of apprenticeships.

In addition, by employing a mixed skill and specialist treatment option all on one site, Solent will create a Specialist Podiatry 'one-stop shop' that will enable patients to be seen for a multitude of injuries and issues, such as musculoskeletal, wound care and nail surgery. This would reduce travel time and appointment waiting times for patients.

Employee annual leave and sickness cover would be firmly in place, ensuring service continuity.

There would be no risk to employees through lone worker arrangements and there are many wellbeing factors, including a newly refurbished public and employee restaurant, which offers healthy and affordable meals.

Communication and engagement

A thorough communications and engagement programme is planned.

The main aim of this plan is to ensure we:

- Communicate and engage effectively with all patients, their families and carers, to ensure we capture their concerns and inform them of the potential of this project.
- Communicate and engage effectively with our people, to ensure we remove concerns around the proposed changes and inform them of the potential benefits for service users and for them, working as part of a larger team, in one location.

- Communicate with key stakeholders in advance of any changes and throughout the process, ensuring a clear and transparent process that will lead to improved conditions and outcomes for our service users and our people.

Key stakeholders:

Commissioners

Solent NHS Trust will be asking Portsmouth CCG for assistance with the move of these services to the new centralised hub

Patients and families

Following any approval for this proposal, the intention is to engage with service users and their families, to reduce anxiety and to show we are listening to their concerns by offering solutions, where possible. The major concerns for our patients will be changing the location and therefore the familiarity and a potential increase in transport costs and parking charges.

Both of these concerns, along with any other concerns, will be addressed directly, to reassure and inform.

Employee/clinicians

Our people are our biggest asset. To ensure that they are able to deliver the best care and work in a healthy environment, we have taken on board their thoughts. Following any acceptance of the proposals in this document, we will consult effectively and engage with our teams to ensure the best possible outcomes for them.

It is anticipated that the creation of the Hub would be the best possible outcome for our people, as it will reduce work based stress and increase support, in a modern and effective clinical environment.

HOSP (Portsmouth)

We would provide regular updates to HOSP on any service move or change and the outcomes for service users and our people.

Healthwatch (Portsmouth; Southampton and Hampshire)

We will share these proposals with Healthwatch Portsmouth and ask for their input into the proposals and to our communication and engagement plans.

Other communications channels

We will also share information around the proposed changes through a range of channels including:

- Press releases and briefings to local media
- Solent NHS Trust and Portsmouth City Council's websites.
- Letters to GPs and other health and social care partners.