

Portsmouth Podiatry Service

Communications and Engagement plan

Introduction

Solent NHS Trust is engaging with Podiatry service users regarding the required move of podiatry services from the Turner Centre, St. James to St. Mary's Community Health Campus, due to the trust being given notice to leave the Turner Centre by NHS Property Services.

In addition, service users attending Cosham, Eastney and Lake Road Community Health Centres are being engaged with to ask their views on their Podiatry service and a proposal to move of these services to St. Mary's Community Health Campus.

The new clinical environment at St. Mary's Community Health Campus consists of 14 clinical spaces that may be booked by the Podiatry service, enabling additional clinical support for podiatrists to assist with the full range and complexity of patient care. Under the current system our ability to deliver a full range of clinical service is constrained by the need for a higher grade podiatrist with more clinical experience and specialist expertise to be located at sites during clinic. The new hub could enable lower grade staff to assist with complex patient care, due to higher grade supervision and support always being available.

All specialist areas of podiatry can be accommodated within purpose built rooms including nail surgery, wound care, assessments and podiatry MSK. Specialist bariatric chairs are fitted for patient's comfort.

It is anticipated that patient experience could be vastly improved through access to a larger number of clinicians, a modern clinical environment and a variety of supportive clinical teams, including Diabetes, Dermatology, Phlebotomy and Pharmacy.

St. Mary's Community Health Campus also benefits from a restaurant and a League of Friends shop, for patient's convenience.

On-site parking is available, with free parking for Blue Badge Holders; additional disabled bays have recently been added on site. In addition, bicycle racks are available, and the site is serviced with public transport links.

Whilst Solent NHS Trust believes moving podiatry services to St. Mary's Community Health Campus would positively affect service users and staff, this engagement plan seeks to ensure that the views of service users are captured and, where possible, reflect the service delivery going forward.

Solent's podiatry network

A review of current clinical sites has revealed that they are not all fit for purpose.

The nature of the buildings we occupy means that we have limited ways to improve them i.e. they are leased and not owned by Solent.

Where buildings are in poor repair and the landlord has failed to maintain to Solent's standards, Clinicians have sometimes been forced to cancel appointments due to the environment

Environmental issues are a cause for concern for similar reasons and can include waste collection and rodent infestation.

Lone working is a risk across all of these sites, as clinics often run without other support within a building.

Due to the locality and workload of our senior clinicians, there is a lack of mentorship for junior clinicians. This irregular access to senior clinical advice and support is severely detrimental for junior clinicians, who are often managing a complex and high risk caseload.

The lack of mentorship is affecting morale and our ability to recruit to the profession, at a time when there is a national shortage of Podiatrists.

Rationale for the service centralisation

The increasing complexity of the patients seen within podiatry has resulted in the decision to review the sustainability of the podiatry service to be able to continue to working in its current format and delivering the current range of service. As mentioned, there is a national shortage of podiatrists. This, juxtaposed to the lucrative benefits of joining private practice means we face losing our experienced teams due to poor working environments and a lack of support. Less qualified podiatrists are approaching the Trust but they require access to immediate support on site.

The service has already attempted to make changes to improve the service by developing an action plan and, where possible, implementing multi-chair clinics to support staff and provide a mix of skill levels from a Band 5 to 7. These changes, however, are a temporary fix and do not change the patient environment, access to appointments or the levels of stress experienced by our staff.

The service faces the challenge to greatly increase capacity, provide safe, timely and effective care for patients, in, line with NICE guidance (NG19), whilst operating in inadequate environments that are out of Solent's control. In the case of the clinics run at the Turner Centre at St. James Hospital, the Trust has been given notice by the owners, NHS Property Services, to leave the building, with Podiatry services ceasing on the 13th December 2019. However, this may be subject to delay dependant on the completion of buildings works at St. Mary's Community Health Campus.

The St. Mary's Community Health Campus offer

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 to patients and staff alike. Having multiple chairs and a varied mixed skill onsite offers a number of opportunities, including:

- Utilising our Apprenticeship programme, to bring in new people to the field.
- 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 patient group directives which allow our team to dispense specific anti-biotics and on site X-rays for timely management of infection and Charcot.
- Appropriately trained clinicians with a diverted prescribing budget will have the opportunity to prescribe antibiotics, reducing the burden on GP's prescribing and reducing the risk of hospital admissions and amputations from infection.

The Trust believes that by reviewing the skills mix, including investing in apprentices, there is an opportunity to create a healthy and sustained recruitment and retention drive, that could run counter to the national picture. In addition, by employing a mixed skill and specialist treatment option all on one site, Solent will enable patients to be seen for a multitude of injuries and issues, such as MSK, wound care and nail surgery. This would reduce travel time and appointment waiting times for patients as there would be no specialist 'off-loading'.

Staff annual leave and sickness cover would be easier to plan and manage from a larger single team, improving service continuity.

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

The engagement process

Key stakeholders

Solent NHS Trust has a large number of stakeholders to engage with through this proposal exploration. By stakeholders we mean anybody who has an interest in the trust and the Podiatry services we provide. This includes: health partners, Commissioners, members, public, patients/ service users and their carers and influencers, such as local Councillors, Member of Parliament and Healthwatch Portsmouth.

Key stakeholders are outlined below:

- Podiatry and affiliated administration teams at all locations.
- Portsmouth City Council
- PCC Ward Councillors and Health Portfolio holder
- Portsmouth MPs
- Portsmouth City CCG
- Current service users and their families or carers
- GPs
- GP federation/ alliance
- Portsmouth Healthwatch
- Portsmouth HOSP
- Solent NHS Trust Board
- Media
- Healthwatch Portsmouth
- Pompey Pensioners

To achieve consistency in how stakeholders are categorised and prioritised, stakeholder mapping has been used. The model provides the opportunity to examine how stakeholder interests may positively/ negatively impact upon our work. The model also highlights where we see our stakeholders in terms of influence and interest at a point in time. The mapping will be regularly monitored and revisited and we will be flexible in moving stakeholders

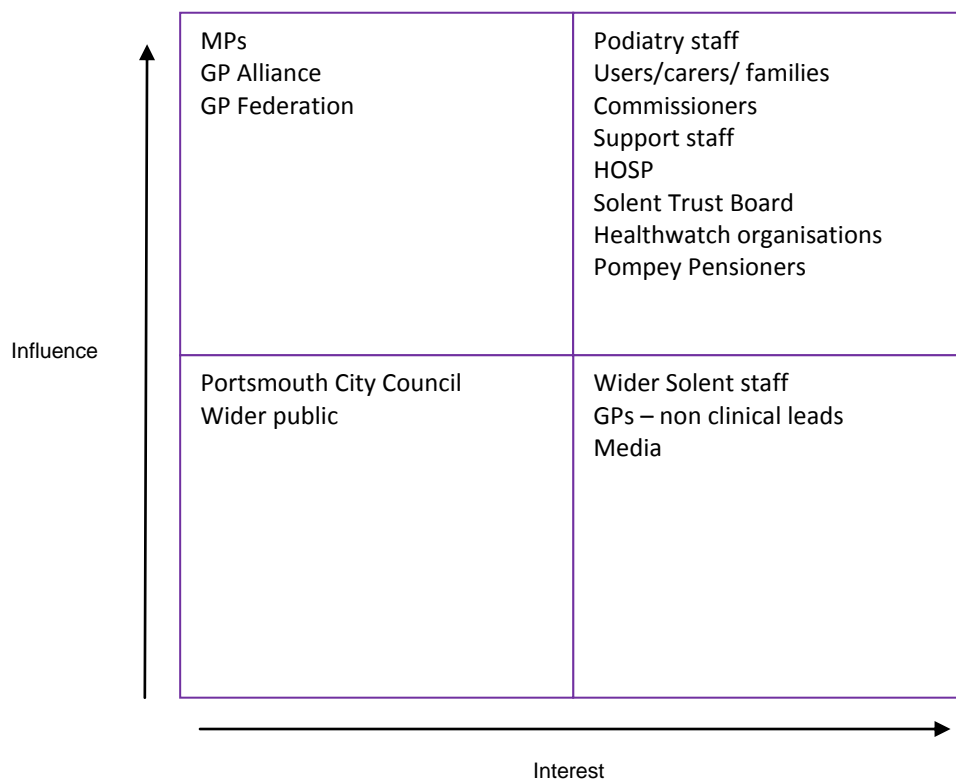


Figure 1: Stakeholder mapping

Using the stakeholder mapping in figure 1, we have identified the strategies we will use to communicate with our stakeholders. The strategies have been identified using the methods highlighted below in each quadrant shown in figure 2 below.

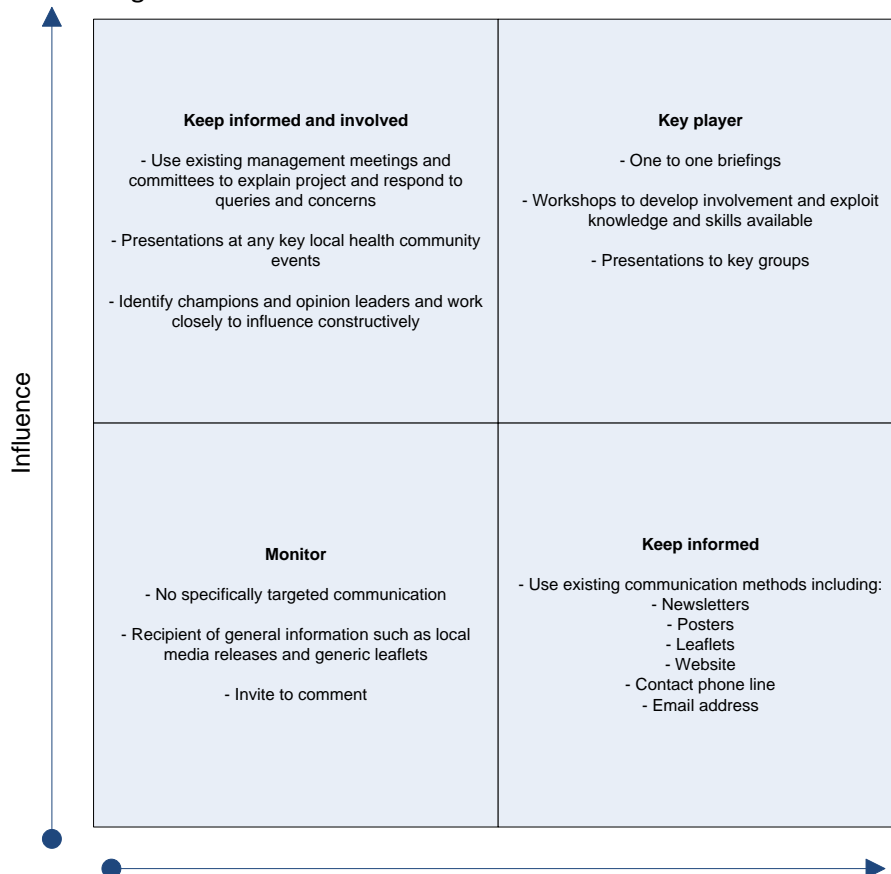


Figure 2: Stakeholder engagement strategies

Key messages

- Solent NHS Trust currently delivers podiatry services across Portsmouth – Cosham Health Centre, Eastney Health Centre, Lake Road Health Centre and the Turner Centre, St. James Hospital.
- The trust was awarded £8.3M by the STP to refurbish Block B on the St. Mary's Community Health Campus.
- Part of the bid for refurbishment was the relocation of Podiatry services from inadequate environments to a new, modern and fit for purpose Podiatry Hub.
- The trust proposes the creation of a centralised Podiatry Hub for Portsmouth; a 'one-stop-shop' for patients, ensuring they have access to a range of skilled Podiatry specialists with the right skills, qualifications and experience in a timely and consistent manner.
- Patients should have faster access to X-rays and antibiotic prescribing, reducing patient disengagement.
- In bringing the Podiatry team together, Solent would increase utilisation of all its Podiatry team, with support from senior clinicians, providing mentoring and helping to manage complex and diverse caseloads and hence deliver better patient outcomes.
- The Podiatry Hub would be ideally located with specialists from other related fields, including Dermatology, Vascular, Diabetes and Phlebotomy teams, increasing cross department working, treatment and prescribing.
- St. Mary's Community Health Campus is served by frequent, direct bus routes from across the city. In addition, the Trust's new Access and Transport Policy means that the majority of staff are required to park off site, providing additional patient parking, including a greater number of Blue Badge bays, and bicycle racks.
- In recognition of our patient group, we will be ensuring that we engage the assistance of support groups and charities across Portsmouth, including Healthwatch and Portsmouth Pensioners Association, to enable us to engage in a meaningful way.
- In addition, we undertake to engage with service users, in writing, at regular intervals and at the point of their visit to their Podiatrist, to ensure we receive feedback on the proposed move and can assist with any queries.
- We are committed to undertake a thorough list of engagement activities well into 2020, to ensure that all Podiatry service users are informed and able to have their voice heard.

Action plan

Last updated: 8/11/2019

This plan will be updated on an ongoing basis as activities arise

| Date | Audience | Type of comms/engagement event/ approach | Lead | Progress |
|-------------|------------------------|--|---------|----------|
| September | MP's | Brief Portsmouth Members of Parliament regarding Phase 2 and proposed public engagement regarding Podiatry services. | SA | |
| 16 October | Public/partners | STP public engagement event at the Marriott Hotel, Portsmouth | FG, LF | |
| 7 November | Patients | Letters to patients inviting them to attend engagement events throughout November. | Service | |
| 8 November | Healthwatch Portsmouth | Communication and Engagement Plan, initial patient letters and HOSP update shared with Healthwatch for comment. | FG | |
| November | Public | Develop Solent website information – FG to draft and Podiatry team to upload. | FG | |
| On-going | Podiatry service teams | Staff engagement: Staff to be engaged via team meetings. D'OB to organise team meetings. | Service | |
| 15 November | CCG Comms | Update from CCG to GP's, on a fortnightly basis, updating with information on the service | FG | |

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|-------------------|--------------------------------------|--|-------------|--|
| | | engagement strategies and rationale. | | |
| November | Solnet intranet | Information to all staff – managed by Podiatry Admin | Service | |
| November/December | TipToe Podiatry Patients | Updated leaflet and mailshot. | FG | |
| December | Solent Webpage | Update external web page to reflect services. | FG | |
| 13 December | Portsmouth City Council | Liaise with Communications colleagues at PPC re moves – include in Health & Care monthly updates. | FG | |
| 13 December | Message for Solent NHS Trust Members | Solent NHS Trust Membership message re service line moves to SMCHC and patient engagement. | FG | |
| 13 December | Wider Solent NHS Trust staff | Information in Staff News – message re engagement in Manager’s Matters – weekly email to Managers. | FG | |
| December | GPs | GP Tiptoe Newsletter and SMCHC update | FG | |
| 13 December | Portsmouth News / Radio Solent | Update on podiatry service | FG | |
| December | PPG | Patient Participation Group engagement – approach to meet and arrange engagement opportunities with groups. | FG | |
| December | Portsmouth Pensioners Association | Meeting with Portsmouth Pensioners Association and Healthwatch Portsmouth. Date to be confirmed. Will contact Chair via phone on 13 December, after Purdah date. | FG/KA/D O’B | |
| December | Patient visits | Invitation to patients who attended initial engagement events to visit SMCHC on a Friday afternoon, in groups of 4. Aspiration is hold these tours before opening on the 16 December. | FG | |
| December | Patient letter-updates | Patient letters with feedback and full details of the Podiatry service at St. Mary’s Community Health Campus, including photographs, bus routes and additional service information. Content to be viewed by Healthwatch prior to distribution. | FG | |
| January | Healthwatch | Conclude initial engagement activity programme and review findings with Healthwatch. | Service | |
| February | Patients | Feedback to patients in February through a one off engagement event at SMCHC. | Service | |

Solent Team and Stakeholders

HOSP Committee

Roger Batterbury – Chair, Healthwatch Portsmouth

Portsmouth Pensioners Association

Portsmouth MPs

Mark Young – Head of Estates

Katie Arthur – Head of Primary Care Services

Debra O’Brien – Podiatry Clinical Operations Manager

Lawrence Fisher – Podiatry Operational Lead

Robyna King – Business Development Manager

Andrea Hewitt – Head of Communications

Sarah Austin – Chief Operating Officer

Revisited Comms Plan: 8 November 2019

Please note this plan has been significantly revised, taking Purdah guidelines into account. Normal engagement will be resumed following the General Election on 12 December.