

## **Cover Sheet**

### **Health Overview and Scrutiny Panel**

**12<sup>th</sup> March 2020**

### **Paper from Solent NHS Trust in relation to Podiatry Services in Portsmouth.**

HOSP are respectfully requested to receive this report, outlining the patient engagement that has been undertaken and the revised proposals around estate options.

Solent NHS Trust would request acceptance of the recommended option (option 3) supporting the continued delivery of services at Cosham Health Centre. This option also proposes a continued, though slightly scaled back presence, at Eastney Health Centre and Lake Road Health Centre.

## **Introduction**

The purpose of this paper is to outline our proposals in relation to Solent NHS Trust's Podiatry services within Portsmouth City following completion of our patient engagement and previous dialogue with Healthwatch Portsmouth and the Health Overview and Scrutiny Panel (HOSP).

## **Background**

In September 2019 Solent NHS Trust brought a paper to Healthwatch Portsmouth and the Health Overview and Scrutiny Panel (HOSP) in relation to the premises that Podiatry services within Portsmouth City operate from. There was an understandable challenge from both Healthwatch Portsmouth and HOSP around the need for engagement with patients and other stakeholders. Solent NHS Trust took this feedback on board and in November 2019 returned to HOSP, presenting an update on our proposal which included our engagement plan, which initiated our commencement of a 3 month patient and stakeholder engagement period. This concluded at the end of January 2020. This paper will outline our revised proposal to premises for Podiatry services within Portsmouth City taking into account the views of patients, their carers and other stakeholders, such as Healthwatch Portsmouth.

Solent NHS Trust Podiatry currently provides services at 4 sites within the city. Consisting of Cosham Health Centre, Eastney Health Centre, Lake Road Health Centre and more recently St Mary's Community Health Campus, following the required move out of The Turner Centre, St James Hospital. The service operates on a hub and spoke model, with the specialist and complex work carried out at the hub, and less complex work carried out at the spokes, meaning that patients often travel between sites to gain access to the full range of support that is clinically required. In December 2019 following the closure of the Turner Centre at St James, our main hub was relocated to St Mary's Community Health Campus.

Podiatry manages patients who are presenting with moderate and high risk diabetes and high risk non diabetes patients. The service also offers short course treatments such as nail surgery for patients 10 years of age and over, and assessments and treatment plans including exercise and insole provision (if appropriate) for patients with foot deformity and/or pain from the age of 10 to 17. In addition, the service also has a fee paying service offering some Podiatry services to members of the public who are not eligible to receive NHS services.

## **Context and current position**

There have been challenges with the existing premises, many of which are older buildings (which we lease space within rather than own the building outright) where there have been challenges around their clinical appropriateness for the treatments which we need to carry out, alongside several environmental issues. All the premises within the city, with the exception of St Mary's Community Health Campus (SMCHC) are not owned by Solent NHS Trust which makes it difficult to change the estate and improve it. Additionally there are significant challenges within the service in relation to staffing, due to a shortage of Podiatrists which is reflective of the national situation. Given the number of sites we operate from (including the South East Hampshire areas) it has been difficult to ensure appropriate staff are available at all of the clinical sites to provide care to our ulcerated, high risk, vulnerable and complex patient caseload. Lone working is unavoidable; therefore advanced practitioner support is not always readily available. All of these factors have contributed to lowering staff morale.

There has been a high incidence of clinical staff stress related sickness within the service. Feedback from the affected staff directly attributes a large proportion of their stress to the limited peer support available within their clinical environment whilst managing such a high risk caseload.

As mentioned earlier, recruitment is challenging nationally within Podiatry as fewer people train for the profession and choice of employer has increased both within the private sector and the NHS. Staff that are recruited are often not at the level of skills required for such a complex caseload and extra training and education in a supportive environment is attractive for new recruits, and crucial to the service to ensure safe effective care is provided. In Portsmouth it has been difficult to attract sufficient numbers of recently trained practitioners who require further training and/or supervision.

## Patients Affected

During the September 2019 HOSP meeting Solent NHS Trust were asked how many patients were affected, and responded that around 7000 patient contacts occurred within Portsmouth City. Using the most recent data, this section clarifies the actual impact on patients the team have broken down how many patients are affected. For the period Jan 2019 to Jan 2020 **Podiatry in Portsmouth City supported 2693 patients** from Portsmouth and the surrounding area they generated 9163 attendances. Breaking this down further **1566 of the 2693 are from Portsmouth postcode areas PO1-PO6**, accounting for 6088 of the 9163 attendances.

- 15% (409) of our patients who attend the clinics at St Mary's, Lake Road, Eastney Health Centre and Cosham Health Centre are likely to have an existing ulceration, a newly healed ulceration or are at a **very high** risk of ulceration. These patients are typically seen by the service every two to three weeks. For patients in the PO1-PO6 postcode this is 13% (210).
- 15% (399) of our patients who attend the above clinics are likely to be considered high risk of ulcerating without regular care. These patients are typically reviewed between four and eight weeks depending on the nature of their current foot condition. For patients in the PO1-PO6 postcode this is 15% (238).
- 33% (880) of our patients who attend the above clinics are considered to be at moderate risk of developing a foot complication without regular care. These patients are typically seen every nine to sixteen weeks depending on their current foot condition. For patients in the PO1-PO6 postcode this is 41% (636).
- 37% (1005) of our patients who attend the above clinics only have one appointment or a short course of treatment. They do not remain within the service and are usually low risk

patients receiving advice, or nail surgery for painful conditions. For patients in the PO1-PO6 postcode this is 31% (482).

## Engagement

In recognition of the challenges from both HOSP and Healthwatch Portsmouth, Solent NHS Trust commenced engagement at the start of November 2019, this concluded at the end of January 2020.

There were 11 engagement sessions run in Cosham Health Centre, Eastney Health Centre, Lake Road Health Centre and the Turner Centre at St James, please see Appendix 7 for full details of thematic feedback. In addition there was media coverage which included an article in the news and a radio interview. There was a dedicated email address and a dedicated phone number set up to enable patients who didn't wish to attend a face to face engagement session to share their views. Healthwatch Portsmouth operated as a critical friend attending nearly all engagement sessions that were run, and the service met with Pompey Pensioners and undertook a tour with their representatives of the new site at St Mary's Community Health Campus.

All patients currently accessing our services received letters informing them of the proposed changes and offering them the opportunity to attend an engagement session or share their views with us over email or through the dedicated telephone number.

The trust has been delighted with the level of engagement from patients; the quality of the discussions that were held and the feedback those patients and their carers provided to us. We recognise that Purdah fell at the start of our engagement, which hindered some of our publicity, however we were heartened by the take up. In total two hundred and fifty five patients and seventeen carers shared their thoughts about our proposal. One hundred and fifty-nine patients and their carers attended our engagement sessions. The breakdown of attendances per site is detailed below:

- Lake Road: 59 patients and 4 carers
- Cosham Health Centre: 49 patients and 8 carers (plus one support dog)
- Eastney Health Centre: 51 patients and 5 carers

A further ninety-six patients got in touch through our dedicated email, letter or phone line: the breakdown is below.

- 34 phone calls
- 61 emails
- 1 letter

At our early engagement sessions we asked if there would be interest in participating in a tour of the new facility at St Mary's; forty-one patients expressed an interest in attending with 18 patients and carers attending one of the six tours offered.

Solent NHS Trust are also running engagement sessions to the fee paying service, TipToe, offering the same access via telephone and email for this patient cohort. This is a non-NHS Service, which generates additional income for Solent NHS Trust.

Appendices 1-5 include examples of Solent's engagement communications with patients likely to be affected by the proposal.

The trust as also undertaken engagement with the patients from the fee paying service Tiptoe and this has informed our proposal.

## Parking

A major theme of the engagement was in relation to parking. Solent has undertaken a major review of parking as part of the development of a new Access & Transport policy with a key focus on managing the limited number of parking spaces available at our sites and to implement sustainable transport solutions. We recognise that sufficient parking for patients and visitors is a key fundamental requirement but we also have a need to ensure that staff are able to access their place of work as easily as possible and we are working hard to ensure that we can deliver these requirements across our Trust.

At St Mary's Community Hospital Campus (SMCHC) we have recently completed a major refurbishment of large parts of the site that has increased the clinical and non-clinical activity that inevitably increases the number of patients, visitors and staff using the site. As part of that work information on the projected increase in patient and staff activity was undertaken and was considered as part of the changes to both on-site and off-site parking. Through the new Access & Transport policy new eligibility criteria in terms of staff parking has been implemented and the number of staff permits for the available spaces on the hospital site has been reviewed to ensure that priority for parking on the site is given to our patients and visitors. Regular review of the parking usage is being undertaken and analysis of that data will be used to assess any changes that may be required to further improve patient/visitor parking.

The table below shows the changes that have been implemented at this early stage:

Space Type	Pre Phase 2	Post Phase 2	Change
Patient/Visitor	140	147	7
Disabled/Accessible Parking	22	31	9
Staff	74	84	10
Staff Drop Off 1 hour bays	10	0	-10
Staff Drop off 2 hour bays	0	6	6
Pool Cars	0	3	3
<b>Totals</b>	<b>246</b>	<b>271</b>	<b>25</b>

St Marys Health Campus has suffered in recent history with a shortage of car parking. This was partly a result of the historic disposal of excess parking land by previous owners of the site, and partly due

to the increased volume of traffic onto the site. In order to alleviate some of this pressure a decision was made to temporarily lease 50 spaces at the nearby HMP Kingston prison. This provided some alternative to the on-site congestion, and alleviated some of the staff pressure. Following the closure of this site we moved our off-site parking to Portsmouth Football Club (Fratton Park) in January 2019 following agreement with them. The available parking spaces were increased to 105 with an option to take a further 95 spaces in stages if required, this decision was taken with consideration to the challenges being experienced on the site at that time and also for changes that would be taking place at SMCHC once the redevelopment had been completed.

As can be seen additional off site staff parking has been provided to ensure we are able to provide sufficient patient and visitor parking and the use of the car parking facilities are monitored on a daily basis, and further changes will be made if necessary to ensure we maintain sufficient spaces for patients and visitors.

Off Site Staff Parking			
Location	Spaces	Spaces	Change
Kingston Prison	50		
Fratton Park - Stage 1		105	
Increase			55
Fratton Park - Stage 2		150	
Increase			100
Fratton Park - Stage 3		200	
Increase			150

Enforcement is in place to monitor the parking to ensure that staff park in accordance with the site requirements.

To support staff that are now required to park off site and to support our sustainable transport solution we have set up a car club with vehicles available from SMCHC for staff to use to ensure they are still able to easily access our patients who are seen in the community rather than at the hospital.

No additional cycle facilities were provided through the redevelopment scheme as the current facilities were identified as being underutilised, however we are reviewing this as there are opportunities to promote cycle to work and travel to the site by visitors.

### What Next

We are regularly reviewing the usage of the parking on the hospital site and are able to vary the allocation of spaces where it is clear that improvements could be made to support patient and visitor parking.

We are progressing an option to provide a 'Liftshare' scheme that would seek to encourage staff to car share and would further support our vision to reduce the number of vehicles coming into the city on a daily basis whilst providing an opportunity to further review the allocation of spaces on the hospital site.

We are progressing a cycle to work scheme and are discussing the new cycleway schemes being proposed by Portsmouth City Council and how we may be able to link into those. We are also exploring opportunities that the 'My Journey' scheme and grant funding opportunities that other

organisations could provide in terms of increasing our current cycle storage capacity and other support to cyclists.

#### Key Facts:

Prior to the recent changes the site had 246 spaces available on the site allocated as indicated below:

- 140 for patient/visitor designated areas
- 74 all day for staff
- 10 drop off bays with 2 hour maximum stay for staff
- 22 disabled

For the 84 spaces within the site allocated for staff parking 456 staff parking permits had been issued giving a ratio of 5.42:1 against the spaces allocated for staff and this had a significant impact of the availability of parking spaces for staff and visitors and was not sustainable and was considered in our review of the requirement for off-site parking for staff.

We have c.900 staff that have SMCHC as their base and between Solent and our partner organisations have identified c. 425 staff who meet the eligibility criteria for a parking permit, this may increase to c. 460.

Following the recent changes there are 271 spaces available on the site and these are allocated as follows:

- 147 for patient/visitor designated areas
- 87 for staff (includes space for 3 pool cars)
- 6 staff drop off spaces with a maximum 2 hour stay
- 31 disabled

With 84 staff car parking spaces available at SMCHC we have a significant gap for our staff parking requirement. In addition to the 84 staff spaces at SMCHC we currently have 105 spaces available at Portsmouth Football Club (PFC) giving us a total of 189 available parking spaces for staff. We are issuing a total of 378 permits for these 189 spaces at a ratio of two permits per space, this ratio has been assessed given we have shift working and community teams on the site and this is being monitored to check the ratio of permits to spaces is working and may need to be changed. We have agreement with PFC regarding taking up to a 95 additional parking spaces from them to accommodate our requirement for staff parking if required.

Solent NHS Trust will continue to work with Portsmouth City Council around influencing the provision of bus routes alongside the frequency of these bus routes that service the St Mary's Community Health Campus for the benefit of patients, visitors and staff.

#### **Revised Proposal to HOSP**

Following engagement with patients and stakeholders Solent NHS Trust has revised the original proposal which suggested the centralisation of all 3 sites to St Mary's Community Health Campus.

We have considered three options (which can be found in appendix 6), and feel that the option that responds to the concerns that patients raised, alongside the safety and operational imperatives that the service has is **option 3**. Solent NHS Trust is requesting acceptance from HOSP of this recommendation.

This option proposes retaining a Podiatry service at Cosham Health Centre, and providing a slightly scaled back provision at Lake Road Health Centre and Eastney Health Centre. Cosham Health Centre would continue to operate on the current basis of 3 days a week whilst Lake Road Health Centre would reduce to 1 day per week (compared to the current 2 days) with Eastney Health Centre remaining as it currently is at half to one day a week. This option would require the more complex work that was being delivered on these sites to be transferred to St Mary's though routine and non-complex work would be retained, The based on patient feedback and using current appointment data to ensure right care right place right time. There would be no loss of capacity as a consequence of this option.

#### Benefits:

- This would support patients that would genuinely have difficulties in attending St Mary's CHC so they are not disadvantaged and continue to receive podiatry care.
- Staff will be able to rotate through St Mary's CHC for up skilling in specialist skills and have the access to team working including mentoring students or junior members of staff and senior staff for complex clinical support. This would create an environment for supporting retention and development of staff along with improving and health and wellbeing.
- Access to St Mary's CHC allows more specialist services or podiatrists to improve patient care and facilities for joint appointments (i.e. ulcers and offloading) and modern facilities to be able to provide specialist care for patients such as MSK and Nail surgery. There is the added opportunity of working more closely with services such as the Enablement Centre, which is also based on the St Mary's site to streamline appointments for patients.
- All the benefits of centralising the whole service may be felt however, on a smaller level for example, the improvement in efficiencies of appointments and skill mix may not occur on a larger scale apart from those seen at St Mary's CHC.
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#### Risks:

- Continuing to use clinical rooms in other sites which are not purpose built for Podiatry care which could lead to infection control issues and poor care; this will be mitigated wherever possible by working closely with infection control and estates teams.
- Continued issues with booking appointments and offering timely appointments in instances of sickness/clinic cancelations; this will be mitigated by working closely with our single point of access team and having more appointments on the St Mary's site will improve our ability to flex our capacity.
- Potentially, poor support for staff affecting health and wellbeing, reduced training possibilities, staff recruitment and retention when working at sites other than St Mary's CHC, we anticipate that this will be mitigated by staff rotating through all environments.



- There remains the requirement for patients to travel to multiple sites for different care in podiatry dependant on needs and care plans, however this was an inherent risk of the previous service model which saw the Turner Centre operating as the Podiatry hub, and remains unchanged with the move of this work to St Mary's Community Health Campus.

This recommendation was arrived at following the volume of support that there was for the service at Cosham Health Centre to remain open. Patients from the local area explained that this service supported them to maintain their independence; in addition the facility is serviced by both bus and rail transport links and is adjacent to the M275 and M27. Patients from outside the city advised us that this was a preferred location as they did not require to travel in to the city, and considering the challenge to Solent NHS Trust about the green agenda within Portsmouth City, maintaining this site would ease the burden on travel in to the city centre from Podiatry patients.

The majority of patients who spoke to us, or shared their views with us from Eastney Health Centre and Lake Road Health Centre were unconcerned about accessing St Mary's Community Health Campus. Whilst there were some individual cases that felt traveling to the site would be more difficult, the majority of patients felt that a move to St Mary's Community Health Campus would be acceptable.

### **Savings and Costs**

This proposal would generate a small saving of **£66,538.56** which would be a cost improvement plan for the Podiatry service, contributing to the 4 year system financial plan for Health and Care in Portsmouth.

HOSP previously asked what the cost of a move would be from our estates; this would be around £750 exc VAT, per site, however given our recommendation to retain the existing premises it is not anticipated that this cost would be incurred.

### **Next Steps**

Should HOSP accept the recommended option – option 3, to retain services at Cosham, and provide a slightly scaled back provision at Eastney and Lake Road the trust would stand up a mobilisation project to manage the transition between the four sites. We envisage that these changes would take between 3 months and 6 months to enact due to lease arrangements.

The trust will write to all patients impacted by the changes to inform them of the outcome of our engagement.

The Podiatry service will work with colleagues in estates around the estate at Cosham Health Centre, Eastney Health Centre and Lake Road.

We will revise our standard letter to help improve wayfinding for patients; this will include information on which entrance to use, and the bus routes that are accessible directly outside of the St Mary's Community Health Campus.

We will work with our Single Point of Access and our staff to improve the way appointments are offered to patients, to encourage choice of site, where clinically appropriate, for our patients.

## Appendices

### **Appendix 1- example of invite to engagement session:**

27<sup>th</sup> November 2019

Podiatry Service Administration Team  
1<sup>st</sup> Floor, Adelaide Health Centre  
Millbrook  
Southampton  
SO16 4XE  
[www.solent.nhs.uk/podiatry](http://www.solent.nhs.uk/podiatry)

Dear

#### **Proposed Relocation of Portsmouth's Podiatry Services**

We recently wrote to you, inviting you to attend one of our engagement events. As a current user of Solent's Podiatry Services, we would like to give you another opportunity to attend an event, if you have been unable to attend so far:

- Tuesday 3<sup>rd</sup> December 2019 at 10am until 11am, or 11am till 12pm at Eastney Health Centre
- Tuesday 17<sup>th</sup> December 2019 at 10am until 11am, or 11am till 12pm at Lake Road Health Centre
- Tuesday 17<sup>th</sup> December 2019 at 1pm until 2pm, or 2pm till 3pm at Cosham Health Centre

To book place to attend an event please contact us on 02380 540124 or email [podiatrypatientengagement@solent.nhs.uk](mailto:podiatrypatientengagement@solent.nhs.uk)

These engagement events are an ideal platform for us to listen to your feedback and views with regards to the suggestion of centralising the Solent Podiatry Service within Portsmouth City. The proposal would be to relocate all current Portsmouth City clinical sites to the newly refurbished Block B at St. Mary's Community Health Campus. Current city Podiatry sites include Eastney Health Centre, Lake Road Health Centre and Cosham Health Centre.

St. Mary's has recently benefitted from a £10.3M redevelopment, including a new podiatry hub, which benefits from a modern, welcoming environment. Bringing our podiatry colleagues together from across Portsmouth will enable us to offer you an increased number of appointments with a wider range of dates and times. This would also give full access to the whole range of podiatry specialists, providing you with an even better service and reducing the need for repeat visits. Our podiatry service includes the following specialities; nail surgery, routine/preventative care, foot ulcer management, high risk foot musculoskeletal management.

If you are unable to attend one of our events and have any queries, please contact us on 02380 540124 or email [podiatrypatientengagement@solent.nhs.uk](mailto:podiatrypatientengagement@solent.nhs.uk)

Yours faithfully

*Debra O'Brien*

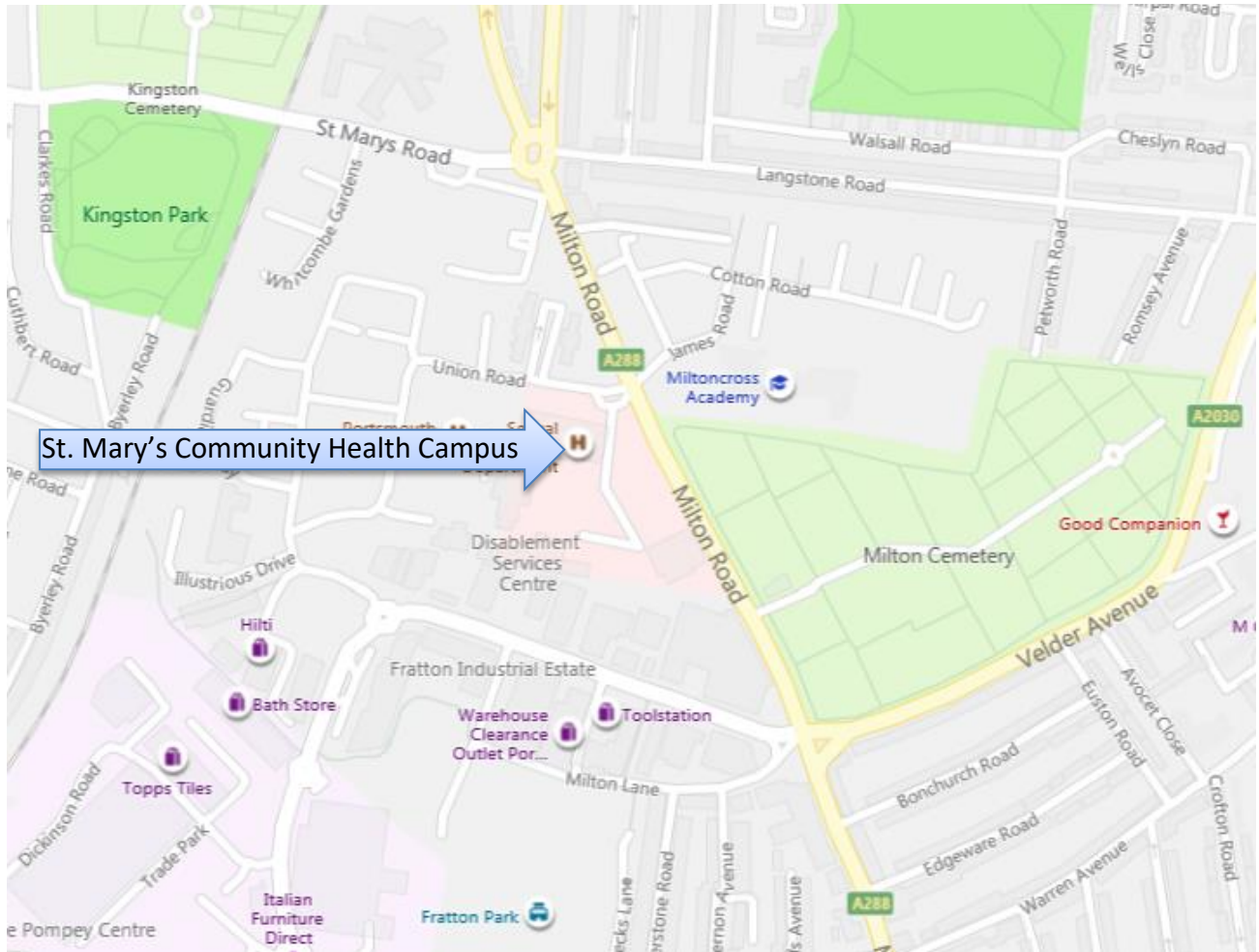
Podiatry Senior Operational Lead

*(sent with St Mary's Patient guidance leaflet)*

## Appendix 2- St Mary's guidance leaflet given to patients in appointment letters or when attending engagement session (3 pages)

### Map showing location of St Mary's Community Health Campus

Location of St. Mary's Community Health Campus



### Parking on site

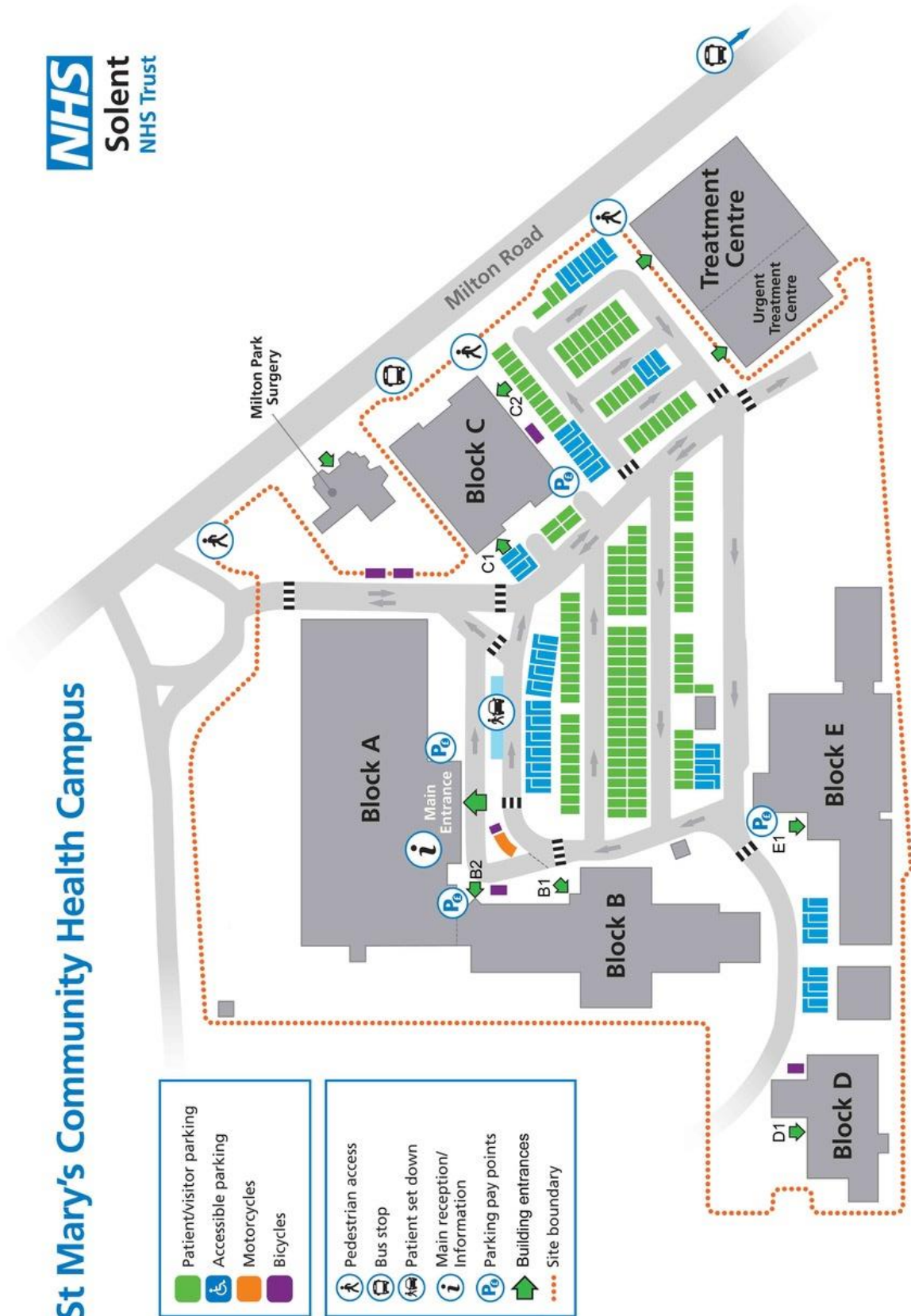
Blue badge holders may park on site at St. Mary's Community Health Campus, free of charge. Please ensure you register with main reception on arrival.

### Suggested bus routes

There are a number of bus services in the local area. You can find out about these and other methods of transport in Portsmouth by visiting [www.myjourneyportsmouth.com](http://www.myjourneyportsmouth.com)

Closest bus stop includes *St. Marys hospital SE* and *St. Marys hospital NW* on Milton Road which are serviced by First Bus routes 2 and 17.

## St Mary's Community Health Campus



**To access Podiatry:**

1. Go to Block B
2. Use Entrance B2



3. Go up to the First Floor Outpatients using the lift or stairs *(if you need assistance please seek main reception in main hospital entrance)*
4. Book in at First Floor Outpatients Reception







# Turner Centre Closure: Podiatry

The Turner Centre at St James Hospital will close on Monday 16 December 2019. From this date onwards your podiatry appointments will be held at:

Podiatry  
First Floor Outpatients  
Block B: Entrance B2  
First Floor  
St Mary's Community Health Campus  
Milton Road  
Portsmouth  
PO3 6AD

Any queries contact us on:

Tel: 02380 540124

Email: [podiatrypatientengagement@solent.nhs.uk](mailto:podiatrypatientengagement@solent.nhs.uk)



#### Appendix 4- example of invite to tour

Podiatry Service Administration Team  
1<sup>st</sup> Floor, Adelaide Health Centre  
Millbrook  
Southampton  
SO16 4XE  
[www.solent.nhs.uk/podiatry](http://www.solent.nhs.uk/podiatry)

Dear

#### **Tour of St Mary's Community Health Campus**

Thank you for attending one of our engagement sessions or contacting us regarding the proposal to move our Portsmouth City Podiatry services to St Mary's Community Health Campus. You expressed an interest in viewing the new department and we would like to extend an invitation to you to visit the new site.

The department will be open for viewing on the:

- 20<sup>th</sup> of December 2019 at:
  - 1pm until 2pm
  - 2pm until 3pm
  - 3pm until 4pm
  
- 3<sup>rd</sup> of January 2020 at:
  - 10am until 11am
  - 11am until 12pm
  - 1pm until 2pm
  - 2pm until 3pm

As there are limited places available if you would like to attend, please contact us on 02380 540124 (available 9am until 4pm) or email [podiatrypatientengagement@solent.nhs.uk](mailto:podiatrypatientengagement@solent.nhs.uk) , places will be allocated on a first come basis.

If you do not contact us we will assume you do not wish to attend and you will not be booked a space.

Yours faithfully

*Debra O'Brien*

Podiatry Senior Operational Lead

*(sent with St Mary's Patient guidance leaflet)*



## Appendix 5- example of invite to Fee-paying engagement sessions



11<sup>th</sup> February 2020

**Fee Paying Podiatry Service**  
The Administrative Office  
First Floor, DSU Building  
St Mary's Community Health Campus  
Milton Road  
Portsmouth  
PO3 6AD

Dear

### **Proposed Relocation of Portsmouth's Podiatry Services**

You may have received a letter from us last month regarding Solent NHS Podiatry Service looking at clinic usage in Portsmouth City and considering a proposal to relocate current Portsmouth City clinical sites to the newly refurbished Outpatient Department in Block B at St Mary's Community Health Campus.

We offered the opportunity to give us your thoughts and feedback. If you are planning on attending an engagement session on 18<sup>th</sup> February, have contacted us already by phone or email, or you do not wish to give any feedback there is no need to respond. However, if you are interested in attending an engagement session or would like to know more or comment on the proposal, please read through the background information including engagement dates and contact us using the details below.

St. Mary's has recently benefitted from a £10.3M redevelopment, including a new NHS podiatry hub which benefits from a modern, welcoming environment. This facility replaces the Turner Centre hub, St James Hospital, which was closed and relocated in December 2019, following the sale of the site at St James Hospital.

As our Tip Toe Services utilise the sites that Solent NHS Podiatry Service use, it may affect where we can offer appointments in the future. Current city Podiatry sites include Eastney Health Centre, Lake Road Health Centre and Cosham Health Centre. Some of you may in the past have used St Mary's Community Health Campus, which was temporarily closed to enable the refurbishment works, but which has been up and running again since January 2020 for Tip Toe clinics within the brand new rooms and facilities in the Outpatient Department.

We would like to give you the opportunity to attend one of our engagement events:

- Friday 6<sup>th</sup> March 2020, 10am until 11am or 11am until 12pm at Lake Road Health Centre
- Friday 6<sup>th</sup> March 2020, 2pm until 3pm or 3pm until 4pm at Eastney Health Centre
- Monday 9th March 2020, 10am until 11am or 11am until 12 pm at Cosham Health Centre

These engagement events are an ideal opportunity for us to listen to your feedback and views with regards to the suggestion of centralising some of the Solent Podiatry Service within Portsmouth City and whether this would affect you in attending our Tip Toe Service.

To book place to attend an event please contact us on 02380 540124 (between 9.30am and 4pm) or email [podiatrypatientengagement@solent.nhs.uk](mailto:podiatrypatientengagement@solent.nhs.uk).

Alternatively if you would like to share your view with us, but are unable to attend one of our events then we would be happy to hear from you, please use the dedicate email address [podiatrypatientengagement@solent.nhs.uk](mailto:podiatrypatientengagement@solent.nhs.uk) or the dedicated contact number 02380 540124 (between 9.30am and 4pm) to get in touch with the service. Should you have any other queries please email or call us on the above contact details.

Yours faithfully

*Robyna King*  
Business Development Manager

## **Appendix 6 -Options Appraisal**

### **Option 1 - No change to current clinics**

This would mean Podiatry continue to work in our current city sites (including Cosham Health Centre, St Mary's CHC, Lake Road Health Centre and Eastney Health Centre) as well as St Mary's.

#### **Benefits:**

- Patients can continue to attend the sites they wish to with no change

#### **Risks:**

- Continuing to use clinical rooms that aren't purpose built for Podiatry care which could lead to infection control issues and poor care
- Continued issues with booking appointments and offering timely appointments in instances of sickness/clinic cancellations
- Poor support for staff affecting health and wellbeing, reduced training possibilities, staff recruitment and retention.
- Reduced facilities for specialist care for patients
- Increased travel to multiple sites for different care in podiatry dependant on needs and care plans.
- Multiple appointments required for patients seeing multiple services or different podiatry specialists across different sites, increasing patient appointment fatigue. This in turn may continue to affect DNA rates negatively and patient disengagement.
- Financially more expensive to continue all sites to continue as they are in Portsmouth City for podiatry therefore impacting on the service and the budget.
- There remains the requirement for patients to travel to multiple sites for different care in podiatry dependant on needs and care plans, however this was an inherent risk of the previous service model which saw the Turner Centre operating as the Podiatry hub, and remains unchanged with the move of this work to St Mary's Community Health Campus.

### **Option 2 - Consolidate all Portsmouth City Podiatry Sites into St Mary's Community Health Campus.**

The Hub design would see all 3 locations currently operational, brought into one hub on the main St Mary's CHC site.

Benefits of the proposal to create a centralised Podiatry Hub include:

- Being able to provide care in 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 a varied skill mix such as Specialist Podiatry that could 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.
- 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 supply through Patient Group Directions (PGDs) and 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, Orthotics/Prosthetics and Phlebotomy.
- Reduced number of appointment required as multiple skills and services available in one site, minimizing patient appointment fatigue. This in turn may reduce DNA rate and patient disengagement.
- The facilities on site with a varied skill mix of staff could improve the training of staff.
- Staff and student education and rotation supporting current and future workforce planning within an environment of gold standard care and educational opportunities
- By 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 apprenticeship.
- By employing a mixed skill and specialist treatment option all on one site, it will create Employee annual leave and sickness cover, ensuring service continuity.
- There would be no risk to employees through lone worker arrangements
- Could release finance from reducing license/lease costs which Solent NHS Trust incurs, with Possibility to identify recurring savings in the service by improving efficiency and utilising lower banded staff with senior staff to support.

Risks:

- Some patients not engaged in care as do not wish to travel further for appointments in Portsmouth City.
- Potentially patients would find it more difficult to get to appointments including increased time for travel, public transport use, parking cost and taxi costs.

Risks:

- No choice of location for patients.
- There remains the requirement for patients to travel to multiple sites for different care in podiatry dependant on needs and care plans, however this was an inherent risk of the previous service model which saw the Turner Centre operating as the Podiatry hub, and remains unchanged with the move of this work to St Mary's Community Health Campus.

### **Option 3 – Maintaining a provision at Cosham Health Centre;**

This proposal would be to maintain a presence at Cosham Health Centre, on the current basis of 3 days a week whilst also maintaining a slightly scaled back provision at Lake Road Health Centre of 1 day per week (compared to the current 2 days) and Eastney Health Centre which would remain as it currently is at half to one day a week. This option would see the care no longer provided within these settings transferred to St Mary's based on patient feedback and using current appointment

data to ensure right care right place right time. There would be no loss of capacity as a consequence of this option.

#### Benefits:

- This would support patients that would genuinely have difficulties in attending St Mary's CHC so they are not disadvantaged and continue to receive podiatry care.
- Staff will be able to rotate through St Mary's CHC for up skilling in specialist skills and have the access to team working including mentoring students or junior members of staff and senior staff for complex clinical support. This would create an environment for supporting retention and development of staff along with improving and health and wellbeing.
- Access to St Mary's CHC allows more specialist services or podiatrists to improve patient care and facilities for joint appointments (i.e. ulcers and offloading) and modern facilities to be able to provide specialist care for patients such as MSK and Nail surgery. There is the added opportunity of working more closely with services such as the Enablement Centre, which is also based on the St Mary's site to streamline appointments for patients.
- All the benefits of centralising the whole service may be felt however, on a smaller level for example, the improvement in efficiencies of appointments and skill mix may not occur on a larger scale apart from those seen at St Mary's CHC.
- Some finances could be released from reducing our leases from 5 days at Eastney, Lake Road and Cosham Health Centre.

#### Risks:

- Continuing to use clinical rooms in other sites which are not purpose built for Podiatry care which could lead to infection control issues and poor care; this will be mitigated wherever possible by working closely with infection control and estates teams.
- Continued issues with booking appointments and offering timely appointments in instances of sickness/clinic cancelations; this will be mitigated by working closely with our single point of access team and having more appointments on the St Mary's site will improve our ability to flex our capacity.
- Potentially, poor support for staff affecting health and wellbeing, reduced training possibilities, staff recruitment and retention when working at sites other than St Mary's CHC, we anticipate that this will be mitigated by staff rotating through all environments.
- There remains the requirement for patients to travel to multiple sites for different care in podiatry dependant on needs and care plans, however this was an inherent risk of the previous service model which saw the Turner Centre operating as the Podiatry hub, and remains unchanged with the move of this work to St Mary's Community Health Campus.

## Appendix 7 – Engagement Feedback

Themes	Cosham	Eastney	Lake Road	Mitigation
Parking	<p>Cost of parking at St Mary's Community Health Campus patient raised as a concern as it is free in Cosham Health Centre.</p> <p>Some patients' feedback that they have struggled find a parking space at St Mary's compared to Cosham Health Centre.</p>	<p>Some patients expressed concern around the existing parking provision at Eastney which is all on public roads; for patients with mobility issues this was a concern.</p>	<p>Cost of parking at St Mary's Community Health Campus patient raised as a concern as it is free in Lake Road Health Centre.</p> <p>Some patients raised the car park at St Mary's is not user friendly.</p> <p>Some patients feedback they have struggled find a parking space at St Mary's compared to Lake Road Health Centre, others raised they have been finding it more difficult to park at Lake Road Health Centre recently and struggle to park on the side roads.</p>	<p>Mitigation around car parking is outlined in full in the proposal.</p> <p>This includes managing staff car parking provision as well as improved monitoring of the current car parking provision.</p>
Transport	<p>Patients expressed Cosham was an easier site to access as would need 2 buses to attend St Mary's Community Health Campus or sites in their local area in Havant or Waterlooville. Travel would be more difficult on mobility scooters for those that use them from the cosham area as may not be able to travel as far as St Mary's Community Health Campus.</p> <p>Longer distance and into the city with traffic would increase the length of time it would take to attend appointments.</p> <p>Some patients who advised they get taxis to appointment raised concerns of the increased cost of travel as would be a longer distance.</p> <p>Some patients advised they would be happy to go to either cosham or St Mary's as they are still easier to get to from where they lived in Waterlooville rather than Oak Park Community Clinic and Waterlooville Health Centre as more difficult on the bus.</p>	<p>The majority of patients at Eastney advised that they either travelled past St Mary's to get to Eastney, or could continue on their bus from Eastney to SMCHC, and had limited concerns about this.</p> <p>Some patients expressed a clear preference for SMCHC.</p> <p>Some patients expressed a concern about the cost of parking at SMCHC (free for blue badge holders) and concerns about parking space availability.</p> <p>A minority of patients expressed that loss of Eastney would mean a loss of independence.</p>	<p>Some advised they were unable to get to St Mary's easily by bus without changing buses, others who lived on good bus routes could get to St Mary's easily. Some advised they found it difficult to get to Lake Road Health Centre by bus also.</p> <p>Some raised they used mobility scooters so would be able to get to St Mary's easily</p> <p>Some were concerned of getting taxis if at busy times of the day to St Mary's or any sites because sometimes they were unable to book in advance.</p>	<p>Some transport concerns could be mitigated by use of:</p> <p>*Salvation Army Patients Transport service</p> <p>*Volunteer Driver Scheme</p> <p>Discussed with patients the possibility of requesting appointments from late morning on as bus passes are not valid early in the morning. Podiatry service will work with the Single Point of Access to identify this barrier to access.</p>
Overall view of SMCHC	<p>Majority of patients did not wish to go to St Mary's Community Health Campus unless they lived into the City as from our sessions a lot of patients attend Cosham live outside of Portsmouth and in surrounding area including; Portchester, Havant, Leighpark, Lovedean, Waterlooville and Drayton and more into South East Hampshire. They use cosham as the transport links are much improved often only requiring one bus and the bus stop is just behind the health centre.</p> <p>A patient raised that she brings her husband who has dementia who finds new environments distressing and confusing.</p> <p>Some patients did raise they can see having new facilities would help with their care when they need specialist advice and treatment and maybe that working in a central hub would be more financially viable. However the travel would make it more difficult to get there.</p>	<p>The majority of patients at Eastney were not concerned, or happy to attend SMCHC, with many of them expressing a preference for the SMCHC site.</p>	<p>Majority happy to attend SMH for clinic and a lot of patients booked their next appointment at St Mary's Community Health Campus whilst at the engagement session</p>	<p>The preferred option retains service provision at all sites, mitigating the requirement for all patients to access SMCHC.</p>

General feedback from all areas	
<b>HWP Feedback</b>	<p>The patient engagement sessions gave good clear information about proposed service changes that were not decided upon as yet.</p> <p>"It is good that patients have been offered a say, so many decisions are made without consultation" - a patient view expressed during an engagement event at Eastney Health Centre</p>
<b>Service Feedback</b>	<p>Positive feedback regarding podiatry care. Many patients raised they were very happy with the care they have received and that they have feedback to us because they want to make sure they can continue to see podiatry for the important foot care they need. Some comments included:</p> <p>'I would be happy to attend St Marys would go anywhere if needed my feet checked even Southampton as they are very important to me'</p> <p>Spoke to wife and patient who wanted to thank podiatry for our care over the years.</p> <p>Patient fed back that the podiatrists have been 'so helpful looking after my feet</p> <p>Continuity of patient and clinician was important to some.</p>
<b>Environment</b>	<p>A patient reported they would like to attend a nice modern building at St Mary's CHC compared to Lake Road Health Centre and Cosham Health Centre and that it would be beneficial to see all specialists available in one site.</p> <p>A Patient who attended one of our engagement sessions thought it was 'a good thing' moving to St Marys CHC and he says 'we are doing this for the patients'. He goes to Lake road and says 'the rooms are small and pokey with no windows which isn't very nice'. He would like to come to St Mary's in the future.</p> <p>Another patient advised they felt St Mary's CHC would be better with new purpose built facilities.</p> <p>A patient who has recently attended St Mary's CHC did not like being in a 4 bed bay and would have preferred to have a single room. It was advised we have a mixture of room types available at St Mary's CHC include 4 bed bays and single rooms, compared to Turner Centre which was only a 4 bed bay and our other health centres which are all single rooms. Patients can ask to be seen in single rooms if they wish to - the service have offered to include this on future patient information leaflets.</p> <p>One patient would like to be informed if they were going to be treated by a student podiatrist at SMCHC so that they could ask for a second opinion regarding footcare from a fully trained podiatrist - patient permission to be treated by a student is sought before treatment, and student will be supervised by qualified podiatrist.</p>
<b>Appointment/Booking System</b>	<p>Some patients feedback difficulty in getting routine appointments due to those being cancellations for sickness. With working in fewer sites, efficiency of appointments could be improved as could be more flexible with moving appointments to other clinicians with cancellations or gaps on the day.</p> <p>A patient asked to have notes on their record to say they would prefer a call back for their next appointment rather than a letter. They were advised a note could go on their records for this.</p> <p>Some patients asked if they could be on a cancellation list to be able to get an appointment sooner.</p> <p>Some patients raised that it would be helpful to be at St Mary's CHC as they were advised there were services such as Physiotherapy, Phlebotomy, Pulmonary Rehab Services, Falls Clinic and the Enablement Centre. So they explained they could see the benefit of having all appointments on one site.</p> <p>The screens/system used by podiatrists contain many notes about the patients particular condition but the podiatrists always ask for the whole story which is perceived to waste time - it is routine practice to ask people for their medical history and to ask if anything has changed to ensure that nothing is missed.</p>



## **Appendix 8 – Communications and engagement plan**

### **Portsmouth Podiatry Service**

#### **Communications and Engagement plan**

##### **Introduction**

**Solent NHS Trust is engaging with Podiatry service users regarding the move the podiatry services from the Turner Centre, St. James to St. Mary's Community Health Campus, due to the trust begin given notice to leave 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 other 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 patient care. Whereas the current system constrains the utilisation of the current skill mix by need a higher grade podiatrist to be located at all sites during clinic, the new hub will enable lower grade staff to assist with complex patient care, due to higher grade supervision and support 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.**

**The patient experience is expected to 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.**

**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.**

**There can be no doubt that 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. 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 caseload of patients seen by the service present is complex and challenging; whilst the Trust is keen to be at the forefront of the drive to reduce hospital admission and lower amputation rates, time pressures due to lone working do not help.**

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 NG19 guidance, 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 by 13 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 PGHD's 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 Band 3's, 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 firmly in place, ensuring 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**

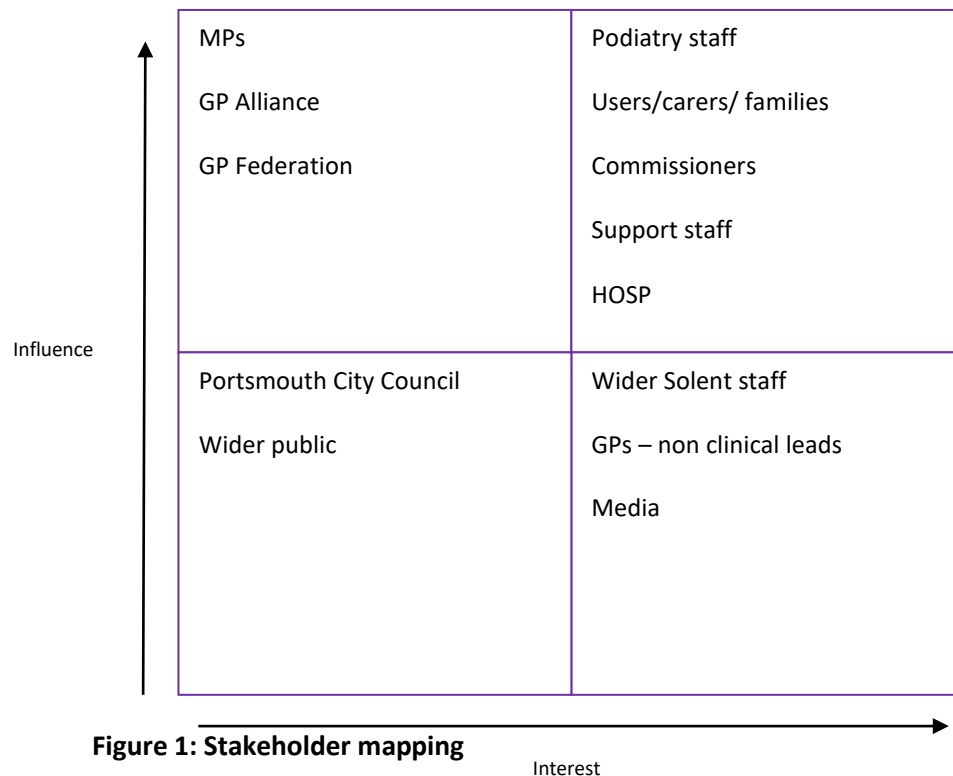
### **Key stakeholders**

**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:**

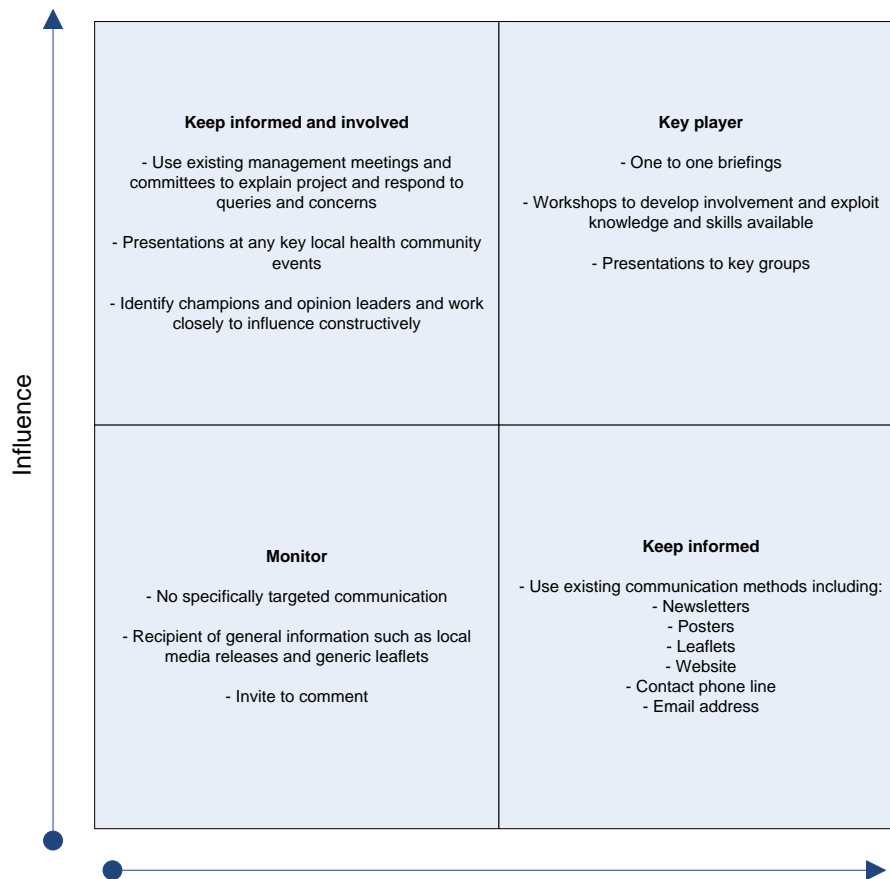
- **Podiatry and affiliated administration teams at all locations.**
- **Portsmouth City Council**
- **PCC Ward Councillors and Health Portfolio holder**
- **Portsmouth MPs**
- **Portsmouth City CCG**
- **Current service users and their families or carers**
- **GPs**
- **GP federation/ alliance**
- **Portsmouth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

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 Podiatry specialists 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.
- 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.
- 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: 28/02/2020

*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	
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 engagement strategies and rationale.	FG	
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	
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	HOSP	Visit to SMCHC site by HOSP members.	Service	
January	Patient Visits	Patient visits to SMCHC to inspect premises.	Service	
January	Healthwatch	Continue initial engagement activity programme and review meeting with Portsmouth Pensioners Association.	Service	
February	Patients	Tiptoe service patient engagement events at all operational sites.	Service	
February	Patients	Feedback to patients in February through a one off engagement event at SMCHC.	Service	
February	Healthwatch	Review communications and engagement activity, along with patient feedback.	Service	
March	HOSP	Feedback to HOSP re patient engagement events	Service	
Date to be confirmed	GPs	GP Tiptoe Newsletter and SMCHC update	FG	



## **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 (Portsmouth)**

**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 and updated Communications and Engagement Plan: 28 February 2020**