

The Kirkwood

Using people's opinions and experiences to shape future services

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Our work at a glance

Why we did this work

The Kirkwood got in touch with Healthwatch Kirklees to ask if we could support them to gather feedback about their services. They have recently rebranded and have many new plans for the service. The Kirkwood felt that working in partnership would help them to reach more people and, as Healthwatch Kirklees is an independent organisation, people would feel comfortable giving us their views.

What we did

We asked people to complete two surveys designed by volunteers one for general public and professionals and the other for service users. We asked:

- What service users think about the services they are accessing at The Kirkwood
- What are service users' and the general public's opinions on some 'new' services they have designed?
- What services people are aware of at The Kirkwood (what people think they do?)

What people told us

The majority of people are aware of the end of the end of life care and the support/therapy groups on offer at The Kirkwood.

Some people are not aware of the full range of support services on offer, or who is eligible and how to access different services.

Overall, people feel positively about ideas for proposed new ways of offering support in the community, eg in hubs or using 'Kirkwood on Wheels'. People don't want existing services to be replaced by the new ideas.

Majority of people asked for an advice line

The Covid-19 pandemic has affected the way in which people access services at The Kirkwood; some changes have been positive such as digital access working well for some people, whereas others, such as a lack of face-to-face support groups, has had a negative impact.

How we will use people's feedback

The Kirkwood are wanting to collect this feedback as part of their plans to improve services for all and to spread awareness of their new brand name and suggested new plans for service. The feedback will help design and shape the future services.

How we will keep people up-to-date with developments?

We will publish responses alongside this report on our website.

https://healthwatchkirklees.co.uk/report/kirkwood-hospice-engagement/

We will share any developments on social media and will keep partners updated by sharing updates at relevant meetings and groups.

About Healthwatch Kirklees

Healthwatch Kirklees are the independent champion for people who use health and social care services. We listen to people, especially the most vulnerable, to understand their experiences and what matters most to them. We influence those who have the power to change services so that they better meet people's needs now and into the future. We empower and inform people to get the most from their health and social care services.

Acknowledgements

Healthwatch Kirklees would like to acknowledge and extend thanks to every person who took part in this engagement by completing the online survey or by speaking to Healthwatch staff or volunteers directly.

Healthwatch Kirklees would like to recognise and express appreciation to all the people and organisations who have worked in partnership throughout this project. This include The Kirkwood and their staff especially Sarah Shaw and Catherine Thompson. We extend a special thank you to Healthwatch Kirklees volunteers who have kindly helped us to plan, deliver and report on this piece of work: Lynne Keady, Mohamed Mowakket, Shakila Shaikh, Shania Rowe, Rayne Sutcliffe, Mariyah Patel, Salma Afzal, Lisa Hodgson.

Background

The Kirkwood are a movement of local people dedicated to caring for people in Kirklees affected by life limiting illness. Together, they offer a wider range of services designed to support patients, carers and family members at every stage of illness. They were known previously as Kirkwood Hospice, as in-patient care is one of the services provided by The Kirkwood.

These were the things The Kirkwood wanted more information on:

- How to improve services for people who currently access their services'
- To give the general public and people who currently access their service an overview of the services provided and a chance to give their views on new proposed services
- To ensure that the Clinical Services Strategy is capturing what people need and keeps the services users and community at the heart of it.
- Raise awareness of The Kirkwood for all

What we did

This project was predominantly led by our team of volunteers and at the beginning of the project we had involvement from a student on a work placement and support from some staff members.

Our volunteers did some initial research in December 2020 to find out what people knew already about the hospice, and also to gather some feedback on The

Kirkwood's website, to suggest changes to make this more user friendly. The website feedback was shared with The Kirkwood.

For this project, two surveys were designed, one for current service users and the other for the general public and professionals to get a full picture of how services are running and what people think about the new services proposed. Healthwatch Kirklees were provided with an infographic of the Clinical Services Strategy draft to understand the new proposed services. We designed an animated video to help explain the new proposed services to people in an easy, understandable way and this was to sit alongside the surveys.

The engagement took place during March 2021 which was more difficult due the Covid-19 pandemic and local and national restrictions. The engagement was predominantly online or via information shared with family, friends and contacts of the team at Healthwatch Kirklees. To make sure both surveys were accessible to as many people as possible, we shared the Healthwatch Kirklees telephone number for anyone wishing to complete a survey via the telephone if they didn't want, or were unable, to use the online links.

Both surveys were distributed through the following channels:

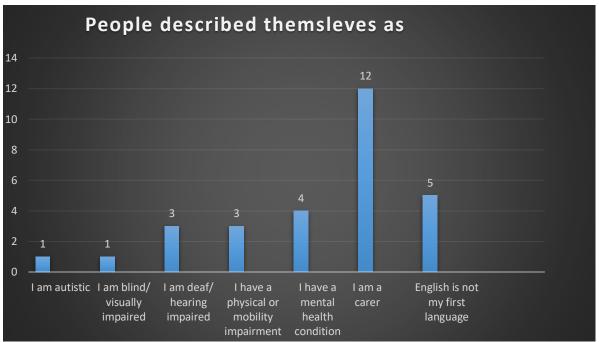
- Healthwatch Kirklees shared a sponsored survey via social media.
- The Kirkwood shared the survey via social media.
- Clinical leads from The Kirkwood spoke to service users on the telephone and completed the survey or gave the link to be completed in their own time.
- Healthwatch Kirklees staff, volunteers and the individual with us on a work placement shared the survey with their contacts and family and friends.
- A specific page on the Healthwatch Kirklees website was added.

What we know about people who engaged with us

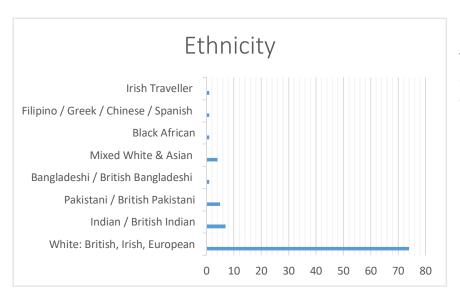
We received feedback from 147 people during the time our survey ran. 24 of these were people currently using the services of The Kirkwood. 91 people were from the general public, 8 professionals, 14 people ticking the 'other' box explained they were;

- students,
- NHS staff,
- carers,
- friends or carers of patients who had once used the service,
- Kirkwood staff members or retired staff members,
- volunteers,
- Batley and Birstall support group members
- they chose not to answer the question.

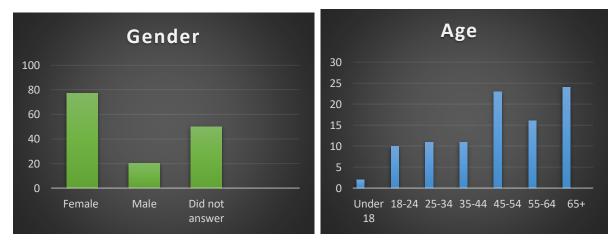
Not everyone chose to answer all of the questions, but this is what we know about the individuals who did, from both of our surveys.



14 people also told us they had a long term health condition



This is how people described their ethnicity



Here are the genders and ages of people speaking to us.

Limitations of the engagement

The engagement for this project was during March 2021 which was in the middle of the Covid-19 pandemic so some of the answers from service users will reflect the restrictions that The Kirkwood had in place at this time. There was government guidance on hospice visits and services during the pandemic and this affected engagement levels and preferred methods of access to services offered by The Kirkwood

Our findings

People currently using the service

People currently using the service and their family members told us about the services they were accessing currently from The Kirkwood and how they felt about the changes to these during the Covid-19 pandemic lockdown restrictions. Many people were using more than one service at the same time. We heard from 24 people using The Kirkwood.

- 24/7 advice line 9 people
- Support and therapy groups 8 people
- Inpatient care -3 people
- Community and palliative care -9 people
- Family and spiritual care -5 people
- Specialist nurse/admiral nurses 3 people
- Complementary therapies 1 person
- User forums 1 person

Other services people wanted to tell us about were;

Men's space zoom chats were mentioned and another person told us because of Covid-19, they have not had the opportunity to access some Kirkwood services. Although they did benefit from consultations with a specialist nurse and palliative care. They told us that their condition had changed and they have benefited from regular phone consultations with a social worker.

"Once restrictions are lifted and the situation has improved, I hope to be able to avail myself of other Kirkwood services."

Most people we heard from using the service currently were unsure whether services had changed in the past 12 months or if they preferred accessing services in the new way. We were told by service users there was no face to face support, restrictions were on home visits, no support and therapy sessions or any physical visits to the hospice during this time. Service users told us the services had gone

online. One person answered that they had only been using the service for the last few months so were unsure of any changes.

"Home visits restricted I imagine, as most people needing this service will be categorised as being 'extremely clinically vulnerable"



Here is the information above provided on a chart.

Most of the service users who completed the survey were unsure about accessing services in this 'new' way. Some service users who chose to answer this question had only recently started using the hospice services and said they were not sure how it worked before. The use of Zoom calls was commented on by one person and another said it was difficult to chat online, stating that in a room with others you see the group dynamics better. One person said they liked the virtual sessions.

"I do not PREFER it but have to accept it, reluctantly"

"Does this apply to the proposals set out in the animation? If so, I approve of these developments. If, on the other hand, this refers to telephone consultations rather than face to face contact, then I would say that the latter is always preferable, but clearly not possible in the current situation."

"Like virtual - saves coming to hospice but also like face to face"

(Service user's comments)

All the service users answering (24 people) said yes they were happy with the care themselves or their loved one received at The Kirkwood. 14 people felt that the service they or a family member received could not be improved and 7 were unsure. People told us that they 'Strongly liked' (eight people) or 'liked' (seven people) the service they received in general at the Kirkwood. Two people told us they 'Neither like or dislike' the service they receive.

Only 2 people choose to answer the question how could service be improved one told us they were a new user so unsure and the other said "Very happy with service"

We wanted to check if people currently using the service users felt that their opinions and ideas in relation to their health and wellbeing were listened to and considered; 16 people agreed they were and 2 said they were unsure.

We asked the service users who told us they were carers if they were satisfied with the support and guidance they are personally provided with by The Kirkwood; 7 people said yes and 1 said no.

We asked if people currently using the service were aware how to provide positive



feedback or how to complain about a service they or a family member are receiving from The Kirkwood; 13 people told us Yes they did and 4 said they were unsure

Most people using the Kirkwood rated it highly.

Awareness of services

We wanted to find out what people that are **not** currently using the service already know about The Kirkwood;

- 96 people we asked on the survey for the general public and professionals said they had heard of The Kirkwood
- 21 of these said they hadn't heard of the service
- 3 people were unsure.

Although 43% of people asked said they knew how to access the support and services at The Kirkwood 31% said no and 26% say they were unsure.

When asked what services did people think The Kirkwood offered already, 117 people responded. People were asked to vote on as many services they knew about. Here are the top four recognised services.

- In-patient/end of life care was the highest with 104 knowing about this service.
- Support & therapy groups 94 people knew about this service
- Community palliative care 89 knew The Kirkwood offered this service.
- Family & spiritual care services, including bereavement support; 84 people were aware of this service.

Over half of the people knew about:

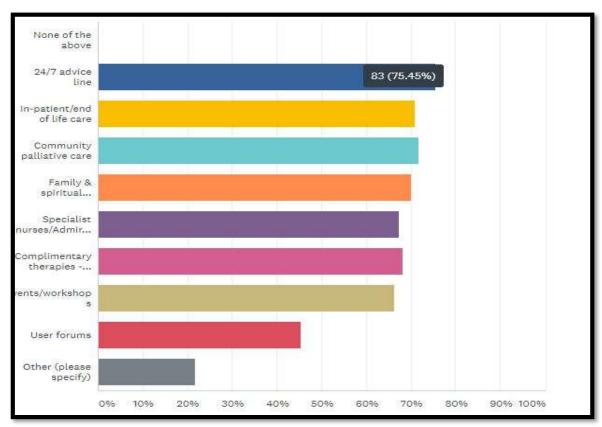
- Specialist nurses/Admiral nurses
- Complimentary therapies including massage, reflexology & reiki
- 24/7 advice line
- Events/workshops

We found that just over 30% knew about the **user forums** (31.09%) and 10.92% mentioned **education**, **fundraising**, and **spiritual support**. 1.68% of people didn't have any idea what was provided at The Kirkwood.

Ideas for future services

We wanted people's views on how services might look in the future. What services were important to them from the current services already running at the Kirkwood and what they think will work from the new, suggested ideas such as 'The Kirkwood on Wheels' and local community hubs.

110 people answered the question of which services they would like to receive from The Kirkwood. The majority asked for a 24/7 advice line as shown in the graph below. Many of the services currently running come a very close second



The other services people mentioned they would like the Kirkwood to offer included:

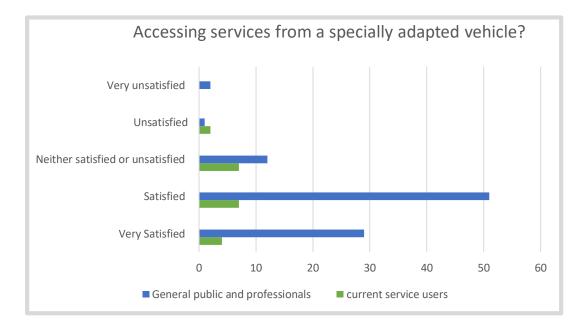
- Education
- Fund raising activities
- Children hospice care
- Befriending services
- · Group carer meetings online and face to face
- Mobile clinics
- Information sharing about user forums
- Peer support for family members
- Regular physical and psychological care in the home
- Support and Therapy Drop In
- Support for children of family member with a life limited illness
- Support with paperwork
- To be able to see a professional face to face

One person wanted to know what a service user forum was.

These are some of the comments people wanted to tell us they would like for the future.

"Face to face support groups"
"Support and therapy drop in"
"They are offering everything"

56 people from both surveys **strongly liked** the idea of The Kirkwood offering services closer to their local area, 54 people **liked** the idea and 6 neither liked or disliked the idea. This is how people currently using the service and the general public felt about accessing services and meeting the Kirkwood Team from a specially adapted vehicle in their local area.



11 people who were currently using the service wanted to tell us what they thought about the **Kirkwood on Wheels**. One person was concerned about how accessible or restrictive it might be to enter the vehicle, either physically or psychologically. 2 people felt it would not be suitable for them as they were bedbound or housebound. Three others thought it would be a good service to offer locally and more accessible for people who were unable to get to the main hospice. The rest of people currently using The Kirkwood service felt the chance to meet face to face rather than over the phone or a screen would be positive.

63 people **not** currently using The Kirkwood expressed their thoughts as follows; the majority of people told us they liked the idea of The Kirkwood on Wheels. Some people were satisfied with the support they got in the hospice and encouraged the development of new services to complement it, but to not replace current services. Some people emphasised the importance of access to car parking more than the distance that the mobile clinics would cover.

"I do not fancy sitting on a bus on a street if I do not feel well, I would rather meet up in a café but, I suppose it would work well in a care home car park"

"Would be nice to see them in person rather than a screen"

"A chance to meet face to face safely"

(Service user's comments)

Other people stated that this will improve their accessibility and will enable people to interact with services without the need to go to the Hospice in different areas and communities. A participant added: "People can access services without returning to a place of grief where the last days are spent with loved ones."

Other people reported that such an initiative will benefit those who may struggle with arranging transport services (i.e. the disabled, the elderly etc.) and those who are vulnerable during this pandemic. In addition to that, some people believe that this initiative would be more environment-friendly as that would be one vehicle traveling instead of lots of people driving to the hospice.

According to other people, they believe it is a good way to find out more about The Kirkwood and how to access their services, and it could help The Kirkwood to be seen as a service for all communities, increasing uptake and spreading awareness more widely.

"Helps to build relationships with those who are difficult to engage"

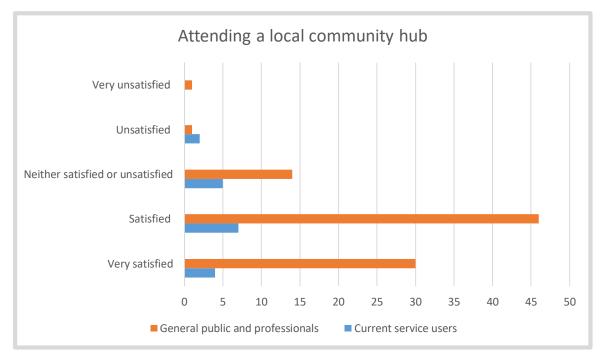
"It would be interesting to know to find out more about the Kirkwood, how you can access their services and how you can help if you wish"

"The support my dad got in the hospice was amazing. I would hope that any new services add to and complement this support and not replace. It's hard to envisage what this would look like."

Reducing anxiety was mentioned a few times. One individual said, "convenience, when people are unwell, may reduce anxiety being in a familiar local area"

On the other hand, some people had some concerns such as confidentiality, as this initiative will bring services locally, and another concern is advertising when the vehicle would be where. Some felt that the size of the mobile venue could present a challenge for privacy too. People wondered if such an initiative would complement the existing services at The Kirkwood, or whether it is going to replace the physical building. Some asked whether this initiative will limit the participation in the peer to peer support sessions. One individual suggested that local hubs may be a substitute for The Kirkwood on Wheels as they can accommodate more people and also have more facilities available.

We asked people how they would feel about attending a local community hub or local building to access The Kirkwood services. The chart below shows that most people from both surveys felt satisfied with this option



People told us their thoughts about accessing The Kirkwood services from a local community hub, 53 people explained what they thought; The majority thought it's a positive idea that will be of benefit to different communities and more accessible to wider groups in the community. There was concern about how

confidential the service would be and the need to get it right, to work as well as the hospice does in the community. Participants believe that the community hubs are essential and it is easier for them to reach activities nearer to their homes, especially in these times when social gathering is being discouraged. This will also help people to recognise and trust local services.

"May already be familiar and comfortable to some. Also easier access so potential to do spur of the moment, or with less planning required"

"As stated before, if done right it serves the community well and makes palliative care more accessible.... But if done wrong its.... Well you know"

Other people believe that it will reduce the requirement to travel, and would give peer support opportunities to those attending, knowing they are from the same area and would feel more comfortable and familiar in their surroundings.

"I live in Dewsbury; I see Kirkwood as Huddersfield's Hospice so would be a benefit to other communities in Kirklees area who can't access the hospice building for support."

Some people felt that the meetings could be taken over with fundraising due to lack of money for the hospice. There were a couple of people that didn't like the suggested changes or had mixed views about how it would work.

"I appreciate money needs to be raised but when you are looking after a dying or terminally unwell person it is the last thing you want to hear"

"The Hospice is such a special place; I worry that community hubs may not be able to replicate that sense of peace everyone seems to feel as they walk through the Hospice doors."

The individuals who were currently using the service felt that it would be good to offer the service closer to home in a community hub for some of the more mobile individuals as it would be more convenient and accessible. Many felt this option would not work for them currently due to not being able to travel or being bedbound due to illness. One individual was interested to see how it works and another told us The Kirkwood provides a "Good service".

"When you are in a position where you need the hospice, time is precious, if you do not live near it would be great to have something on the doorstep"

"Any initiative which took some of Kirkwood's valuable services nearer to beneficiaries of Kirkwood care is to be applauded."

"Unable to travel due to illness"

"Providing this service was available at a time when I feel able to attend it is something I would consider, although I'm currently confined to my home."

We wanted to find out what people felt The Kirkwood could offer differently from what they do already or have suggested in the new plans. Most people from both surveys were unsure about this, 72 people felt this way, 17 people said yes The Kirkwood could offer different services from the ones shown in the video, but 32 people said no there wasn't anything they could offer different.

In the survey completed by the general public/professionals about what new services The Kirkwood could offer in the future, common themes emerged as:

- Additional Support
- Community Inclusion
- Difficult Conversations

Other things people felt would be of benefit included:

- More training for carers to support loved ones living with life-limiting illness lots of emphasis was on support not only for the individual but the carers and families. To make sure the carer feels valued as part of the team that supports patients.
- Technology to link with others to form a support network either via conference calls, talking therapies, positive activities or pop up cafes around Kirklees. Help so people don't feel they are coping on their own and feel less isolated. This was suggested for individuals with life limiting illness, their carers and their family.

One individual suggested if call over a virtual platform that perhaps a staff member or volunteer form the hospice could be present to facilitate and protect against any data protection breaches. From the responses, people would also like The Kirkwood to lead more groups or different forms of actions of support in order to make things more accessible and easier for carers.

"Part of the NHS and KMC strategy is care closer to home, however the carers are not offered the support or training to take on this task. I think a conference call for an hour once a week with other carers to talk about anything and everything could help their mental well-being."

"More end of life care at home"

"Support for individuals living with life-limiting illness: Coping strategies were mentioned for help to live well with a life limiting condition. General advice and support with forms to fill in and paperwork"

"Advice and support to people to cope with their condition, and to live well despite ill health"

"More collaboration between partner agencies. e.g jobcentre/local gov etc. so that forms can be filled out more efficiently. plus if all have local contacts makes it easier as customer not having to chase up different services esp if terminal."

The community forms a big part of people's lives and provides a little bit of extra support for the large majority. Working together as a community not only includes members of the public but the carers themselves, nurses, doctors, charity staff, volunteering staff and many more. This provides valuable support that some people feel they need, especially if they choose to care for their loved ones at home. The community would like a stronger voice in opinions being made.

"A Community network for those who choose to look after a loved one at home"

"I think that The Kirkwood should be open to the introduction of new services and the adaptation of existing services on an on-going basis, going forward - with this being led by the feedback that is received from local people generally and not just from those who are or have been users of the services that are currently being offered. Local councillors can offer insight as regards the needs of the individual wards that they represent. What about having a regular stakeholder forum for service users and their carers and family members; the general public and all community partners (including the GP Primary Care Networks) - a multi-disciplinary collaborative partnership team approach to co-production - thereby ensuring and sustaining excellent service delivery which has no gaps and which evolves to encompass new technology and emerging needs of all kinds."

One individual felt the subject of death should be acknowledged more in order to feel guided and supported but also to be prepared in order to make their day as

special as possible. By opening the topic of death, people feel more able to express feelings of grief and sadness and to normalise this type of conversation.

To be leaders in death... Interesting to see you talk about life but let's face it death is what hospice care is all about. Don't be scared of it, own it. Such a powerful and influential role in our communities. We all deserve to have our best death."

"Such an exciting position to be the leaders in grief"

Other suggestions of new services were that people liked the idea of the café service and thought it would be beneficial to patients as well as promotion of The Kirkwood service itself, as long as this didn't disturb the calm of the hospice. The cost of the café was a concern for some who were worried that the cost would affect the services The Kirkwood currently provide; they suggested it could be volunteer led to reduce any financial impact.

In terms of raising awareness and access to the services, people wanted to understand how the service was accessed, and wanted more information about the Kirkwood bus/on-wheels perhaps advertised in the shops was a suggestion. They also suggested posters which could be put on public transport.

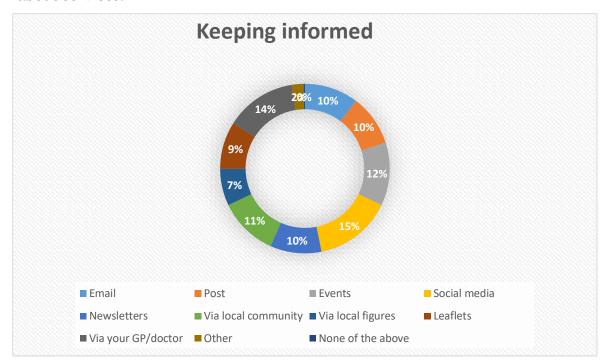
"What about helping people to talk about death in general? Even before diagnosed with a life limiting illness. Advice on wills and paying for funerals and letting people know your wishes. We don't talk about death enough and then it has a huge impact when we are faced with it"

"Also some sort of partnership/ relationship with Kirklees College and the university, benefitting from the student population. Projects/ regular slots for Catering students, hair and beauty students, business planning and marketing students etc"

"Kirkwood statistically seen as only for 'old' people in pallative care, what's in place for younger ones which cannot access the children's hospice as they are too old as it is persevered by some you don't accommodate the younger end"

Keeping informed

We asked everyone how The Kirkwood can ensure everyone in Kirklees is aware of what they have to offer. Most people felt that the best way to pass on information was through social media and information through a GP service. Although passing on information through events and via the local community was highly rated. Someone also mentioned the need for audio only in place of the video provided about services.



People had some other ideas that they felt may work to share information about The Kirkwood, for example at schools and colleges as a place of reaching out to the community. People also suggested coffee mornings, supermarkets and clubs as places that the Kirkwood promote their services.

Other suggestions of how to spread the word!

"Use leaflet to homes in the first instance and provide clear signposting as regards a variety of options for use to indicate future communication preferences - including a freepost return envelope"

"The "Help Us To Help You"
approach is often effective as
regards encouraging people to
respond. Keep community
partners fully informed on an
ongoing basis and ensure that
website information is kept up to
date"

"Places of worship"

"Have and publicise an online suggestion facility."

Another key theme was having someone that had used the hospice as a good way of reaching out to people as it was felt that real life accounts and stories have impact. It was felt that the suggestion of online feedback as an instant and quick approach to new ideas is interesting and feels very proactive but also quick and convenient for people to get involved with. Engagement in the community and the 'Help us to Help You' idea feels a good way to encourage communities to engage more with the service. This could help to bring The Kirkwood to the forefront of people's minds.

Other comments

Comments relating to the appreciation of The Kirkwood and the staff and volunteers that help run it and the hope that it continues.

Conclusion

The majority of the general public were aware of The Kirkwood but it seems more work is needed to help people to understand what services are provided, how to access services and who is eligible for services on offer at The Kirkwood.

People using the service currently felt the Covid-19 restrictions in place had an impact on accessing services at The Kirkwood as face-to-face services and visits were all impacted throughout the pandemic. As some service users hadn't used the service before they were unable to compare accessibility and quality of service they were currently receiving with what might be on offer in more 'normal' times.

The majority of service users had accessed multiple services at The Kirkwood, and were happy with the care received for themselves or for their loved one, giving it an overall high 4.7-star rating.

Overall, there was a good response to the proposed, new services. Services closer to local areas were viewed positively and the majority of people felt a community hub would improve accessibility to a wider and more diverse range of people and communities. However, there was some concerns about the idea of having 'Kirkwood on Wheels', mainly relating to issues around confidentiality, privacy, accessibility and the size of the vehicle. Some people also expressed concerns about the cost of running a café and whether this would impact on funding of existing services at The Kirkwood.

Recommendations

Recommendations made by Healthwatch Kirklees	Response from The Kirkwood
We recommend that The Kirkwood explore the possibility of sharing information via the suggested channels such as supermarkets, places of worship, schools, colleges, GP practices. This can do done in the many	Agreed - We have a newly written information leaflet K101. We will have a distribution plan for the K101 which will include community engagement (as well as distribution via our own employees and through healthcare partners). We already offer talks to local groups and regularly have presence in supermarkets, etc.

suggested ways through talks, leaflets, posters.

We will be creating a presentation version of the K101 - as we did with Spread the Word - which will be used with community groups and our own volunteers and supporters.

We will be distributing the K101 (or a version of it) to c.18,000 in our next newsletter (it may be an insert, or a related article)

We are also exploring 'community boards' in our own shops, and the brand messaging in our new Mirfield Furniture Store (which is a template for other shops going forward) promotes services as well as other ways to support The Kirkwood.

We recommend that a step by step or flow chart be produced to show how to access services, showing when and who can access different types of support. This needs to be in an easy read, accessible format. The K101 has this as a 'circle', with info on how to get in touch. We have focussed on the 'why' rather than the 'what' - our key message is that if you have a life limiting illness, get in touch and we have services that will enhance your quality of life.

We feel that this is more inclusive than detailing specific services / when / who as that can create exclusion - our message is:

Reach out, and we will guide you into the right service at the right time to support your quality of life - whatever illness you are living with.

We recommend that different approaches to engagement may need to be considered in different areas of Kirklees to help identify any gaps and improve awareness of The Kirkwood's services.

Agreed - and this is something we need to consider when we are looking at alterative versions of the 101 - whether that's alternative media that is more accessible (eg video), taking account of those who require accessible versions (high contrast text, large print, etc) or those for whom English isn't their first language.

We recommend that full consideration is given to the concerns some people expressed during this engagement relating to some of the proposed new ways of working, specifically around Kirkwood on Wheels and the café.

Confidentiality and accessibility are a priority. The Kirkwood on Wheels is a concept that has been tested by other hospices very successfully. The Vehicle would be customised to meet the needs of our service users and would be accessible to those with mobility problems. We would have clear guidance on maintaining confidentiality.

We recommend more resources and training available on how to access help and support that are highlighted regularly. Grief, carer role what to expect, what can we help with? We have provided a carers support service offering training and support to people in a caring role for a few years. We do this in collaboration with Carers Count. It is one of the services that we will be looking to relaunch as the COVID restrictions lift and publicise more widely.

We recommend that, post Covid-19, digital access to some services remains available where there is clear evidence that this has helped people to get the support and information they need. Our Clinical service plans all include the continued development and use of technology as a choice offered to our service users. We want people to be able to meet with our clinical teams in the way that best suits them, and for this to be as easy as it can be.