

Health Overview and Scrutiny

Briefing paper

Title: Portsmouth Hospitals University NHS Trust update		
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<p>Purpose of the paper: To update the committee on the work being carried out by Portsmouth Hospitals University NHS Trust (PHU). It covers progress on our Group partnership with the Isle of Wight NHS Trust (IWT), our winter plans, the critical incident, general updates and our engagement.</p>		
<p>Winter plan In July, NHS England published its guidance for winter planning and we have been working across the Portsmouth and South East Hampshire system to respond to this and plan for a safe winter. We have five key priorities:</p> <ul style="list-style-type: none"> • Ensure the safety of all patients • 76% of A&E patient to be admitted, transferred, or discharged within four hours • 85% of ambulance handovers are completed within 15 minutes. • Maintain the delivery of our elective activity • Eliminate patients waiting over 104 weeks for elective treatment and reduce the number of patients waiting over 65 weeks. <p>Over the summer we have worked to reduce the level of bed occupancy across the Trust and improve the flow of patients throughout the hospital. However, the level of demand for our services continues to be high which puts further pressure on our ability to provide timely care, with occupancy of acute beds significantly higher than we had planned for this time of the year. This creates a more challenging starting position for the winter period with escalation beds still in use.</p> <p>The winter plan pulls together a whole hospital approach and focuses on areas such as:</p> <ul style="list-style-type: none"> • Increasing Same Day Emergency Care (SDEC) for specialty patients • increasing the support our Older Person’s SDEC can provide to frail patients • Ensuring Your Next Patient spaces are used effectively to improve the flow of patients through the hospital. • Relaunching our Theatres Admission Unit (TAU) • Reducing the length of time patients spend at the hospital • Encouraging families and carers to help plan for discharge and provide transport to the next place of care. • Validating our patient treatment lists to ensure people sit want/need the care. • Ensuring our staff are vaccinated and supported to be healthy. <p>During October we ran a ‘Breaking the cycle’ event with our system partners to help us reset the QA hospital and allow us to get patients to the right place, first time improving their experience and outcomes. We had a core focus on getting patients to the right place of care first time, reducing the length of stay and progressing patient’s care once they are ready to leave acute</p>		

services. Despite exceptionally high demand for services we were able to improve in all these areas and reduce the number of minutes lost at ambulance handovers.

Winter campaign and support from communities

We are running a number of campaigns over the winter months to support our winter plan. These will encourage people to stay healthy and well, know where to go to get health care and explain the discharge process from hospital to improve the length of stay. These will be multi-media campaigns that will be undertaken in partnership with HIOW ICS and health and care providers.

Critical incident

In early November the Queen Alexandra hospital ran a critical incident for 10 days. The internal incident was called due to sustained high demand for our service leading to significantly full hospital and emergency department. This led to increased risks to patient safety and delays in patients being able to access care.

Gold command was established to co-ordinate the actions needed to ensure patient safety and patient flow. Using the learning from the 'Breaking the cycle' week we focused on three main areas:

- Right Patient, Right Team, Right Place – ensuring patients in need of admission are able to access the right ward first time.
- Reducing length of stay – Reducing the length of stay across the organisation by only 10% would generate the equivalent of 114 extra beds.
- Progressing patients' care: ensuring investigations are prioritised and patients are reviewed early to identify if they can be discharged, therefore reducing their length of stay.

We also worked to increase the number of complex patient discharges by working closely with our system partners.

We would like to thank our staff for their continued efforts to provide safe and timely care during this difficult period.

Group progress

Over the last year IWT and PHU have strengthened their partnership and formed a Group. The Group gives us an opportunity to be innovative in enhancing patient care and outcomes as well as improving the experience and opportunities for our people across the two organisations.

We have already agreed a new leadership model that sees a single team who are the executives of both Trusts supported by a Trust Leadership Team at each of IWT and PHU.

In the new year we will also bring together the governance arrangements with Boards and committees in common. This will provide a closer alignment between the two organisations to maximise the clinical and operational benefits of partnership working, whilst maintaining two very clearly separate and distinct statutory bodies.

There are two exceptions to this, with the Quality and Performance Committee running separately until April 2024, and the Audit Committee which will be retained as independent. The deferred April 2024 date for Quality and Performance recognises that the IWT remains the statutory delivery vehicle for community, mental health and learning disability services (CMHLD) until the planned statutory transfer to a new Hampshire and Isle of Wight CMHLD organisation from April 2024.

These will support our five key areas of work:

- Clinical transformation: a service-by-service approach, looking at how we deliver one service for the benefit of both populations.
- Developing corporate services to operate as one service, standardising our approach to release the benefit of doing things once for two organisations.
- Supporting the creation of a single community, mental health and learning disabilities provider for Hampshire and the Isle of Wight and transferring those services from the IWT to the new provider on 1 April 2024.
- Developing a new strategy for IWT that sets the direction for the Trust as a provider of acute and ambulance services, operating in a Group with PHU and in partnership on the Island.
- Shaping our local systems in Portsmouth and South East Hampshire and on the IoW to ensure we meet the needs of the communities we serve.

Patients, carers, staff and the community will form part of shaping our future service models and any significant changes to clinical services will follow engagement and consultation processes.

General updates:

New five year Trust strategy - Our new strategy 'Working Together, Improving Together', sets out our vision, values, strategic aims and most importantly, how we will deliver against these ambitions for our patients, communities, and people in the future. It sets the framework for the work we do every day and shows how, with everyone in the PHU team working together, improving together, we will achieve our ambitions. Our ambition is high, both in terms of what we set out to achieve for our populations, but also how we will behave to deliver the best possible outcomes for the communities we serve. [Our Strategy - Working Together Improving Together \(porthosp.nhs.uk\)](https://porthosp.nhs.uk)

Fareham Dialysis Unit opening - A new multi-million-pound dialysis centre, which will treat up to 150 patients a week, has been officially opened. The 25-bed Fareham Renal Dialysis Centre, based at the Fareham Community Hospital site, will save local patients more than 380,000 miles in travel distance.

Lotus rehabilitation garden opening - Designed with the support of patients and staff who recognise the value of accessing fresh air close to where they are being treated, the new Lotus garden will offer a place to rest, recover and rehabilitate.

Targeted Lung Health Checks (TLHC) – have been launched in the Fareham and Gosport to support the early detection and treatment of lung cancer. More than 31,000 people, between the ages of 55 and 74 who are current or former smokers and are registered with a GP surgery in Fareham and Gosport, will be invited for a free lung health check over the next two years. [Targeted Lung Health Check \(porthosp.nhs.uk\)](https://porthosp.nhs.uk)

Engagement:

MPs – MPs from across the area attended a briefing with the Executive team in October 2023. This covered key topics such as our new five-year strategy, the winter plan, transformation programmes across HIOW ICS, the Group progress, and building work to our main entrance.

Proud to be PHU Awards – Our local community has been asked to vote for Patient Choice Award in this year's Proud to be PHU Awards. The award shortlist is made of up individuals and teams

who were nominated by patients and their relatives. We received more than 100 nominations, and these were scored by a panel of judges to create a top 10 shortlist. The winner will be announced at a ceremony in mid-November.

Remembrance - Our annual service of Remembrance took place on Friday 10 November in the Garden of Life. The RSM unit marched to the ceremony before we took the opportunity to remember those who have given their lives for their country and especially those who have served and currently serve in the Medical Services.

Realtime patient feedback reports - 91.7% of patients who completed the survey rated their overall experience as “very good” or “good” (which is comparable to July), 97,2% reported being treated with kindness and compassion “always” or “most of the time” (98.5% in July). 75% of complaints were resolved on time in August which shows a good improvement from our average of 33%.

CQC annual inpatient survey - The results highlighted improvements made ultimately enhancing the patient experience. Particularly encouraging was that the areas identified for improvement from the survey closely align with our organisational priorities for this year. One notable example being the effect on patients of overnight moves, where our evidence-based approach has clearly directed us towards the right areas of focus.

NHS 75 colouring competition - Capturing what the NHS means to them, dozens of youngsters entered a drawing competition to celebrate 75 years of the National Health Service. The Portsmouth community voted in their hundreds on Instagram to choose the winners of our two categories and these will be displayed at Queen Alexandra Hospital, alongside four runner up entries.

Neonatal support groups - Neonatal support groups for parents have been relaunched at the Queen Alexandra Hospital. The groups, which were paused due to the Covid-19 lockdowns and social restrictions, are aimed at supporting parents with babies currently in NICU as well as those who have been discharged.