

**Hampshire Health and Adult Social Care Committee
Portsmouth Hospitals University NHS Trust update
10 November 2020**

Building Better Emergency Care Programme

1. Background

Our five-year Trust strategy, *Working Together*, sets out our ambitious vision: “*working together to drive excellence in care for our patients and communities.*” Launched in July 2018, the strategy responds to national, local and organisational priorities, identifying the key areas we are focusing on to improve and build on the high-quality services we already provide.

The need for emergency care pathways to be transformed, working in partnership with local health and care organisations, is identified as a key deliverable in our Trust strategy. Building Better Emergency Care programme (BBEC) has been developed to deliver this transformation, working in collaboration to design a sustainable clinical model to deliver safe, effective, efficient, timely and patient centred emergency care and the associated clinical, workforce and estates changes that are required.

The programme is working across the organisation and with health and care partners to tackle some of the longstanding challenges that have contributed to delays for patients attending our Emergency Department (ED) over a number of years. Our ED is more than 40 years old and the constrained size and layout of the department has limited our ability to make improvements to the way care is delivered and implement best practice. The physical condition does not provide a good enough experience for patients, visitors or staff.

In recognition of these challenges, the Trust was awarded a £58.3m capital investment for new emergency care facilities at QAH in December 2018, subject to standard business case approvals, providing an opportunity to transform the way we deliver emergency care with modern, fit for purpose accommodation.

2. Developing a new model of care

We know that simply providing a new facility will not enable the Trust and the Portsmouth and South East Hampshire system to make the improvements needed for patients in our communities. This capital investment provides an opportunity to redesign how unscheduled and emergency care is provided:

- working with our partners, clinicians are designing a sustainable new clinical model that will support the timely assessment and care of all patients requiring emergency care, minimising handovers, duplication and delays
- the new ED is being designed to deliver this new model of care, providing modern facilities and capacity to meet national standards standards and promoting a positive experience for our patients and staff, while being flexible for the future.
- reconfiguring urgent and emergency care facilities at QAH will maximise productivity and efficiency of the urgent and emergency care pathway, streamlining the flow of patients through ED and beyond.

- meanwhile we are making continuous improvements day-to-day to help ensure that patients receive the right care, in the right place, at the right time.
- we continue to work closely with our health and care partners to make sure people have appropriate alternatives to ED and that the right care is available when people no longer need hospital care.

The clinical model is being redesigned against a set of core principles that provide the framework for all decision making on pathways, processes, workforce, digital and estates options:

- 7-day specialty model
- 7-day access to diagnostics and reporting
- 24-hour, 7-day access to assessment and initiation of treatment by a senior decision maker
- All patients will be managed on a same day emergency or outpatient pathway unless/until requirement for admission to hospital
- Pathways will maximise first place admission under an appropriate specialist, minimising handoffs and handovers of care unless clinically justified
- Emergency workflows separately planned and resourced to allow sustainable delivery of emergency and elective activity

The programme will deliver safer, more timely care, greater efficiency and an improved experience for patients, visitors and staff.

3. Approval of Strategic Outline Case

We have recently shared positive news with committee members that the Rt Hon Matt Hancock MP, Secretary of State for Health and Social Care, has now approved the Strategic Outline Case for the Building Better Emergency Care programme, which is the first step in the approvals process.

4. Appointment of Preferred Supply Chain Partner

The Trust has followed the national framework for selecting a contractor and is pleased to have now appointed Integrated Health Partners (IHP) following confirmation from the Department of Health and Social Care. IHP, a partnership between Vinci Construction UK and Sir Robert McAlpine, will work with us through the detailed design and building stage of the programme. The team is highly experienced in delivering complex schemes across the NHS, including Emergency Departments, and we are delighted to be working with IHP.

5. Identification of site

The Trust has undertaken detailed option appraisals to identify the most appropriate location in the QA site to design and build the new facility. A range of criteria have been considered to inform the outcome:

- sufficient space to accommodate the physical requirements to deliver the clinical model
- adjacencies and travel distances to other essential services within the hospital
- phasing & timing – whether multiple decants and moves will be required to create space for a new facility prolonging the timetable

- disruption to essential clinical services during construction
- implications for amendments to site infrastructure (eg provision or re-routing of utilities) and subsequent budget available to spend on clinical accommodation
- budget implications (for example if underground services need to be re-routed).

The East Car Park, which provides parking for staff, has been identified as the preferred location to be taken forward, subject to planning approvals. All patient car parking impacted by this development will be replaced on the hospital site, and a traffic solution will be included as part of the design.

6. Timeline

Timelines and processes continue to be subject to NHS England and NHS Improvement and HM Treasury approvals processes. The Trust is planning towards submitting the Outline Business Case in early 2021 and is involving patients, communities, staff and stakeholders to help shape our plans. Timings are subject to approvals timescales and the potential impact of the ongoing COVID-19 pandemic, however it is currently estimated that the new facilities will open to patients in 2024.

7. Making improvements every day

We continue to work closely with our health and care partners in Portsmouth and South East Hampshire to make improvements every day to ensure that right care is available to patients once they have received all of the acute care they need, and that patients can get the right care in the right place, at the right time.

The Trust, South Central Ambulance Service NHS Foundation Trust (SCAS), Primary Care Alliances, out-of-hours-providers and local Clinical Commissioning Groups (CCGs) continue to work in partnership to provide an additional, more convenient way for patients to access urgent care at Queen Alexandra Hospital via the 111 First pilot initiative.

Under the initiative, if a patient in Portsmouth and South East Hampshire needs urgent care but it is not a life-threatening emergency, they are encouraged to contact 111 first. An advisor will direct the patient to the right service for their needs, such as your GP, local pharmacy, urgent treatment centre or minor injuries unit. Calling 111 first helps patients to access the right care in the right place at the right time and helps us keep patients and their loved ones safe by maintaining social distancing. Patients who call 111 and are assessed as needing urgent care may be offered a booked slot to attend the Emergency Department where appropriate.

No patient will be turned away from our Emergency Department and anyone who is experiencing a medical emergency should still attend or call 999.

8. Patient and public engagement

The capital investment will enhance the current provision of services, rather than changing their nature or location. We will carry out engagement in the coming months to inform the clinical model and the design principles that will underpin the new facilities. In later stages there will be wide-ranging engagement activities to inform the detailed design and we are committed to continuing to engage with patients, the public, staff, committee members, partners and our communities

9. Wider improvements to the Trust estate

We continue to work to maintain and improve our buildings facilities and the environment for the benefit of patients, visitors and staff in-line with our Trust strategy, ensuring that we deliver flexibility for the future.

As part of this we are planning to increase the number of acute beds available on the QA site for patients to provide additional resilience to our bed base, resulting in:

- reduced bed occupancy
- continued improvements to waiting times for patients
- reduced pressure on emergency services, consistent with the urgent care improvement plan for Portsmouth and South East Hampshire
- accommodation outside of peak demand to support backlog maintenance works by our Private Finance Initiative (PFI) partner

Subject to relevant approvals, the scheme aims to provide an additional 72 beds at QA supported by £10m of the £48m funding from the Department of Health and Social Care, secured as part of the Isle of Wight NHS Trust's Acute Services Review Strategic Outline Case. This is key to increasing resilience as part of our existing partnership with the Isle of Wight NHS Trust (IWT).

We are developing a package of measures to help alleviate traffic congestion, manage demand for parking and promote sustainable travel. A number of proposals are being considered to expand or re-provide parking spaces to ensure availability for those who need it most. We also continue to work closely with Portsmouth City Council and the University of Portsmouth on sustainability initiatives to tackle challenges around climate change

We are also making improvements to enhance the physical environment across the site to increase biodiversity and improve the experience of our patients, visitors and staff. Works have recently started to develop two of the hospital's outdoor spaces for the benefit of patients, visitors and individuals and teams across the organisation. The projects are funded by the Portsmouth Hospitals Charity Board and support our vision for the estate to deliver an environment that supports the best possible standards of care and experience for our patients.

10. Further updates

We will ensure that committee members are regularly updated and The Trust would be pleased to provide further updates as required.

ENDS