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Chair, Health Overview & Scrutiny Panel  
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Guildhall Square  
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Dear Chair

### **Update letter from Portsmouth Hospitals NHS Trust**

I write to provide the Health Overview Scrutiny Panel with an update from Portsmouth Hospitals NHS Trust to reflect some of the important challenges in the year to come and also to share some of our recent achievements.

Since April the local NHS landscape has seen lots of change and we are now commissioned by new GP Clinical Commissioning Groups (CCGs). I am pleased to say that much work was done in the transition stage to position ourselves as a provider of choice. We remain committed to delivering world class services to our local population to best meet their health needs.

We have continued to evolve our services and further improve upon the patient experience. Here is a flavour of some of our work since my last update to the Panel:

- The 2012 inpatient survey published by the Care Quality Commission (CQC) asked the views of adults who had stayed overnight as an inpatient in June 2012. Patients were asked what they thought about aspects of the care and treatment they received at Queen Alexandra Hospital. We are proud to be achieving better than average performances on most of the categories looked at in this survey.
- The trust has won the CHKS Top Hospitals programme patient safety award 2013. The CHKS Top Hospitals awards celebrate the success of healthcare providers across the UK and are given to acute organisations for their achievements in healthcare quality and improvement. The patient safety award recognises outstanding performance in providing a safe hospital environment for patients and is based on a range of indicators, including rates of hospital-acquired infections and mortality.
- We have taken delivery of our da Vinci surgical robot. There are just 14 high-definition da Vinci surgical robots in the country. Queen Alexandra Hospital is unique as it will now perform robotic surgery across a wide range of surgical specialties including colorectal, head and neck, urology and gynaecology patients. Manufacturer da Vinci specifically chose Portsmouth as a European training centre as we have the best quality outcomes and survival rates for laparoscopic surgery on colorectal patients, contributing to 24 per cent of colorectal surgery in the UK and completing over 1,500 operations to date.
- A state-of-the-art Bard Encore Enspire device has recently been purchased as a diagnostic tool for patient breast biopsies. The service offers women in Portsmouth, and the surrounding areas, a much improved breast tissue sampling experience with a far higher likelihood of pre-operative diagnosis in a single procedure. The Portsmouth Breast Unit is the first in the South of England to offer a service of this

nature and now has a platform on which to base further key service developments in the future.

- Clinical research is on the rise in the NHS and the trust is helping to spearhead the trend, ranking highly in a new national league table. Clinical research is a vital part of the work of the NHS and provides evidence about “what works” so that treatments for patients can be improved. In addition, there is some research evidence to show that patients do better in hospitals and surgeries that do research – even if they don’t actually take part in a study themselves. We increased our number of studies from 126 in 2011 to 2012 to 137 in 2012 to 2013.
- The Care Quality Commission (CQC) recently published the trust’s inspection report which confirmed our full compliance in the standard of care offered, following their unannounced external inspection on the 16 May 2013. Throughout the inspection the CQC looked at the personal care and treatment records of the people that use our services, and spoke to patients and their loved ones to assess how they were cared for. They were accompanied by a pharmacist, a specialist advisor and a person that has experience of caring for someone who uses similar services. The inspection assessed our discharge process and spent time in our discharge lounge, pharmacy and various wards within the Medical Assessment Unit (MAU). The report also states that a patient’s dignity, privacy and independence was respected, and the care and treatment offered was planned and delivered in a way that was intended to ensure people's safety and welfare.
- The trust has won a Department of Health fund to improve the hospital’s environment for people with dementia. The work will take place in four wards within the Medicine for Older People Clinical Service Centre. Hospitals and care homes across the country submitted dementia improvement initiatives to the Department of Health earlier this year in order to receive a share of a £50 million national fund that was offered to create pioneering care environments for those with dementia across the country. We will receive £466,382.00 for our project. We recognise the magnitude of the challenge that dementia presents and through our dementia strategy, and with the help of the DH funds, we will deliver a high quality, person-centred dementia care package that enhances the quality of life and wellbeing of patients with dementia and their carers.
- The recently published Friends and Family test score for the trust shows that our emergency department scores are significantly better than the national average, which indicates that patients are satisfied with the treatment received in the department. Our inpatient scores sit on or around the national average, so we recognise that we still have some work to do. The national survey, which will grow into the most comprehensive ever undertaken, covers around 4,500 NHS wards and 144 A&E services. It allows hospital trusts to gain real time feedback on their services down to individual ward level and increases the transparency of NHS data to drive up choice and quality.
- Figures published in NHS Blood and Transplant’s *Organ Donation and Transplantation Activity Report 2012/13* confirmed that 78 of our patients received a life-saving or enhancing transplant during 2012/13. Queen Alexandra Hospital accounted for 2.6 % of all kidney transplant operations carried out across the UK. The Portsmouth and Wessex renal transplant centre performed 27 living kidney transplants. At the end of March 2013, 235 of Queen Alexandra Hospital patients were still on the waiting list for a kidney transplant.
- We are delighted that we continue to out perform others in the achievement of quality indicators for hip fracture care from the National Hip Fracture Database (NHFD) Report 2013, indeed ranking first in the results. Patients with a hip fracture needs to be seen without delay and carefully organised to get them in a state ready for surgery. By quickly stabilising patients and ensuring that expert clinical teams respond to their frail conditions and complex needs, the most positive outcomes can be achieved. For many patients best practice care from the moment they arrive at hospital, can make the difference between independence and even life and death. The trust treated 736 patients with hip fracture in 2012/13 and in terms of numbers is ranked first against achieving the components of best practice.

- We have also performed highly in the first publication of Patient-Led Assessments of the Care Environment (PLACE) results. All of our scores were significantly higher than the national average for all quality markers, showcasing the hospital's high standards. The PLACE survey looks at a range of non-clinical services which contribute to the environment in which healthcare is delivered in the both the NHS and independent/private healthcare sector in England.

We have recently undertaken in-depth business planning, helping to ensure our long term financial sustainability and looking at a programme of cost efficiencies. As previously detailed we continue to face very challenging times as government policy looks to save £20bn from across the NHS and locally our health economy is facing an increased demand for services without additional resources. These are tough times for all hospitals, and in Portsmouth we are working hard to ensure our long term sustainable financial position, which will help us to achieve foundation trust status.

The difficult decisions we are taking now will put us in a stronger position to enable us to continue to deliver high quality services to our patients going forward. Our funding levels for 2013/14 have required us and other hospitals up and down the country to achieve internal efficiencies of 4%. Taken together our underlying financial position and the requirement for new efficiency savings represent a sizeable financial challenge.

We have therefore embarked on a major transformation programme to respond to this. Whilst it will take some time to fully embed we are making some good progress. We have engaged with our medical workforce to give us sizeable cost efficiencies in rescheduling their work planning. Together we will reduce the amount of paperwork and administration that top clinicians have to do, to better enable them to return to front line patient care. Putting the patient first and using clinician's skills to best effect will ensure our focus is on the patient experience and outcomes.

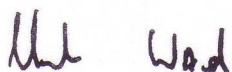
We are similarly enabling more time for our nursing colleagues to get back on to the wards, meaning less time spent in meetings. This re-focus is releasing our valued nursing staff at all levels, giving more time for their care and compassion direct to our patients, which is being warmly welcomed.

An efficiency work stream is looking to avoid waste and duplication within the organisation. One example is running our operating lists in a more business like way, keeping waiting times to a minimum on the day of a patient's operation and making sure clinics are run to full capacity. Another initiative is focused on our bed utilisation, looking at the length of stay of our patients, the best use of this expensive resource and making sure we have beds in the right place at the right time.

All of this work has been endorsed by the Trust Development Authority and we are on course to save £5million through this transformation work, which will help us return to a sustainable surplus in 2014/15.

Finally, we are opening our doors to the public to go behind the scenes and witness for themselves, the fantastic work of the NHS. This year's open day is set to be a great success with many exhibits and tours. A warm invite is extended to the Panel to attend on Saturday 5 October 2013 between 11am and 3pm.

Yours sincerely



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