

End of year review

As Portsmouth Hospitals NHS Trust moves into a new financial year it is timely to look back at the last 12 months, the challenges, the successes, the people and the politics.

Together we have faced the challenges, delivering £31million of savings and ending the year with a balanced position, as well as delivering on many of the key national targets. Importantly whilst doing so we have managed to maintain our quality and improve in some areas. Our control of infection rates continued to reduce and we ended the year with six MRSA cases which represents a total decrease of 86.5% since 2007/08. We have seen some improvements in the patient surveys and have had hundreds of plaudits from patients and their families who have been under our care. It is extremely heartening to hear the experiences of the public who write to me on a daily basis with plaudits for individuals; teams; and services who have put the patient first, showing the highest levels of professional care, compassion and support for those who face a very frightening and uncertain time in their lives. All of these achievements are to be celebrated, recognising that they have been delivered through staff genuinely trying to work together for the benefit of our patients. Recognition of the efforts you have all put in over the last 12 months has come from the highest levels of the NHS. There will be an opportunity to formally acknowledge the contributions of individuals and teams later in the year in the 'Best People Awards' and the 'Chairman's Awards'.

In June 2010 we celebrated the first anniversary of our new hospital and we are now really starting to see the benefits of this fantastic facility. There has been much media attention surrounding PFIs of late but I have always said that our financial challenges are not solely down to the PFI.

We experienced some robust external scrutiny of our services including our end of life model, which was referred up to the Secretary of State for Health, and we await the outcome of that review. In the meantime we continue to closely monitor the experience of patients and are committed to making any adjustments / refinements as the new model becomes further embedded.

The changes to the NHS look set to continue at a pace as the Primary Care Trusts (PCTs) have now clustered, ready to hand over control of the commissioning budgets to GPs in 2013. Shadow GP Consortia are already emerging and we are working closely with them so that we are well placed to influence how care can be delivered more effectively in the future and in a way that really puts the patients experience at the centre. The SHA's will be abolished though they may remain in place for a little longer than originally planned. It may well be that the clustering arrangements will also remain in place longer than anticipated. We await the outcome of the 'NHS Listening Exercise' following very vocal expressions of concerns from a number of NHS staff regarding the scale and pace of the reform agenda.

We can expect to see more centralisation of services over the years, it is critical therefore that we can demonstrate the best clinical outcomes and patient experience. This will influence which hospitals GP's recommend to patients to choose for their treatment. This has been demonstrated recently in our successful bids to provide the Neonatal Transport Service for Hampshire and the Isle of Wight; a contract with the MoD to provide care for military patients for the next few years; and being chosen to provide Bariatric Services from the Queen Alexandra site. All these contracts were awarded against a very competitive process focused very much on the quality of service we could offer.

We have concluded the financial framework with the PCTs for this coming year and that determines our income stream for 2011/12. We need to make further cost improvements of £30.5million (£5.5million of this included demand management for which the PCT's are responsible). This is an additional challenge to the £31million that we achieved in 2010/11. This will inevitably lead to changes in the way we all work, and as our staffing costs are about 70% of our outgoings, I cannot guarantee that further posts will not be lost. Our plans to deliver this are already well established and will be monitored weekly through our Turnaround Committee.

The creation of the Clinical Service Centres was an important structural change to how we more effectively deliver services internally. Whilst still in its infancy, there are already some benefits coming through and the Trust is committed to further development of this concept and to the individuals with responsibility for managing them. As they mature there will be greater freedoms for decision making and influencing the future direction of the Trust.

It is often difficult to see the 'wood for the trees' in our busy daily lives and all too easy to lose sight of what we have done for our patients, so for some reflections:

- The Trust introduced 'Rotablation' a revolutionary new procedure to prevent patients needing extensive heart surgery in June. The new technique uses a high speed drill covered in tiny diamonds to clear a severely blocked artery
- Oasis, the Wellness Centre, was officially opened in July by Steve Boorman, on behalf of the Department for Health. Oasis, which incorporates a swimming pool, gym and treatment / therapy rooms for staff, was described as the 'best of the best' for staff facilities in the NHS and as one of the best demonstration sites for use in the NHS
- Since September Primary Angioplasty, an emergency procedure for heart attack patients, has been available 24 hours a day, seven days a week at the Queen Alexandra Hospital – seven months ahead of the national deadline. Angioplasty improves longer term outcomes for patients, reduces complications resulting from treatment of heart attacks and reduces the risk of re-occurrence
- A new model of end-of-life care came into effect at the beginning of September. Previously, less than 25% of patients over the age of 65 who died in hospital were on G5 ward. In the new model, all former G5 staff continue to work clinically to retain their skills and specialist nurses use their experience of working on G5 to provide supervision and support to staff on acute wards in the care of all patients, to meet the needs of the whole hospital population that need end-of-life care
- About a thousand people took a rare opportunity to go behind the scenes of the Trust during a special Open Day on Saturday 2 October. The event, the second of its kind to be organised by the Trust and its Council of Governors, gave an insight into areas of the hospital's services and departments. Behind-the-scenes tours of key departments including Maternity, Pathology, Urology, the Fracture Clinic and the new digital keyhole operating theatres. Also in October, the Eye Unit held their own special Eye department Open Day, in conjunction with World Sight Day. Visitors had the chance to take a tour of the eye operating theatres, go behind-the-scenes of the ocular prosthetics departments to see how artificial eyes are made and try out glasses which simulate various eye conditions. The feedback from both events was amazing and we will continue to host such events
- Since October, our new outpatient texting system has reduced 'Do Not Attend' rates by nearly 40% freeing up time for extra appointments

- In October The News ran the 'Best of Health Awards' to recognise and commend NHS staff who had gone above and beyond the call of duty. The Trust was very proud that our staff received eight awards, both winners or runners up, as individuals or as part of a team
- The Diabetes In-Patient Prospective Service (DIPPS) won the Acute Care Award category at the regional Health and Social Care Awards in October. The following month, the team won the **national** Health and Social Care Award for improving the quality of care for patients with diabetes
- In November, the Trust's VitalPAC team were announced as the winners of the BUPA Foundation Patient Safety Award at the BUPA Foundation Awards. The team were recognised for their dedication and hard work in developing the system which records patient's vital signs, automatically calculates the early warning score for the patient and identifies when the next observation needs to be done. This system has undoubtedly improved the care we give to patients
- At the end of November the Dr Foster Hospital Guide was published, which looks at over 25 indicators of acute hospital performance across England. The report found that the majority of the Trust's services were performing well. The Trust received particularly positive results for Hip Fracture and importantly the guide recognised that our Trust performs well in mortality statistics
- Patients requiring haemodialysis have been able to benefit from having the treatment in their own home since November, allowing them greater independence, control and flexibility over their own treatment
- In December Professor Gary Smith was announced as winner of the NHS Innovator of the Year award at the NHS Leadership Awards following his work in the early detection and management of patient deterioration
- Stroke patients in Portsmouth are receiving some of the best care in the country from Portsmouth Hospitals NHS Trust, according to a report by the Care Quality Commission (CQC) in January this year. The Trust was noted as providing strongly performing services for community rehabilitation, ensuring a timely discharge for patients and a reduced length of stay in a hospital setting
- As a result of an expected increase in the number of births from September – December, midwives from The Grange in Petersfield and Blake in Gosport were temporarily relocated to the Queen Alexandra Hospital in Cosham, where the majority of the increases of expected births were likely to take place. This allowed a safe and effective management of the increase in expected activity to ensure 1:1 care in labour remained a priority. Both birthing centres re-opened again for births on 9 January 2011 and were celebrated by parties organised by Friends of Grange and Blake and supported by the Trust
- The ALERT training course, pioneered by Portsmouth Hospitals NHS Trust, which is designed to educate healthcare staff in the early recognition of patient deterioration, was shortlisted in the National Education and Training in Patient Safety category in the Patient Safety Awards 2011
- The UK's first totally implantable hearing aid operation was carried out by Consultant Otolaryngologist, Mike Pringle, at Queen Alexandra Hospital. The Otologics 'Carina' middle ear implant is the first totally implantable device to provide hearing with no external components for the user
- Rheumatology staff at the Trust, who organise conferences and events to help people look after themselves whilst living with any type of arthritis or connective tissue disease, have been shortlisted in the Innovation in Rheumatology and Rheumatoid Arthritis Award in this year's Nurse Awards, organised by Nursing Standard

- We have seen a huge increase in our Research and Development activity which has generated income to the Trust. This is a necessary part of good patient care and ensures our contribution to the national body of evidence
- The Macmillan Centre was awarded the Macmillan Quality Environment Mark at a special ceremony. The Macmillan Quality Environment Mark is designed to help ensure people affected by cancer are treated and supported in quality environments that improve the quality of care they receive. The Quality Mark has been developed by Macmillan Cancer Support in collaboration with people living with cancer and the Department of Health. Sites and services are approved only after a detailed assessment. Centres are given the award because of their leading-edge work in cancer care
- We continued to see increasing numbers of patients referred from many other hospitals to our Endoscopic Mucosal Service, which is gaining national recognition as a service of excellence
- As one of eight centres in the country we have continued to train existing surgeons and trainees from other Trusts in developing their skills in Laparoscopic Colorectal surgery
- Through sheer determination and commitment we have seen much improvement in our coding of episodes of care from our Coder colleagues. This is critical as it determines our income

These are just some of the examples of your tireless efforts to improve the way we deliver our services which have greatly benefited our patients. Now that we are benefiting from our fantastic new facility the next step is to secure our Foundation Trust status. We have established a Foundation Trust Project Board, led by myself with members from the Executive team and importantly the Chiefs of Service. The Health White Paper "Liberating the NHS" launched last summer, set out the intention to support all NHS Trusts to become Foundation Trusts. The Secretary of State for Health, Andrew Lansley CBE, gained our personal commitment to achieve this as quickly as possible and we will start to action our plans to secure this status very soon. We have just very recently secured the necessary support from our partner organisations and the department of Health to prepare ourselves for this next phase in our history.

We welcomed new staff to the Trust last year and are seeing the benefits of different approaches and experiences. Looking to this year it is fair to say that we face pretty much the same challenges as last year. I appreciate it may look daunting but we did achieve it and improved quality in many areas. We were always a bit ahead of the curve and on many occasions it has felt quite isolating. I can assure you many other Trusts are now facing the same scale of challenge as is evident in the media currently. Key areas of focus this year will be the ongoing efforts to ensure our patients get good and consistent experiences under our care. In addition it is imperative that we to address the issues from the staff survey and really aim to understand some of the cultural issues outlined in the findings.

Further in light of the very significant changes in the NHS, the Board will be very focused on the future strategic shape of the organisation. This will include a review of the Clinical Services Portfolio as well as opportunities for expansion possibly into different territories building on some of what has already been achieved.

I recognise the fantastic contribution that our volunteers have made and the key role they have in supporting staff right across the Trust. I also acknowledge the maturity of the relationships with the unions and thank them for their support in what has been a difficult year with difficult decisions. Our Council of Governors have been invaluable and are really helping us in engaging more effectively with our communities and have supported us on some very difficult issues.

Finally, as we enter another financial year I have taken the opportunity to thank each and every one of our staff for their hard work, commitment and support throughout the year. I have been heartened by the great work that has happened over the last 12 months and the willingness shown from across the organisation which means that we are well placed to face the challenges ahead. We will all continue to work together this coming year to continually improve the care and experience for our patients.

Kind regards

Ursula Ward
Chief Executive