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Chair, Health Overview and Scrutiny Panel  
Customer, Community and Democratic Services  
Portsmouth City Council  
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*Via Email*

Dear Chair

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

I write to provide the Health Overview and Scrutiny Panel with an update from Portsmouth Hospitals NHS Trust.

Every NHS Trust has been preparing for winter and in Portsmouth we are taking measured and proactive steps to ensure we are in the best possible shape for the months ahead. We will continue to work with our key partners throughout this period and key developments which we have implemented are:

- Temporary changes to the amount of elective inpatient orthopaedic work we do to create additional short term bed capacity on the hospital site. We are not stopping inpatient elective orthopaedic work, but we will be doing less than we normally do for a short period of time. This is a planned development to support the delivery of sustainable changes to our urgent care pathway.
- We have launched a new frailty unit which will help us make sure we have enough elderly care capacity to meet the anticipated increase in demand from our frail elderly population. Our Acute Frailty Unit (AFU) will require a very close relationship with our partners and will help us provide even better care for some of our most vulnerable patients. The unit will build on the great service provided by our Frailty Interface Team and there's lots of evidence that says this sort of unit can significantly reduce the need for a prolonged hospital stay and the reliance on on-going services following a hospital admission.
- We have identified additional CT scanning capacity to be provided on site throughout the winter months, which will increase the availability of urgent scans for our patients.
- We have refreshed our urgent care improvement programme to deliver improvements to flow across the QA site.

Our Red2Green campaign – simply put rules and an approach to help reduce the amount of time our patients wait unnecessarily - has now been launched and it is fantastic to see so many of our staff now adopting this approach each day. Red2Green allows visibility of all delays to patient care and/or their discharge home. When we can see where the problems are and we can quantify them, we are much better placed to tackling them.

Over the last few months we have seen an increase in the number of patients going home via the Discharge Lounge. This is great news as it frees up beds earlier in the day for patients coming into

hospital and we've seen an increase in the number elderly frail patients being discharged in less than 72 hours. We however recognise there is still more to do, but efforts so far are without doubt delivering improvements to the patient experience.

As part of my 100-day plan I made a commitment to strengthen leadership across the Trust. I recently announced the appointment of Paul Bytheway, who started on 1<sup>st</sup> November, as our substantive Chief Operating Officer. Most recently Theresa Murphy has been appointed Chief Nurse. Theresa is currently working with us on a part time basis as our Interim Director of Nursing and she will take up the role of Chief Nurse on 1 January 2018. I will be announcing the appointment to Director of Strategy, Governance and Performance in the near future.

I am also delighted to confirm that Melloney Poole OBE has been appointed as our new Chair to the Trust Board. She replaces Sir Ian Carruthers who held the role from June 2014, and Mark Nellthorp, Non-Executive Director, who ably held the Interim Chair role for five months. Melloney has also been a Non-Executive Director in the NHS since 1993 serving on the Boards of three NHS Trusts before being appointed to the role of our Chair. Melloney has a background in corporate, charity and public administrative law as a solicitor spanning 25 years, gaining private sector, commercial and corporate experience before joining the public sector in 2003. She is also the Vice Chair of the Health Foundation.

We published our Quality Improvement Plan on 31 October. This sets out our approach to delivering sustainable quality improvements for our patients and staff. This plan has been created with input from many of our staff, and has also been reviewed and shaped by a number of our patients. We will be publishing monthly progress reports to ensure all actions are kept on track and to allow us to share the progress we intend to make as an organisation.

I hope that this summary has been of interest to you. My colleague Peter Mellor will be happy to further expand on this information and answer any other questions that you might have at the meeting.

Kind regards



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