

Solent NHS Trust Update to Portsmouth City Council Overview and Scrutiny Panel

July 2018

CQC Inspection 2018

CQC comprehensively review all health care providers at least once every two years. Solent was last inspected in June 2016 and is now due for re-inspection. In 2016 - Eleven core services were rated as “Good”, one as “Outstanding” and three as “Requires Improvement”. The Trust received an overall rating of “Requires Improvement”, based on the CQC standard rating methodology. Solent has received extensive “Performance Information Requests” from CQC, signalling an imminent inspection visit – although dates have not yet been determined. The review will be in two parts – a core services inspection – which will be likely to focus on the service areas that “Required Improvement” and a “Well-led” Inspection – reviewing the overall governance and leadership of the Trust.

Mental Health Transformation

In June; the Executive Delivery Group of the Hampshire and Isle of Wight agreed that the most effective way to progress the “5-year-forward view” agenda was for Local Delivery Systems to design plans based on needs, resources and system readiness in their areas. In Portsmouth and South-East Hampshire – we have already agreed 5 system projects for mental health – each aimed at improving responsiveness and using resources more efficiently:

- Reduce out of area treatments and length of stay by managing the Solent and Southern Health mental health beds as a single resource
- Improve mental health and wellbeing support in Primary Care
- Improve the urgent and emergency care service at Queen Alexandra Hospital for people with mental health needs
- Agree and implement a common pathway for patients with emotionally unstable personality disorders
- Ensure full coverage across Portsmouth and South East Hampshire of a 24/7 community based crisis resolution service

Many of these programmes of work commenced in late 2017 and all are now at the stage where detailed proposals for delivery will be consulted on more widely.

Delivering Integrated Services in Portsmouth

The Multispecialty Community Provider (MCP) partnership agreement between Solent NHS Trust, Portsmouth CCG, Portsmouth City Council and Portsmouth Primary Care Alliance has been extended for another 12 months from June 2018. The MCP Programme Board continues to oversee an extensive programme of work. The “Neighbourhood Locality Teams” project will unite health, social care and GP practices to focus on patients with the most complex needs in their immediate population. This has completed the initial redesign phase and piloting will commence in GP practices in the south of Portsmouth in the Autumn. Learning from the pilots will inform the development of the model across the city.

The Care Home project is already delivering benefit both to our population, and also avoiding inappropriate conveyance to the acute trust.

Solent NHS Trust Financial Position and Forecast

All NHS Organisations have to agree an annual financial “control total” with NHS Improvement, as part of the single oversight framework. The control total is the amount of surplus, or deficit that an organisation is expected to achieve at year end. Solent NHS Trust and NHSI agreed a year end forecast position for 2018/19 of c £1million deficit. The year to date position at the end of Quarter 1, is an adjusted deficit of £634k against a plan of £689k. We are currently on track to deliver our financial plan. However, this plan requires significant savings in the second half of the year and the mitigations of any cost pressures.

Mental Health Beds

Our Psychiatric Intensive Care Unit has been operating with only 4 of the 10 regular beds open, since a serious incident in May which caused extensive damage to one corridor. We have continued to manage patient need, by outsourcing suitable beds from other providers and reviewing patients in those other providers at least twice weekly to expedite return to acute care in Portsmouth at the earliest opportunity. Our Estates Team have been project managing the refurbishment, which was due for completion in mid- August. Difficulties in sourcing specialist fixtures have led to slight delays in the timeline for completion, but we now fully anticipate the Ward reopening at capacity during the first half of September.

Estates Update

1.1 Portsmouth Phase 2 Works

The Phase 2 works to vacate the Main Hospital Building at St James are now funded and underway. Comprising of multiple pieces of work but two main projects, the Infrastructure Works at the St James site where contractors are due on site in late July, and Block B at St Marys Hospital where a ‘turf cutting’ event will be held in early September.

1.2 Parking

Significant work has been carried out by a range of Solent Trust personnel including the Exec Team over a protracted period to develop a fair and equitable Parking Policy. This has faced significant challenge in an attempt to minimise the impact on patients and staff, whilst trying to provide parity in an organisation that works across multiple systems in various integrated teams and Local Authorities. The final proposal is due to be presented at the Trust Policy Group later this month and will then be programmed for implementation.

1.3 Catering

The programme of work which seeks to outsource the Solent Catering provision has reached a milestone in receiving formal tenders back. Various teams are now underway evaluating the respective cost and quality aspects of the returns as well as organising taste tests and interviews. This will ultimately result in a recommendation and implementation over the next year.

Adults Services

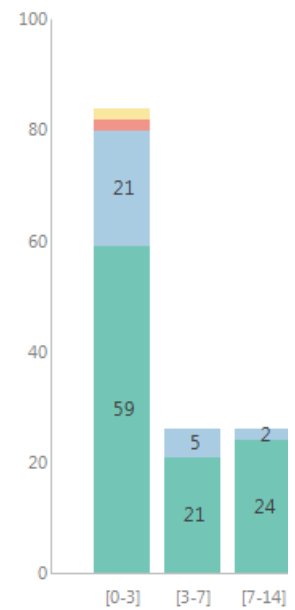
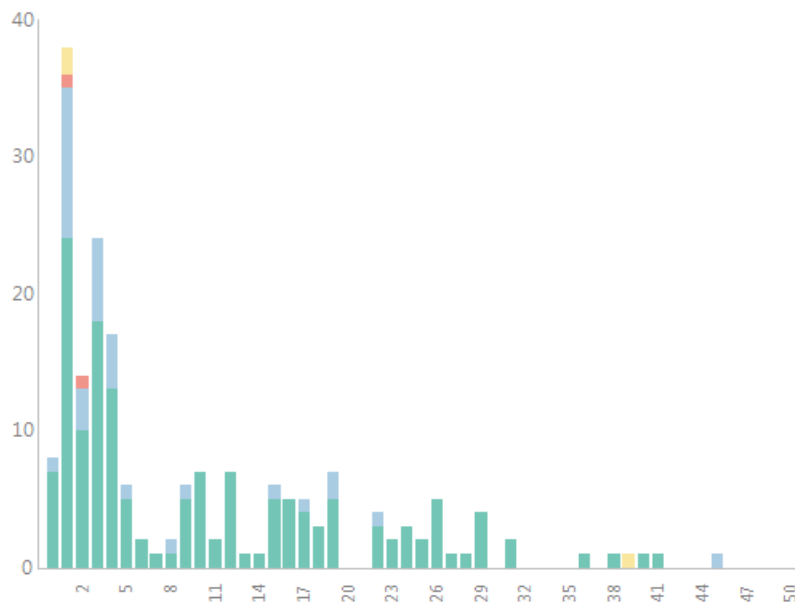
Winter plans

Where are we now?

[Length of Delay since MFFD for Sat 01 Sep 2018](#)

Current number of days since patient marked as MFFD

Date	HANTS		PORTS		OOA		No Location		Total	
	No. Patients	Bed Days Lost	No. Patients	Bed Days Lost	No. Patients	Bed Days Lost	No. Patients	Bed Days Lost	No. Patients	Bed Days Lost
Sat 01 Sep	158	1885	34	210	2	3	3	41	197	2139



The analysis undertaken by PWC and signed up to by the system, has identified a requirement to empty beds in PHT to create 92% bed occupancy. Funding has now been agreed and delivery of the required capacity and process redesign is in hand. This will require Portsmouth to reduce the numbers of those fit to leave by an additional 23 beds in PHT from the point of the original analysis.

A proxy indicator of success would be a reduction in those fit to leave to 26 or less.

This plan covers 9 months from July 18 to March 2019. Delivery before winter and sustainability will be through a combination of the developing neighbourhood teams, and long term condition and frailty hubs.

Sarah Austin COO and Commercial Director