

## **Portsmouth Health Overview and Scrutiny Committee November 2018**

### **Portsmouth Hospitals NHS Trust update**

#### **Planning and preparations for winter 2018/19**

Portsmouth Hospitals NHS Trust (PHT) has been working with partners across the local health and care system for many months to prepare for winter 2018/19.

Planning for winter started much earlier this year and involves PHT, all NHS Trusts and local authorities across Portsmouth and south east Hampshire.

The Winter Plan is managed by the A&E Delivery Board, chaired by Mark Cubbon, Chief Executive of PHT, and leaders across the local health and care system working collaboratively.

All health and care organisations across Portsmouth and south East Hampshire have a part to play and are working together to ensure the plan is delivered.

The Trust's part of the wider Winter Plan is spread across three main areas:

- **capacity to support patients to leave hospital in a timely manner**
- **providing additional beds onsite, and**
- **maximising our internal processes to allow for greater efficiency**

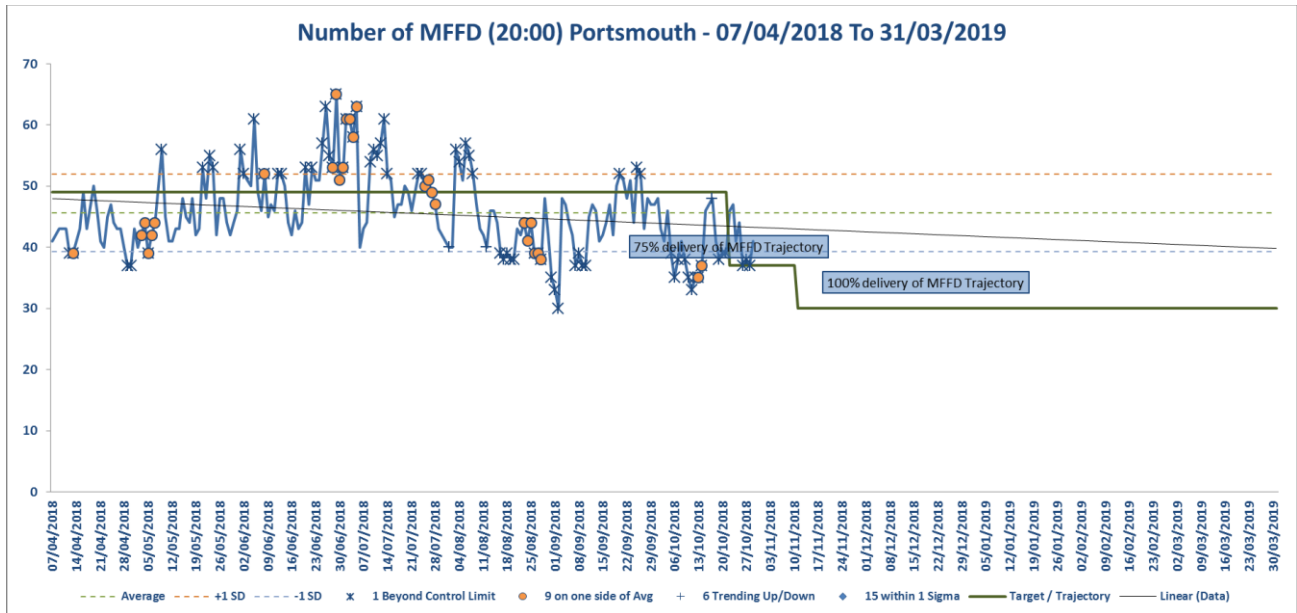
The aim is that work in these areas helps the Trust to work towards having a bed occupancy of 92%. Outside winter our bed occupancy averages at 95%.

Detailed analysis has been undertaken to show that reducing this to 92% should allow us the capacity needed to respond to the additional demands placed on the hospital during winter. This should help ensure that patient flow through the hospital is maintained and we can avoid using short term measures such as the use of escalation beds. In turn this will result in a positive difference for our patients who should experience fewer delays and where appropriate, a shorter stay in hospital.

Key to reducing our occupancy is reducing the number of patients who are medically fit to be discharged from the hospital. The below graph shows a continued decrease in the number of patient Medically Fit For Discharge (MFFD) locally.

## Portsmouth Patients medically fit for discharge occupying an acute bed

The below chart displays the count of Portsmouth patients medically fit for discharge occupying an acute bed.



Alongside this we have seen a significant improvement in the focus on continuing healthcare needs assessments with patients now being discharged in a more timely manner.

Other action PHT has taken to deliver the Trust's part of the Winter Plan includes:

- providing an additional 12 beds through change in use of A6 ward at Queen Alexandra Hospital (QA). This allows for internal reconfiguration of our bed base to increase our medical beds to reduce outliers
- providing an additional temporary CT scanner to support improved access to diagnostics and timeliness of scans for patients in both emergency and cancer pathways
- embedding good practice to reduce delays and ensure timely discharges for patients
- reducing the risks relating to flu

The impact of the initiatives the Trust has introduced in recent months are already becoming clear. Half term week is often a challenge for many hospitals and communities, which is why the Trust planned to have three quarters of the additional capacity needed

out of hospital to support earlier discharges ahead of winter, open and available by the start of half term in October. This milestone was achieved with the support of local commissioners, Southern Health NHS Foundation Trust, Solent NHS Trust, Hampshire County and Portsmouth City Councils.

The Trust is focused on sustaining this additional capacity and increasing it further in the coming weeks.

The below chart shows the Trust escalation levels seen during half term week compared to the same period last year, with “Opel 1” being the lowest escalation level, and “Opel 4” the highest level:

|               | 2017   | 2018   |
|---------------|--------|--------|
| <u>20-Oct</u> | OPEL 2 | OPEL 1 |
| 21-Oct        | OPEL 3 | OPEL 2 |
| 22-Oct        | OPEL 3 | OPEL 2 |
| <u>23-Oct</u> | OPEL 3 | OPEL 1 |
| 24-Oct        | OPEL 4 | OPEL 2 |
| <u>25-Oct</u> | OPEL 4 | OPEL 1 |
| <u>26-Oct</u> | OPEL 3 | OPEL 1 |

The early signs of improvement are a reflection of the continued hard work and commitment of teams across the Trust.

Winter 2017/18 was widely acknowledged to be extremely challenging across the NHS and the local health and care system came under significant pressure.

It is acknowledged that this winter will be challenging however extensive plans have been put in place and are being tested in advance, and are preparing the system for helping to maintain patient experience during our busiest times. All organisations across the local health and care system are working together to deliver the Winter Plan.

A detailed, proactive communications strategy has been developed by communications leads across all local health and care organisations and is being delivered collaboratively to support this.

### Delayed Transfers of Care

The table below acute and non-acute Delayed Transfers Of Care (DTOC) relating to Portsmouth patients. The figures are recorded as the number of days delayed within each month for all patients delayed throughout that month:

|           | <b>Feb</b> | <b>March</b> | <b>April</b> | <b>May</b> | <b>June</b> | <b>July</b> | <b>August</b> | <b>September</b> | <b>October</b> |
|-----------|------------|--------------|--------------|------------|-------------|-------------|---------------|------------------|----------------|
| Non-Acute | 29         | 66           | 45           | 9          | 3           | 28          | 2             | 0                | 25             |
| Acute     | 447        | 930          | 208          | 165        | 184         | 180         | 179           | 92               | 110            |

**ENDS**