



Health and Care Portsmouth
c/o NHS Hampshire and Isle of Wight Integrated Care Board
4th Floor, Civic Offices
1 Guildhall Square
Portsmouth
Hampshire
PO1 2GJ
Tel: 023 9289 9500

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Cllr Ian Holder
Chair, Portsmouth Health Overview and Scrutiny Panel
Members Services
Civic Offices
Portsmouth
PO1 2AL

Dear Cllr Holder,

Update letter for HOSP - March 2023

I am pleased to provide an update for the Portsmouth Health Overview and Scrutiny Panel, intended to update you and the members of the Panel on some of the activity since our last full update in September 2022.

Our letter includes updates from across the Hampshire and Isle of Wight Integrated Care System, as well as the work we are delivering locally through Health and Care Portsmouth that describes the integrated working within the city. This is included as an update from NHS Hampshire and Isle of Wight Integrated Care Board (ICB) and the integrated Health and Care Portsmouth team.

Our website – www.healthandcare.portsmouth.gov.uk – provides further details about what we do if members are interested, and we are always happy to facilitate direct discussions if that would be helpful.

Hampshire and Isle of Wight Integrated Care System

Addressing the issues that affect people's health and wellbeing in such a challenging environment requires us to think differently. Meeting these challenges requires looking in new ways at delivering care and enabling improved services to be delivered more efficiently. Working in partnership with

other organisations across the system, this long-term transformational change is underway for the benefit of patients in our communities.

There are a number of core strategic programmes taking place across Hampshire and Isle of Wight. Although these programmes have been in development for some time and pre-date the statutory formation of Integrated Care Systems, their aims remain relevant to, and build on, the existing work of the health and wellbeing boards in each place and making improvements for the population. These programmes support the delivery of the Partnership Strategy and are interlinked by:

- Involving communities across large geographies in shaping care
- The need to rebalancing care with more at home
- Integrating care along pathways, with the patient at the centre.
- Building stronger links with partners in each area.

The current major change programmes are:

1. Community and mental health services review

This programme is addressing unwarranted variations in service provision, access, experience and outcomes across our system for community and mental health services. Service provision in our area can be inconsistent and fragmented.

A recent undertaken in 2022 made five recommendations:

1. Develop a shared clinical strategy for integrated care
2. Develop a strategy for place and place-based leadership
3. Review use of community physical health bed capacity
4. Establish a more strategic approach to funding services
5. Bring services together into a new Trust across system

2. Isle of Wight sustainability partnership

There are long-standing challenges in providing health services for the Isle of Wight population. The Isle of Wight NHS Trust is an integrated provider of acute, ambulance, mental health and community services, serving a resident population of 140,400 plus visitors to the Isle of Wight. It is the only NHS organisation in England that provides this range of services. This breadth of responsibility, combined with the sub-scale nature of each service, the physical isolation and island demographics, is resulting in significant clinical, workforce, operational and financial challenges.

System partners are working together to consider how best to organise service provision, so that we can address the challenges faced and deliver sustainable services for the Isle of Wight population. The next step is for the ICB Board to agree the proposed strategic approach, which is being set out in a Joint Strategic Case.

3. Hampshire Together: Modernising our hospitals and health services

There has long been a recognition for new hospital facilities in the north and mid Hampshire area. There is now the opportunity for a large capital investment in Hampshire, with a proposed new hospital building part of the national New Hospitals Programme.

The Hampshire Together programme has prepared a pre-consultation business case, which concludes the period of informal engagement to develop options and starts the process of seeking

approval to consult the public on potential service changes and a proposed new hospital, including the interdependencies with community models of care and community solutions.

We will keep you updated as these projects progress.

ICS Strategy

The Hampshire and Isle of Wight Integrated Care Strategy, developed by system partners, is now complete and was circulated to over one hundred organisations in Hampshire and Isle of Wight on 30 December 2022.

The strategy sets out where we and our partners plan to work together to improve the health, happiness, wealth and wellbeing of local people and communities across the geography of the Hampshire and Isle of Wight Integrated Care System.

Task and finish groups are taking place over the next few weeks to look at how the five priorities outlined in the strategy will be delivered:

- Children and Young People
- Mental Wellbeing
- Promoting good health and proactive care
- Workforce
- Digital and data insights



The strategy can be seen on the [ICS website](#).

Health and Care Portsmouth

Primary care

Access to GP practices

On 17 January 2023, we hosted - in partnership with Cllr Vernon-Jackson - a second GP summit to bring primary care colleagues and councillors across the city together, to discuss current challenges facing our GP practices. This was a follow-up to the first summit held on 4 August 2022.

There were a range of issues discussed at the meeting, including:

1. The challenges around supporting colleagues into working in the UK from overseas, including securing visas and appropriate conversion courses, and the burdens that this placed on individual practices.
2. The opportunities to incentivise working in Portsmouth.
3. The importance of retaining the current workforce as well as attracting new recruits.
4. Developing new models for the delivery of primary care services in the city, including community pharmacies as a bigger part of the picture.
5. How we can communicate the issues and solutions to the wider population so that they understand the challenges and how they can help us make improvements.

Options to be explored following the meeting include:

6. How we can provide some sort of centralised system to support international recruitment.
7. How we could create new and interesting roles that attract people in the city, perhaps creating hybrid roles with links to the hospital.
8. Could we develop a model similar to the Armed Forces Covenant for primary care staff to make the city attractive? We also noted that colleagues used Kent ICB as an example of an area that is doing interesting work in this space.
9. Consider how we need to respond to the changing ways that people want to access services.
10. Look at a dedicated city-wide magazine mailout focused on healthcare to highlight issues for residents.

It is anticipated that a forum for primary care to have regular contact with political leaders, including councillors and MPs, will be set up, and a further GP summit will be convened later in the year.

Individual practices

North Harbour Medical Group

In December 2022, and as presented to HOSP at the December meeting, partners at North Harbour Medical Group made the difficult decision to hand back their contract to deliver NHS services and close the practice in Cosham Health Centre.

We have been working closely with North Harbour Medical Group to facilitate the closure of the practice, which, since December, has involved:

- Weekly meetings with senior partners and business development staff at North Harbour Medical Group
- Weekly meetings with senior partners and business development managers at Portsdown Group Practice and The Drayton Surgery - the practices who received the majority of North Harbour patients in the managed transfer
- Meetings as required with stakeholders e.g. Penny Mordaunt MP, ward councillors, Healthwatch Portsmouth, other GP practices
- Establishment of a managed transfer of 9,500 patients from North Harbour Medical Group to local practices nearby, working closely with the NHS Commissioning support Unit
- Communications to patients including letters, website updates, text messages, social media posts, patient information events and library drop-in sessions
- Management of a dedicated phone line and email inbox for all patient queries
- Development of a survey to allow patients to choose which practice they would like to be transferred to

- Additional staffing resource allocated to North Harbour Medical Group
- Safe transfer of 9,500 patients to practices of their choice or an allocated practice if they did not complete the survey

North Harbour Medical Group will officially close on 31 March 2023.

We continue to work with colleagues at Solent NHS Trust to determine where additional services being delivered at Cosham Health Centre will continue to be provided (i.e., podiatry, bladder and bowel clinics, and mental health talking therapies) which may include Jubilee House, Cosham-based GP practices, or a combination of these. We also continue to explore the possibility of building a new GP practice premises on the Highclere site by Treetops in Cosham, PO6 3EP. The Business Case still requires final approval from NHS England/Improvement and the Department for Health.

The Drayton Surgery and Portsdown Group Practice

The Drayton Surgery and Portsdown Group Practice each received c. 4,000 patients from North Harbour Medical Group on 1 and 2 March 2023 respectively.

In preparation for the transfer of patients, the practice has recruited additional clinical and clerical staff, including GPs, and invested in its telephone system to allow patients to request a call back when in the queue.

They have also worked closely with the Health and Care Portsmouth team to attend patient information events and develop an information video and leaflet about how to book appointments and the different types of treatments and healthcare professionals you might come across. These have been promoted to the new patients arriving from North Harbour as well as existing patients through social media, website updates and printed materials. You can see the videos and leaflets for each practice on the [Health and Care Portsmouth website](#).

Island City Practice and John Pounds Medical Centre

We remain committed to identifying what service provision may be required at John Pounds Medical Centre for the Portsea population based on their needs but have been unable to progress this work since our last update due to the ongoing challenges with North Harbour Medical Group.

Our proposal is to establish a working group to help identify the challenges and needs of residents in accessing healthcare in Portsea. The group will be made up of representatives from Island City Practice, ICB, Portsea Action Group, Portsea Event Group, Portsmouth City Council, HIVE Portsmouth, Healthwatch Portsmouth and the local community pharmacist. The purpose of the group is to discuss innovative ideas and possible solutions to help most common issues identified, and work collaboratively to ensure the Portsea community remain informed and engaged throughout the process.

The ICB will also undertake a significant piece of community involvement work, including a survey, to:

- Help understand current usage of the medical centre and/or Island City Practice
- Identify the barriers to accessing healthcare
- Ask the community at a very high-level what they want/need at John Pounds, and

- Understand what they value most about receiving good healthcare i.e., convenience, consistency of staff, short wait times etc.

The survey will be available online and in paper format and in addition, the ICB team will attend local community groups, meetings and events in Portsea to encourage residents to complete the survey. Structured feedback forms will be given to staff to collate qualitative feedback alongside the survey.

Once the survey has closed, we are proposing to run a listening event, in-person at John Pounds Community Centre, to:

- Explore the themes of the survey and community outreach - namely around the challenges and barriers residents face in accessing healthcare
- Ask attendees to think about what 'good' might look like (within specific parameters of what must be done, budgets etc.)
- Discuss what needs to change to get us there and how the working group can support
- Educate residents on the alternative options to seeing a GP

As our final piece of community involvement work, we will send a short vox-pop survey (maximum three questions) to those who attended the workshop and/or completed the survey. This aims to summarise what was captured in the survey and the workshop and ensure that residents feel it is truly reflective of what they've fed back.

If there are any themes that need further discussion after the workshop, we will also establish small, focused groups for any specific areas that need more conversation and partnership working.

All of the feedback will then be presented to the working group to discuss the outcomes of the community outreach and to discuss ideas and solutions moving forward.

It is anticipated that this work will now take place between April and September 2023.

In addition, lease negotiations around John Pounds Medical Centre are almost complete.

Pharmacy, Optometry and Dentistry

The ICB became responsible for Pharmacy, Optometry and Dentistry under delegation from NHS England on 1 July 2022.

In October 2023, it was announced that four additional NHS dental contracts were awarded in Portsmouth, to be delivered from 1 April 2023.

The contracts are expected to deliver more 63,000 units of dental treatments - the estimated equivalent of approximately 10 more NHS dentists in the area.

We know in Portsmouth recruitment and retention has had more of an impact than some other parts of the country. In addition to the new national contract that will be implemented nationally, we are actively looking at ways to bring performers into the area. We are also building a new dentistry team within the ICB, to help progress our local focus and transformation agenda, as well as a specific focus on recruitment.

In June 2022, a Dental Summit was held in Portsmouth, hosted by the University of Portsmouth and chaired by Penny Mordaunt MP. The summit recommended two steering groups be set up to progress the proposals raised at the summit. The first steering group is led by Professor Chris

Louca to progress a bid for a Centre for Dental Development at the University of Portsmouth Dental Academy.

The summit recommended a second working group, focussing on oral health promotion, to be established by Health and Care Portsmouth and chaired by the Director of Public Health for Portsmouth. To date, this working group has met with the next meeting scheduled for the 24 November 2022. The current work programme is focused on increasing oral health promotion services in key Portsmouth settings. The University of Portsmouth Dental Academy already undertake outreach to some schools, targeting areas of social deprivation, and into care homes and our homeless population in the city. This outreach provides guidance on how to brush teeth and other oral health promotion themes such as a healthy diet. The university's Dental Academy, Solent Special Care Dental Service and Public Health are developing a bid for transformation funding to expand this current offer to all schools and early years settings in Portsmouth. The group will also focus on developing joint oral health promotion campaigns to residents via social media.

The ICB's initial priorities will be to ensure appropriate oral health strategies are in place across the system, and to build relationships with providers, addressing their concerns and supporting them with their services and estates.

Urgent Care

System pressures

Portsmouth and South East Hampshire Local Delivery System

Urgent and emergency services continue to be challenged with pressures impacting the whole health and care system but causing the most visible problems at the front door.

Nationally, this winter has been the busiest on record for emergency departments including urgent treatment centres and ambulance trusts experienced more category 1 calls in December, with high levels of COVID and other respiratory illnesses contributing to the demand.

Locally, while the number of patients being conveyed to hospital has dropped compared with pre-COVID levels (December 2023 vs December 2019), the number of emergency department attendances is above pre-pandemic level, with a spike in December (driven by high level of paediatric and geriatrics) and the number of emergency admissions continue to increase, particularly for patients over 65 years old.

Despite this, since January there has been a reduction in the number 60 minute ambulance handover delays and the total hours lost due to ambulance handover delays at Portsmouth Hospitals University NHS Trust (PHU). However, this improvement is not yet steady and acute bed occupancy remains above 92%.

Our local response continues to be coordinated with providers working together across Portsmouth and South East Hampshire and the wider Hampshire and Isle of Wight ICS. Actions taken since the last update include:

- Opening of a face-to-face hub for responding quickly to residents with acute respiratory infections at Lake Road practice in conjunction with the Portsmouth Primary Care Alliance (PPCA), to avoid attendance at emergency departments.
- Bringing on capacity in our virtual wards operated by Solent NHS Trust and PPCA to
- Opening of additional beds in Queen Alexandra Hospital, Spinnaker Ward and Jubilee House to support patient 'flow' through hospitals and reduce delays for patients at the front door and in the community.

We have also used money from the Adult Social Care Discharge fund to:

- Expand capacity in bridging services and the Portsmouth Rehabilitation and Reablement Team (PRRT) to increase the number of people receiving domiciliary and reablement care in in their own home.
- Improve access to beds closer to home for residents with complex nursing needs by block booking five beds at Mary Rose Manor care home, to reduce the number of patients awaiting package of care or placement.
- Utilise capacity in a Portsmouth City Council owned care home through closer partnership working with PHU to support earlier discharge planning.

Work continues with PHU focusing on how to maintain the 15-minute handover target in an emergency department that treats most patients within four hours. The Director of System Performance Hampshire and Isle of Wight ICS (Dan Gibbs) and the regional NHS England team continue to provide oversight on progress and the impact on risk across the system.

Looking forward, as part of setting out priorities for 2023/24, the Department of Health and Social Care and NHS England have published a combined delivery plan for recovering urgent and emergency care services. The plan sets out how the NHS and partners will improve emergency waiting times in relation to ambulance services and emergency departments. It also sets out the actions being taken in social care to support improved discharge, led by the Department of Health and Social Care.

Making this improvement requires sustained focus in five areas over the next two years and beyond:

- **Increasing capacity** – investing in more hospital beds and ambulances, but also making better use of existing capacity by improving flow.
- **Growing the workforce** – increasing the size of the workforce and supporting staff to work flexibly for patients.
- **Improving discharge** – working jointly with all system partners to strengthen discharge processes.
- **Expanding and better joining up health and care outside hospital** –stepping up capacity in out-of-hospital care, including virtual wards, so that people can be better supported at home for their physical and mental health needs, including to avoid unnecessary admissions to hospital.
- **Making it easier to access the right care** – ensuring healthcare works more effectively for the public, so people can more easily access the care they need, when they need it.

These priorities are closely linked to our existing pillars of work:

- Care in the right place to avoid admission to hospital
- Acute capacity and flow
- Timely discharge and community capacity to support residents going home

Local delivery system planning is being coordinated by Jo York as Director of Urgent Care who is overseeing the development of the ICB Urgent and Emergency Care Strategy through a series of stages that incorporate:

- Local population health data
- Activity baselines and projections
- Assessment of existing schemes to ensure they meet national objectives and local needs
- Development of new plans, if required
- Supported by workforce plans and finances

These plans will form part of the ICB operating plan and to populate the ICS five year forward view both due for submissions at the end of March.

COVID-19

The Office for National Statistics (ONS) COVID-19 Infection Survey remains the best measure of current prevalence of COVID-19.

In England, during the week ending 14 February 2023 the percentage of people testing positive for coronavirus (COVID-19) continued to increase. 1,223,000 people, equating to 2.18% of the population or around 1 in 45 people, were estimated to have COVID-19 in England that week.

Local case numbers continue to be monitored but without widespread testing these do not give an accurate picture of what is happening. However, we continue to see COVID-19 contributing significantly to pressures in the health system. As at 23/02/2023 there were 184 patients in Queen Alexandra Hospital with a positive diagnosis of COVID-19, with 124 new admissions or in-patient diagnoses in the last 7 days. While only around a quarter of these were primarily being treated for COVID-19 it still amounts to over 15% of the bed base, and this has not dropped below 5% regularly since October 2021.

As at 22/02/2023, 78.25 of Portsmouth residents aged 12 and over have had a first dose of COVID-19 vaccine. 74.2% have had a second dose, and 58.4% have had a booster or third dose.

Communications

A 24-page magazine containing information about local health services has been developed by Health and Care Portsmouth and will be delivered to every household in the city in March. The magazine includes a host of information from self-care, how to use a pharmacy and how your GP practice works, to advice about menopause, dentists, childcare, adult social care, mental health and more. The magazine will be available online at www.healthandcare.portsmouth.gov.uk.

Yours sincerely,
Jo York Managing Director, Health and Care Portsmouth