

**Hampshire County Council Health and Adult Social Care Select Committee
6 July 2020**

Portsmouth Hospitals NHS Trust update on the Building Better Emergency Care Programme

1. Background

The configuration and condition of the Emergency Department (ED) at Queen Alexandra Hospital (QA) has been a longstanding challenge for the Trust.

The ED at the QA site is 40 years old and was not designed for the number of patients the Trust now sees. Last year there were 16,000 more attendances than there were five years ago, and current projections show demand continuing to increase by 3% each year. The constrained size and layout of the ED limit the Trust's ability to make improvements in the way care is delivered and to implement best practice. In addition, the physical condition of the department does not provide a good enough experience for patients, visitors or staff.

In recognition of these challenges, and with the support of local partners and stakeholders, the Trust was awarded a £58.3m investment for new emergency care facilities at QA as part of the NHS England Wave 4 Sustainability and Transformation Partnership capital allocations, subject to standard business case approvals.

In the meantime, work continues on a daily basis to improve emergency care for patients at QA within the existing constraints.

2. Developing a new model of care

Simply providing a new facility will not enable the Trust to make the improvements needed for local people. The capital investment is an opportunity to go much further than is presently possible in re-designing how unscheduled and emergency care are organised and provided. Working with partners, clinicians at the Trust are also designing a new clinical model that will support the timely assessment and care of all patients requiring emergency care, minimising handovers, duplications and delays, and ensuring patients receive care in the right place from the appropriate health care professional in a timely way. The new ED will be designed to deliver this new model of care, with a flexible design that could adapt to accommodate future enhancements to service models.

The focus of the build is on the provision of those services provided on the QA site, System partners have been involved in the planning process to align the wider Portsmouth and South East Hampshire planning for emergency care across the whole patient pathway.

Planning for the clinical model for emergency care has continued throughout, and been informed by, our response to the Covid-19 pandemic which has provided further opportunity to test and refine emergency pathways, and the ability to provide responsive, flexible and efficient care. Learning from this response will form an essential part of continued work on the clinical model.

3. Programme objectives

The aims of the Emergency Department capital build programme are to:

- a. Develop and deliver a new clinical model to serve current and future emergency care requirements at QA
- b. Reconfigure urgent and emergency care facilities at the QA site to maximise productivity and efficiency of the urgent and emergency care pathway, streamlining patient flow through ED and beyond
- c. Provide capacity to meet current and future demand, enabling the Trust to meet national urgent care quality and access standards
- d. Deliver modern facilities, meeting required standards and promoting a positive patient experience and staff wellbeing.

In summary, the programme will deliver safer, more timely care, greater efficiency and an improved experience for patients, visitors and staff.

4. Size of new facilities

Emergency care is currently delivered in facilities at multiple locations across the QA site (including ED, acute medical unit, surgical assessment unit, and ambulatory care settings). Currently, over 120,000 patients each year access these pathways through ED. The new development will be able to accommodate up to 150,000 patients each year through the ED with streamlined pathways to alternative emergency care settings. The flexible design will also ensure that further changes to the size and pathways can be accommodated in the future.

5. Location of new facilities

The Trust has undertaken a detailed option appraisal to identify the most appropriate location in the QA site to design and build the new facility. This appraisal considered a range of criteria to inform the outcome:

- Sufficient space to accommodate the physical requirements to deliver the clinical model
- Adjacencies and travel distances to other essential services within the hospital
- Phasing & timing – whether multiple decants and moves will be required to create space for a new facility prolonging the timetable
- Disruption to essential clinical services during construction
- Implications for amendments to site infrastructure (eg provision or re-routing of utilities) and subsequent budget available to spend on clinical accommodation
- Budget implications (for example if underground services need to be re-routed).

The options appraisal identified the East Car Park as the preferred location. Note that the image below identifies a site location only. There are a range of design solutions in this location that are now being developed that will determine the size, layout access, number of levels, and options for joining with the existing building. All patient car parking impacted by this development will be replaced on site, and a traffic solution included as part of the design.



6. Timeline

The timeline and process are dictated to a large extent by the NHSI/E and Treasury (HMT) approvals processes. Committee Members will recall that the Outline Strategic Case was originally submitted for approval at the end of September 2019. The Outline Business Case is in preparation. The Trust continues to plan on the timetable below planning as follows, but this is an anticipated, rather than definitive, timeline at this stage due to the national approvals timescales, and acknowledging the potential impact following the Covid-19 pandemic and any impact of this on approvals and construction:

Now – Q3 20/21	Develop Outline Business Case, including clinical model and preferred estates solution. Receive approval of Strategic Outline Case and submit Outline Business Case.
Q4 20/21 – Q3 21/22	Develop Full Business Case confirming clinical model, estates and workforce solutions. Receive approval of Outline Business Case and submit Full Business Case.
Q4 21/22	Receive approval of Full Business Case and release of funds by NHSI/E and HMT.
Q1 22/23	Commence construction.
Q4 23/24	Handover and new facilities open to patients.

7. Patient and public engagement

The Trust is committed to the development of patient-centred emergency care services and facilities that truly reflect the needs and preferences of the communities we serve. The Trust has already begun engaging with patients and the public to explain the initial plans and gather high level feedback on what is important to them about the new clinical model and facilities.

A Patient and Public Engagement Steering Group has been established to help shape on-going engagement plans. Recruitment to this group is underway, and plans are being developed with Healthwatch and other partners.

In the coming months, the Trust will carry out in-depth engagement to inform the clinical model and the design principles that will underpin the new facilities. In later stages there will be wide-ranging engagement activities to inform the detailed design.

As the capital investment enhances the current provision of services, rather than changing their nature or location, the Trust does not currently anticipate a formal public consultation will be required at this stage. However, we are fully committed to continuing to engage members to identify and respond to any change to this position as required.

8. Further updates

The Trust will provide a formal update to HASC before the submission of the Outline Business Case and again before the submission of the Full Business Case. The Trust would be pleased to provide any further information that is required in the meantime.

ENDS