

**Hampshire Health and Adult Social Care Committee
Portsmouth Hospitals University NHS Trust update
June 2021**

Building Better Emergency Care Programme

Background

Following our update in November 2020, the Building Better Emergency Care programme (BBEC) continues to deliver against our five-year Trust strategy, *Working Together*. Transforming our emergency care pathways in partnership with local health and care organisations remains a key priority for the organisation and the Hampshire and Isle of Wight Integrated Care System (ICS). We are progressing the programme in collaboration to design a sustainable clinical model to deliver safe, effective, efficient, timely and patient-centred emergency care and the associated clinical, workforce and estates changes that are required.

The programme is working across the organisation and with health and care partners to tackle some of the longstanding challenges that can cause delays for patients at our emergency department (ED) at Queen Alexandra Hospital (QA). Our ED is more than 40 years old and the constrained size and layout of the department has limited our ability to make improvements to the way care is delivered and implement best practice. The physical condition does not provide a good enough experience for patients, visitors or staff.

In recognition of these challenges, the Trust was awarded a £58.3m capital investment for new emergency care facilities at QA in December 2018, subject to a three-stage national business case approval (strategic, outline and full business case stages).

Developing a new model of care

We know that simply providing a new facility will not enable us to make the improvements needed for patients in our communities. This capital investment provides an opportunity to redesign how unscheduled and emergency care is provided.

The new clinical model has been redesigned against a set of core principles that provide the framework for all decision making on pathways, processes, workforce, digital and estates options:

- seven-day specialty model
- seven-day access to diagnostics and reporting
- 24-hour, seven-day access to assessment and initiation of treatment by a senior decision maker
- All patients will be managed on a same day emergency or outpatient pathway unless/until requirement for admission to hospital
- Pathways will maximise first place admission under an appropriate specialist, minimising handoffs and handovers of care unless clinically justified
- Emergency workflows will be separately planned and resourced to allow sustainable delivery of emergency and elective activity

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

Strategic Outline Case and Outline Business Case

Committee members will be aware that the Rt Hon Matt Hancock MP, Secretary of State for Health and Social Care, approved the Strategic Outline Case for the Building Better Emergency Care Programme in September 2020.

The next step in the approvals process, the outline business case (OBC) is currently being prepared with our partners, Integrated Health Partners (IHP) and AD Architects.

Clinical and non-clinical colleagues and teams have been closely involved in developing the OBC, which describes in more detail the strategic, economic, commercial, financial and management cases for the programme. The purpose of the OBC is to seek approval for investment in the new ED capital project, which will align and support the new emergency care clinical model.

The OBC has been developed with support from the Hampshire and Isle of Wight ICS to ensure the future of emergency care services within the Portsmouth and South East Hampshire system. The OBC is on target to be submitted to NHS England and NHS Improvement by the end of July 2021.

Development of the preferred site

The Trust has undertaken detailed option appraisal and have identified the east car park as the most appropriate location in the QA site to design and build the new facility.

The ED will comprise three levels:

- Level A – a staff car park which will retain at least 200 of the existing 522 staff spaces in the existing east car park
- Level B – clinical facilities (majors, urgent care, paediatrics, radiology and resus) on level B, with direct access from Hunter road for ambulances.
- Level C – will include rest areas and wellbeing space for staff, as well as training rooms, relaxation space, changing facilities and office space.

Outline planning application

Earlier this month, we submitted an outline planning application for the new ED to Portsmouth City Council.

Clinicians have been closely involved in supporting the development of the 1:200 plans working with our architects and partners throughout. The design includes:

- adults and children will be treated in single rooms, improving privacy and dignity and enabling any patient with symptoms of Coronavirus or other respiratory conditions to be isolated quickly
- doubling resus capacity from four adult bays to eight will provide additional capacity for patients needing treatment for critical conditions
- two further paediatric resus bays will be provided for children
- a new CT scanner, located within the ED, will mean patients requiring a specialist scan will be able to have one without leaving the department

- the new department will also be energy-efficient, include easy-to-understand signage and wayfinding for visitors, and provide our staff team with dedicated rest areas to support their wellbeing.

Timeline

The OBC is planned to be submitted by the end of July 2021 and is involving patients, communities, staff and stakeholders to help shape our plans. Subject to national approvals later this year the Full Business Case is scheduled for submission in Spring 2022 for national approval in Autumn 2022. Thereafter, the construction period is a full two years with the new facilities planned to open to patients ahead of winter 2024.

Patient and public engagement

The capital investment will enhance the current provision of services, rather than changing their nature. The level of staff, patient and public engagement to-date has been recently limited by our significant role in the NHS response to the COVID-19 pandemic, however wide-ranging engagement activities will be restarted and undertaken to inform the detailed design, and we remain committed to continuing to engage with patients, the public, staff, committee members, partners and our communities, working with other statutory and voluntary and patient organisations.

Wider improvements to the Trust estate

We continue to work to maintain and improve our buildings, facilities and the environment for the benefit of patients, visitors and staff in line with our Trust strategy, ensuring that we deliver flexibility for the future.

In March 2021, we started construction on a new two-storey ward building on the north car park site, a vital component of our wider plans, in collaboration with partners across Portsmouth and South East Hampshire, to make sure that patients who need urgent care are able to access it more quickly. It is also key to increasing resilience to support our existing partnership with the Isle of Wight NHS Trust.

In the same month, Portsmouth City Council approved our plans for the Trust to build a multi-storey car park alongside the new ward, which will ensure we are providing much needed parking for patients and visitors in the future.

We are also making improvements to enhance the physical environment across the QA site to increase biodiversity and improve the experience of our patients, visitors and staff. Works have recently been completed to develop two of the hospital's outdoor spaces for the benefit of patients, visitors and colleagues.

The 'garden of life' opened earlier this year for patients and staff to relax and enjoy the beautifully landscaped garden.

The deck outside the paediatric department has been recently landscaped to include improved planting along the borders and inclusion of new play equipment, and a shade to enable the space to be better used during periods of hot weather.

Further updates

We will ensure that committee members are regularly updated, and The Trust would be pleased to provide further updates as required.