

Our ref: GH/JT/SC



16 October 2012

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Dear David

### **Readiness for Foundation Trust Application**

My thanks to you and your colleagues for attending Rivergate House on 5 October 2012 and for the full and frank discussion that took place. We recognise the work Portsmouth Hospitals NHS Trust is undertaking towards the foundation trust submission and the commitment of your board to deliver and maintain the quality of care to patients. I am sure you appreciate that the challenging nature of the discussion was a necessary part in testing your understanding and preparedness for future assessment by Monitor.

The question and answer session was mixed and illustrated the individual focus of board members. At times there was a lack of coherence and apparent connectivity between responses that undermined the level of assurance we derived. All board members should be able to answer questions across the full range of the Trust's business in a consistent and confident manner and further work is required to ensure that everyone is sufficiently prepared for this type of challenge. Non-executive directors particularly will be tested by Monitor on their control and knowledge across the business, being expected to give strong narrative on areas other than their own focus. This should be picked up in the board development plan you are pulling together to address the recommendations from BGAF and HDD external assessments.

Sir Ian Carruthers OBE explained the important connection between showing board grip on business this year and evidence of confidence in plans going forward. It is imperative that your board is taking short term actions to deliver an acceptable year end position across all elements of the business. Linked to this is the need to demonstrate a firm grasp on the work necessary to enable the organisation to be authorised as a NHS Foundation Trust in the future.

It will be a big challenge for the Trust to make sufficient progress in order to meet the planned submission date to the Department of Health. The Strategic Health Authority executive team will reflect further on the input and support required to help you gain clarity

Chair: Dr Geoffrey Harris

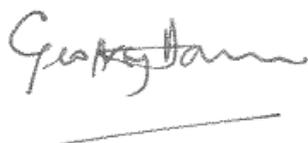
Chief Executive: Sir Ian Carruthers OBE

on the numbers and action required to move forward in the remaining months of this year and to set out the best way forward. To get this started, I have attached a summary of the key actions required.

Please be assured that the strong performance in demonstrating quality of care and the commitment on a number of aspects of NHS Foundation Trust preparation were acknowledged by the panel.

With best wishes

Yours sincerely

A handwritten signature in dark ink, appearing to read 'Geoffrey Harris', with a horizontal line underneath it.

Dr Geoffrey Harris  
Chair

Copy Sir Ian Carruthers OBE  
Andrea Young  
Bob Alexander  
Stephen Dunn  
Charlotte Moar  
Nick Yeo  
Ursula Ward

## **Immediate actions following Readiness Meeting with Portsmouth Hospitals NHS Trust**

### **A&E performance**

Maintain performance. Identify and firm up actions that will demonstrate a sustainable delivery system is in place.

**Timeframe - 30 October 2012 as part of whole system action plan.**

### **Unscheduled Care**

Undertake a risk assessment and develop mitigations for the whole system winter plan involving all stakeholders, identify:

- elements that are delivering the intended outcome
- elements that are not working so well
- what is required to deliver in the immediate timeframe
- What actions need to be enhanced to secure the longer term position

**Timeframe - whole system action plan to be developed by 30 October 2012 with implementation commencing from 1 November 2012 onwards.**

### **Finance**

Share with the SHA the 2012/13 current position and challenges to delivery of plan, setting out a level of detail on the assumptions being made. Agree the capacity and capability required to deliver the next six months.

**Timeframe - 19<sup>th</sup> October 2012.**

### **HDD, BGAF and QGF external assessments**

Confirm an action plan with identified executive and operational leads and clear timeframe to turn all amber/red and red ratings to amber/green or green.

**Timeframe - end October 2012.**

### **IBP/LTFM**

Following SHA detailed feedback this week, refresh your plans to address areas where the current submissions do not support authorisation.

**Timeframe - 16 November 2012**

### **Board Development**

Diagnose for individuals and for the Board as a whole, where any gaps in development remain. Develop and implement your plans to address Board development setting out the expected timeframe.

**Timeframe - 30 November 2012**

### **Capacity and Capability**

Review the capacity and capability required to manage and deliver across all business areas

**Timeframe - 30 November 2012.**