

Strategic priorities



Famous for quality and clinical care



Most recommended customer experience

Image:  
Val Price  
Matron; Spire  
Portsmouth Hospital



# Operational excellence in everything we do

Operational excellence helps our Consultants and staff deliver the best experience and outcomes for our patients – through the most efficient use of our resources.

Theatre utilisation is one of the key performance indicators of operational excellence. Maximising the productivity of our operating theatres requires efficiency throughout the patient pathway – from original booking, through smooth admissions processes, comprehensive pre-assessments, timely starts, full lists and appropriate post-operative care, to prompt discharge.

All of which requires focus, firmness and flexibility – from everyone involved.

Spire Portsmouth Hospital achieved theatre utilisation rates of 79% in January 2017, and by October it had improved still further, to 84%. Hospital Director, Heather Dob, explains their approach.

“  
We’re fully focused on maximising theatre usage.”

“Our operating theatres work up to three sessions a day, six days a week, and we have more orthopaedic consultants who want to treat their patients here than we can easily accommodate.

“So, we’re fully focused on maximising theatre usage. Senior managers, Matron and myself have weekly and daily planning meetings, working flexibly to ensure every list is full. We concentrate on starting on time. We make sure that the right equipment and consumables are in theatre. Very soon we will have one of our store staff in theatre at all times to improve that link still further.

“We work hard to ensure that patients are properly prepared and pre-assessed – this year we created a patient briefing video, featuring our staff, taking patients right through the pathway.

“And we try to optimise productivity per hour, making sure, where appropriate, that patients are treated in endoscopy suites or as out-patients, and using the theatres for high-value procedures as much as possible.”

## Looking after you



## Developing our leaders

The quality of our hospital leadership is crucial to the delivery of excellence. Heather Dob, Spire Portsmouth’s Hospital Director, is a former Matron who has been with us since 2002. She is currently in her second stint as Hospital Director at Portsmouth and typical of the best leaders, she knows every aspect of the hospital’s operations, but leads her team with delegated responsibilities. As she says: “I lead a team that is completely focused on providing flexible capacity for our consultants and patients. It’s all in the detail.”

# 84%

## Theatre utilisation at Spire Portsmouth Hospital

How we manage our theatres is central to effective patient flow in a hospital