

CHIEF EXECUTIVE'S REPORT

Trust Board	Item: 7
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Purpose of the Report / Paper: To provide the Board with information on strategic and operational issues not covered elsewhere in the agenda.	
For: Information <input checked="" type="checkbox"/> Assurance <input type="checkbox"/> Discussion and input <input checked="" type="checkbox"/> Decision/approval <input type="checkbox"/>	
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Risk Implications - Link to Assurance Framework or Corporate Risk Register:	The issues outlined in this report touch on many of the Trusts objectives and risks
Link to Relevant Corporate Objective:	The issues outlined in this report touch on many of the Trusts objectives and risks
Document Previously Considered By:	N/A
Recommendations: The Trust Board is asked to note the content of this report.	

Chief Executive's Report

August 2019

1. Introduction

This paper provides the Board with an overview of matters to bring to the Board's attention that are not covered elsewhere on the agenda for this meeting. The Board is asked to note the content of this report.

2. Current progress on internal matters not elsewhere on the agenda

QUALITY

2.1. Operational demand

The unprecedented demand for non elective services continues and there is concern across south west London from health and care organisations, as the growth is not confined to a particular age group or profile. There is a clear impact on patients, who wait longer, but also recognition of the impact on staff who continue to deliver outstanding care despite the challenges with patient flow. The Trust's Emergency Care Programme Board, which feeds into the A&E Delivery Board, is focusing on a new approach to surge planning as last year's black escalation (full escalation) has become the new norm and therefore requires a different response. The Trust will engage with key staff in developing this plan to ensure that it stays safe, remains quality focused and builds in some recovery time for staff.

2.2. Inpatient survey

The National Inpatient Survey is an annual survey commissioned by the Care Quality Commission (CQC) for all NHS Acute Trusts in England. Picker is an approved survey contractor and was selected by the Trust to carry out the inpatient survey in July 2018. Out of a total of 1,250 patients from the Trust who were sent a questionnaire, 475 were returned completed questionnaire giving a response rate of 40% (3% higher than in 2017). The average response rate for the 77 'Picker' Trusts surveyed was 43%. The Trust ranks 49th for overall positive score compared with the other 'Picker' Trusts. This is an improved picture from the 2017 inpatient survey (published in 2018), when the Trust was ranked 64th out of 81 'Picker' Trusts. The Trust is 31st most improved Trust compared with 73rd in 2017.

Highlights for the Trust identified within these results are:

- 84% of patients rated their overall experience as 7/10 or more.
- 97% of patients reported being treated with respect or dignity.

- 98% of patients had confidence and trust in doctors.

The Trust has an additional four core strengths (things we do really well) identified by the report:

- Did not share sleeping area with opposite sex.
- Discharge was not delayed.
- Family given enough information to help care.
- Expected care and support were available when needed.

Areas where we scored less well include:

- Bed waits.
- Being asked for views on quality of care.
- Receiving information on how to complain.

The Trust is providing leaflets on how to make a complaint in all clinical areas and has asked staff to encourage patients to share their views on the quality of their care at every opportunity. Bespoke ward/service action plans have been developed. Progress against these action plans will be monitored at the Patient Experience Committee.

2.3. Bereavement bag launch

The Trust recently introduced 'bereavement bags' for those who have lost a loved one to collect their relative's belongings. A bereavement card accompanies the bag, giving the ward an opportunity to write a message of condolence. Thank you to the Friends of Kingston Hospital for sponsoring the initiative.

2.4. £128,000 donations for a new echocardiography system

The Trust has received a generous donation of £100,000 from Kingston Cardiac Support Trust, along with a further £28,000 from Kingston Hospital Charity. The funding is being used to implement a digital echocardiography reporting and archiving system, which will bring many benefits for patients and staff including improvements in diagnostic image quality, more echocardiograms performed on a daily basis, less time creating reports and enhanced opportunities for education of specialist registrars, junior doctors in training and cardiac physiologists. Prompt access to reports will improve patient experience and the new system will facilitate multi-disciplinary and multi-speciality working within the cardiology department; echocardiograms are requested by virtually every clinical speciality including oncology services, surgical pre-assessment services and maternity services, benefiting even more patients. Thank you to the Kingston Cardiac Support Trust, who have been supporting us for many years and have donated around £600,000 so far, which will have absolutely transformed what we do for so many people.

SYSTEMS & PARTNERSHIPS

2.5. NHS Long Term Plan (LTP)

The NHS LTP implementation framework has been published and the Trust is working through the implications and action plan with partners across south west London and within the boroughs of

Kingston, Richmond and East Elmbridge. In light of this the trust will be reviewing its organisational strategy. (More information below.)

2.6. Patient First

Over the summer and autumn, the Trust will be reviewing its current organisational strategy, developed in 2016, to reflect its new direction of travel towards a more system based, population health focused approach. The refreshed strategy will articulate the Trust's vision and priorities for the next three to five years as it looks to implement the aims of the NHS Long Term Plan, embed its quality improvement approach and the aims of 'Patient First' and work with partners to align strategies across south west London healthcare. The Trust will be engaging with staff and stakeholders over the coming months to shape the new strategy, as well as testing new approaches that put the person at the centre of their care.

SUSTAINABILITY

2.7. Estates

Kennet ward

Despite the challenges around escalation, the Trust is going ahead with the renovation of Kennet ward to bring it in-line with Derwent and Blyth wards. As an elderly care ward, Kennet is in need of enhancements to make it dementia friendly and the work has previously been postponed due to the unprecedented high demand. There is a small window of opportunity to achieve the refurbishments that will greatly enhance the experience for patients, as well as improve the environment for staff; the works are expected to be completed by early autumn.

Command Centre

The project to remove asbestos in the Command Centre is underway, with the site set-up being carried out. The asbestos is undisturbed and presents no risk to health. It will be removed in a controlled way starting with the unoccupied top and middle floors. Removal works commenced on Monday 15 July, with a view to finishing in early November 2019.

2.8. AGM/AMM

The Trust's Annual General Meeting (AGM) and Annual Members Meeting will be held on Thursday 12 September, 3-5pm, in Lecture Theatre 1, Education Centre, Surgical Centre, Kingston Hospital. A full programme will be published on the website nearer the time. All welcome.

2.9. Brexit

NHS England has issued guidance that all trusts should have full contingency plans in place to ensure safe services for patients can continue to be provided in the event that the UK leaves the EU without a deal on 31 October 2019. The Trust put a Brexit Risk Assessment Group in place last year to oversee EU exit preparations with Susan Simpson, Director of Corporate Governance, as EU Exit SRO. The Trust has already been through the process of creating a detailed no-deal Brexit plan earlier this year when the UK was initially set to leave on 29 March and then 12 April, before a longer

extension was agreed. The plan includes a detailed risk assessment, gap analysis and scenario testing of the use of business continuity plans against the key risk areas. The Brexit Risk Assessment Group is reviewing the plan to ensure that it is still fit for purpose ahead of a potential no-deal Brexit.

2.10. New NHS Providers Chair

Ron Kerr will take over as the next chair of NHS Providers on 1 January 2020, when the term of the current Chair, Dame Gill Morgan, ends. Ron has a long and distinguished career in health service management, including ten years as one of the country's leading provider chief executives. His experience spans acute, community and primary care services, as well as mental health and social care, and he has worked in both provider and commissioning organisations. He was the chief executive of Guy's and St Thomas' NHS Foundation Trust, has national level experience of the social care system and is currently independent chair of a sustainability and transformation partnership (STP).

3. Things to celebrate

3.1. Cancer targets performance – best in country

NHS England has published its latest figures for waiting times in early June and Kingston Hospital is ranked no. 1 for cancer. Epsom and St Helier NHS Foundation trust is also in the top 10 – a great result for patient care in South West London.

3.2. Happy 71st birthday NHS

An evening celebrating alternative learning was held at the National Archives in Kew in early July to celebrate the NHS's 71st birthday. The event was the culmination of a yearlong partnership between the hospital and Anstee Bridge (a local alternative learning programme for young people facing emotional challenges), Bounce Theatre, It's not your birthday and the National Archives Education team. A grant from The Heritage Lottery Fund enabled a year of learning for over 600 local school children and young people at Anstee Bridge, giving them a unique insight into the evolution of the hospital in response to scientific, technological and social evolution as well as opportunities to find out more about careers in the NHS. The learning is reflected in an exhibition 'The Waiting Room', unveiled at the event, which has been donated to the hospital for staff to enjoy in the education centre.

3.3. Awards

NHS Parliamentary Awards

The Trust's discharge support volunteers were the London regional winners of the NHS Parliamentary Awards under the 'Volunteer of the Year' category. They were nominated by Stephen Hammond MP in recognition of the difference they make to patients and staff at Kingston Hospital when leaving the hospital to return home.

HPMA Awards

The Trust has won the Vivup award for wellbeing at the 2019 Healthcare People Management Association Awards. The awards recognise and reward outstanding work in healthcare HR

management and the Trust's achievement was for its Kingston Works Well – Mental Health Space initiative.

3.4. Staff health and wellbeing initiatives

Virgin Pulse Global Challenge

With six weeks to go of the Virgin Pulse Global Challenge, a staff wellbeing event that promotes the benefits of working as a team, looking after each other, staying active and doing something different away from work, the 89 Trust teams are still going strong. The combined daily step average has gone up from 13,178 in week one to 17,617 steps per day in week eight. This means that collectively the teams are achieving 10,975,391 steps per day – that's 4,650km every day so far!

Team KHFT Big Breakfast

In June, the Trust held its second annual staff thank you event – the Big Breakfast, inviting all staff to enjoy a free breakfast with colleagues in recognition of their hard work over the past year in delivering outstanding patient care. Over 1,600 members of staff attended the event.