

### CHIEF EXECUTIVE'S REPORT

<b>Trust Board</b>	<b>Item: 6</b>
<b>Date:</b>	<b>Enclosure: B</b>
<b>Purpose of the Report / Paper:</b>	
To provide the Board with information on strategic and operational matters not covered elsewhere in the agenda.	
<b>For: Information</b> <input checked="" type="checkbox"/> <b>Assurance</b> <input type="checkbox"/> <b>Discussion and input</b> <input checked="" type="checkbox"/> <b>Decision/approval</b> <input type="checkbox"/>	
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<b>Risk Implications - Link to Assurance Framework or Corporate Risk Register:</b>	The matters outlined in this report touch on many of the Trust's risks
<b>Link to Relevant Corporate Objective:</b>	The issues outlined in this report touch on many of the Trust's objectives
<b>Document Previously Considered By:</b>	N/A
<b>Recommendations:</b>	
The Trust Board is asked to <b>note</b> the content of this report.	

## **Chief Executive's Report**

**July 2020**

### **Introduction**

This paper provides 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.

### **COVID-19 update and recovery of services**

Having passed the peak of COVID-19, we have been working to stand services back up, whilst starting to put in place plans for the rest of this year including winter planning, ongoing recovery of services and making sure we have enough capacity to deal with any resurgence of COVID-19 in the local community.

The majority of our outpatient services have been approved to re-start having gone through strict internal governance processes, which are informed by national guidance. Within services, no more than 25% of appointments are face to face, with staff and patients making good use of virtual appointments. From August, our elective surgical capacity will be fully back up and running with the ongoing support of an additional three theatres at the New Victoria Hospital.

Following a staff consultation exercise, our day surgery unit has been transformed into a non-COVID, overnight surgical unit which will help us to deal with a backlog of cases.

At a South West London level we are working with the other acute trusts on a joint approach to managing the inevitable backlog in numbers of people waiting for their procedures. We are working together to find the best way to prioritise patients which gets the best possible outcomes for all patients across SW London.

We remain extremely vigilant with infection prevention and control measures in place for patients and visitors coming into the hospital and for our staff. This includes the wearing of masks, hand sanitising, social distancing (two metres apart) and a one-way system within the main hospital.

Despite these measures we are finding that some patients are reluctant to come into hospital for their procedures, and so we are communicating to reassure them about the steps we are taking to keep people safe in hospital.

At present the availability of beds, PPE and oxygen supplies continue to be well-managed. The number of staff absent from work due to the pandemic, is low, and we continue to monitor this very closely.

We are also working closely with our colleagues in public health at borough level to support outbreak control plans.

The South West London Recovery Board has now begun to meet, and is supported by the following programmes of work:

- Planned and critical care
- Specialised care
- Urgent and emergency care
- Primary care
- Care closer to home
- Mental health and learning disabilities

Each of these programmes brings together health and care professionals and managers from across the SWL integrated care system. This work is also supported by the enabler work streams finance, estates, communications and engagement, performance and quality, digital, workforce, health and care landscape.

### **Private patients unit**

The private patients unit within Kingston Hospital has also been re-instated in line with national infection prevention and control guidance, and we are pleased to report that we are seeing a good level of demand for the services.

### **SIREN Study**

The acute provider trusts in south west London, including Kingston Hospital are participating in the national Public Health England SIREN Study. It aims to find out if prior SARS-CoV-2 infection in health care workers gives people future immunity to re-infection. It will also allow organisations to estimate the prevalence of SARS-CoV-2 infection in healthcare workers and use this information to plan wider staff testing. Staff will have both an antigen and antibody test (blood test and swab) every two weeks and a minimum of 10% of staff will take part. We are now recruiting staff to take part in this important study which will help prevent healthcare associated COVID-19 infections.

### **Governance and meetings**

The advice from NHSE/I is that face-to-face meetings should continue to be avoided, and meetings should be held virtually where possible.

NHS organisations are asked to hold board meetings virtually and have been asked to determine their own approach to meetings of audit, remuneration and other board level committees. Providers are asked to aim to return to full compliance on quorum requirements set out in their constitution.

Board and Council of Governor meetings will continue virtually for the time being in line with the national advice.

### *Reporting and assurance*

While NHSE/I has been keen to keep the data burden on trusts at an absolute minimum, data collection has been re-instated in a number of areas linked to the need to understand key aspects of delivery and clinical outcomes during the pandemic.

## **QUALITY**

### **CQC infection prevention and control inspection**

The Care Quality Commission has not been routinely inspecting services during the pandemic period and recovery phase, although they have continued with their engagement calls and are carrying out some focused virtual inspections, around the infection prevention and control measures in place. They are doing this to identify if trusts require support and to share good practice across the NHS.

A group of staff from the Trust were very pleased to participate in a discussion with the CQC on Monday 20 July, and this work was led by the Director of Nursing and Quality, Director of Infection Prevention and Control, Sally Brittain. An evidence file of documentation was submitted from the Trust in advance and during the discussion, the inspection discussion ranged from the internal structures in place to manage infection prevention and control, to the Trust's visitor arrangements, our cleaning regimes and the steps we took to reduce the risk of adverse events and antimicrobial resistance at the peak of the pandemic.

Participants found this to be a positive experience and we are expecting an outcome report from the CQC shortly.

## **SUSTAINABILITY**

### **Work continues across the Trust to deliver the capital development programme**

#### **Vera Brown House refurbishment**

The refurbishment of Vera Brown House is progressing to plan. Staff are now occupying the second and third floors and works on the ground and first floors have now commenced and are progressing well.

### **Endoscopy: level 7 Esher wing**

The works are progressing well and are due for completion in September.

### **Other estates activity**

Various works have been and continue to be undertaken to support both the COVID issue and the safe re-setting of services.

### **Estates strategy**

Following the impact of the recent pandemic and the influence we believe this will have on the Trust's on-going delivery of services, we have begun a review of our estates strategy. A framework and delivery plan will be provided to support review and development over the forthcoming weeks, with a wider perspective of how we utilise our estate across place and SW London.

### **Car parking and travel**

As some of our elective services have been brought back online and changes to visiting restrictions have been introduced, we have seen an increase in members of the public parking on-site. As a result, it has been necessary to move some of our staff who were previously parking on-site, to alternative parking facilities. Clinical staff were prioritised for the current arrangement of temporary permits.

We are grateful to The Royal Parks who have continued to permit our staff to park in the Kingston Gate car park. More recently, as Richmond Park has reopened parking to members of the public, we have continued our relationship with The Royal Parks to ensure that staff remain able to use this facility, where possible.

Thanks to Kingston University, staff have also been able to register to park on the Kingston Hill Campus. We are now continuing talks with Kingston Council and other local businesses to explore additional off-site parking options for our staff, in the local area.

We continue to encourage staff to walk or cycle to work, if possible, and have recently re-instated the Trust's bicycle user group, to encourage more staff to feel able to cycle to work and to support those that do to share their ideas, so that we can continue to improve our offering for cyclists and improve site security. There was an excellent turn out on Microsoft Teams and two staff co-chairs will take the lead in representing the user group and taking forward recommendations.

## OUR PEOPLE

### Staff risk assessments: BAME staff

A process for managing risks associated with COVID-19 for BAME staff was launched on 14 May 2020. As at 20 July 2020, just over 92% of staff from a BAME background have had a risk assessment, which is the third best of all the London trusts.

Targeted support was made available to line managers from their HR business partners who engaged directly with managers to encourage reporting and to schedule in meetings with staff who are returning from leave. After an initial slow take up, the number of risk assessments completed reached over 90% by mid-July.

The outcomes of the assessments are as follows:

<b>Fit</b>	946
<b>Referral to Occupational Health</b>	72
<b>Fit with adjustments</b>	122
<b>COVID redeployed</b>	3
<b>Home working</b>	13
<b>Not working</b>	28
<b>COVID shielding</b>	48
<b>Stranded abroad</b>	12
<b>Declined meeting</b>	8
<b>TOTAL</b>	1252

%

**Percentage of total  
BAME staff 92.26**

The issue of risk assessments was discussed at a meeting of the Trust's equalities network MEGA on 23 June as part of a wider discussion on race equality issues in the Trust. Overall feedback was that the group were pleased that the risk assessment process had been launched quickly in response to national concerns about COVID-19 and that this helped to reassure staff.

Engagement with staff on risk assessments and other issues of concern to BAME groups will continue through a number of methods including engagement with existing staff networks and follow up from trust-wide listening events, the first of which took place on 9 July.

### **New risk assessment process for all staff**

Following the work that has been carried out to risk assess our vulnerable members of staff, we have been asked by NHS England to extend our risk assessment process to cover all staff across the hospital.

We have introduced a self-assessment process and all staff have been provided with a guidance document and a self-assessment form, which is completed to generate a risk score for each individual - 'low risk', 'increased risk' or 'very high risk'. Once the self-assessment form has been completed, any staff with an 'increased risk' or 'very high risk' score will be contacted by the Trust's senior occupational health adviser to arrange a telephone consultation to discuss their risk score and to agree actions to be taken, such as local workplace adjustments, to mitigate individual risk. Follow up consultations and further advice will be provided to individuals if required, and a review period agreed, as necessary.

### **SW London recruitment hub**

Work which began earlier this year to bring the four recruitment teams in SW London's acute hospitals into one joined up service, has re-started and we are planning to have the new joined-up service ready for launch in October.

Following on from a consultation, staff in the recruitment teams at Croydon, Epsom and St Helier, Kingston and St George's Hospitals will re-locate as one team, providing a joined-up recruitment hub service for the SW London acute hospitals. This will be facilitated by a new website, bringing recruitment activities in the four trusts onto one central platform (all accessible from the trusts' existing websites).

The new recruitment team will be based at East Street in Epsom, with the service and the team managed by Kingston Hospital.

### **Thanking our local community**

During the height of the COVID-19 pandemic, the Trust received many donations ranging from food deliveries, scrubs and items of PPE, to accommodation for staff, as well as donations to Kingston Hospital Charity. To thank the local community for their support, a short film was created and published on the hospital's website and social media pages, featuring various members of staff who share their thanks and explain how the donations have made a difference to those working at the Trust over the past few months. A thank you card has also been created, to be shared with

individuals, businesses and local groups who have made donations, to recognise their efforts and the difference their support has made to our staff.

### **Visits**

We were delighted to welcome Prerana Issar, Chief People Officer at NHSE, to Kingston Hospital on 5 July, on the weekend of the 72<sup>nd</sup> anniversary of the NHS. Prerana visited a number of areas of the Trust with Director of Workforce, Kelvin Cheatle, where she thanked staff and asked them about the support they have been getting from the Trust and about their ongoing support needs. On the back of this NHSE will be referring to Kingston Hospital as an exemplar for testing ongoing approaches to health and wellbeing for NHS staff.