

CHIEF EXECUTIVE'S REPORT

Trust Board	Item: 7
Date: 25 September 2019	Enclosure: C
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"/>	
Sponsor (Executive Lead):	Chief Executive
Author:	Rebecca Kingdom-Kruszewski Head of Communications
Author Contact Details:	rebecca.kruszewski@nhs.net 020 8934 2019
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

September 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 high demand for non-elective services continues and there is a significant rise in working age adults attending A&E, with work ongoing to understand the drivers. 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 which involves non bed based solutions across the south west London health and care system. 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. AGM/AMM

The Trust's Annual General Meeting (AGM) and Annual Members Meeting was held on Thursday 12 September in the hospital. Members of the public, Foundation Trust members and staff attended the meeting that showcased some of the incredible care delivered by our teams. The focus of our spotlight presentations related to the "Ageing Well" theme of the NHS Long Term Plan.

Olivia Frimpong, Service Improvement Lead Dementia and Delirium, Jen Kaye, Senior Physiotherapist and Physiotherapy Operational Lead, and Juliet Butler, Team Lead Physio, presented three projects that have delivered tangible benefits for our patients and our staff – the improvements we've made to our elderly care environments to make them dementia friendly, the Homeward Bound project to create a film to explain the discharge process in a patient friendly way and the #EndPJPparalysis campaign that encourages patients to get up out of bed and be more mobile to prevent the negative effects of prolonged bed rest.

OUR PEOPLE

2.3. Annual Staff Awards

Nominations for the 2019 Annual Staff Awards are open. The #TeamKHFT Awards is one of the highlights of the year. Each year it goes from strength to strength. The annual awards, like the monthly staff awards, are hugely important to staff, and their teams, and celebrate the Trust's *living our values everyday* ethos: Caring, Safe, Responsible, and especially Value Each Other. The categories have been revamped this year and patients and staff will be able to nominate staff members for a variety of awards aligned to our values. Nomination forms are available on our website: www.kingstonhospital.nhs.uk

2.4. ISS/GMB dispute

The Trust continues to mediate between the parties on this dispute; the Director of Workforce has held further meetings. The main areas of conflict remain the overall levels of pay offered by ISS and their sick pay scheme. The Trust has offered ISS staff access to our health and wellbeing services.

SYSTEMS & PARTNERSHIPS

2.5. South west London response to the NHS Long Term Plan

The NHS Long Term Plan published in January 2019 sets out a requirement for local health and care systems to develop a five year strategy to identify how they will deliver the ambitions in the Plan. The strategy for south west London is currently being developed and it builds upon the local health and care plans for the boroughs in south west London and the clinical priorities and actions developed at the South West London Clinical and Professional Conference held in April 2019. We are working with local partners to shape the development of the South West London Strategy and expect that the plan will be agreed and ready for publication by mid November 2019.

2.6. Launch of the Kingston and Richmond health and care plans for 2019-21

Following a great deal of collaborative work by health and care organisations, their staff, and local people across the boroughs, health and care plans for Kingston and Richmond have been agreed by partner boards, governing bodies and the local health and wellbeing boards. The plans describe the vision, priorities and actions to meet the needs of local people to deliver improvements in their health and care. Within the plans, the priorities for both boroughs are included under the headings of start well, live well and age well; with prevention, the need for early intervention and support for unpaid carers featuring across these three life stages. Now that the plans have been agreed they will be shared by the South West London Health and Care partnership with local people, health and care staff and community organisations through a number of events in the local community. The plans will also be published on the websites of the health and care partners in the boroughs. A short film has been produced for each of the borough plans which we will share with staff.

2.7. Place-based care workshops

Health and care partners in the local boroughs continue to work together on the design of place-based (borough) 'systems of care', as we move towards the integration of health and care at a local level. Between now and mid-October a series of workshops will be held to inform the development of place based health and care service delivery for Kingston, Richmond and East Elmbridge. The workshops will inform our strategic plans, as well as the south west London strategy, and feedback will be shared with the Board in October.

2.8. Acute Providers Collaborative

The South West London Acute Providers Collaborative (APC) was formed in January 2015 to support the four acute trusts in south west London to work together to improve the clinical and financial position of the south west London acute sector. The four trusts are Croydon Health Services NHS Trust, Epsom and St Helier University Hospitals NHS Trust, Kingston Hospital NHS Foundation Trust and St George's University Hospitals NHS Foundation Trust. The APC continues to progress a number of projects as well as securing national capital funding for digital projects including patient flow and augmenting the electronic referrals system (eRS) across the four Trusts.

The APC is on track in delivery with all projects including pharmacy, theatres stock management, procurement, the establishment of a recruitment hub and clinical pathway quality improvement. Where collaboration can offer greater benefits to patients, we need to make sure we work with acute partners, local partners in Kingston and Richmond and with our regional colleagues. All four trusts are working together to maximise the opportunities of collaboration to achieve improved patient outcomes, operational resilience and long term financial sustainability.

SUSTAINABILITY

2.9. Annual planning

In parallel to the work with partners across south west London to develop a five year strategy for the local system, we are preparing for the annual business planning process. We are awaiting receipt of the national planning guidance and commissioning intentions to inform our approach but the intention is to initiate engagement with clusters and service lines in the coming weeks to start the planning for 2020/21.

2.10. Brexit

The Department of Health and Social Care (DHSC) is leading national NHS preparations for a 'no deal' Brexit. The Department has established a national Operational Response Centre (ORC) which includes NHSE/I and Public Health England (PHE). This will lead on responding to any disruption to the delivery of health and care services in England, which may be caused or affected by EU exit. NHSE/I's operational response, led by EU Exit Strategic Commander Professor Keith Willett, is based on enhancing existing command and control structures used in emergency preparedness, resilience and response (EPRR) in common with a unified approach agreed across PHE and NHS Blood and Transplant.

NHSE/I 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's Brexit Risk Assessment Group, led by our EU Exit SRO Mairead McCormick, Deputy Chief Executive and Chief operating Officer, has reinstated regular meetings to review the detailed risk assessment, gap analysis and scenario testing of the use of business continuity plans against the key risk areas to ensure that the Trust's no-deal Brexit plan is still fit for purpose.

2.11. Estates

Capital development plan

There is a wide range of projects scheduled for the coming year that will significantly improve patients and staff experience, including the relocation of services in Roehampton Wing; the decant of Regent Wing; the redevelopment of Vera Brown House, and ongoing developments in ED and Radiology. Earlier this month we held a Site Development Forum for staff to find out more about our plans to develop the hospital site. Over 200 staff attended throughout the day and feedback received suggested that the sessions were useful in keeping them updated and engaged with plans. We envisage that the Site Development Forum will be held quarterly going forward.

Coombe Road development

A small parcel of land on the corner of Coombe Road was sold in March to Advanced Living (AL), which provides accommodation for senior living; their plan is to develop 120-140 homes. They anticipate submitting a planning application in October and a decision being made in January 2020. Planners will contact local residents and the hospital for feedback ahead of making a decision in January 2020. The Trust will be submitting a formal response to AL's planning application at the appropriate time.

Fire code works

The work across our estate continues and has been completed in Bernard Meade, the neonatal area and the spirituality and wellbeing centre. Additionally, horizontal evacuation has been reinstated in Esher Wing following the completion of the fire code works.

Kennet ward

Despite the challenges around operational demand, the Trust went 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 align it with our existing upgraded dementia wards. The work has previously been postponed due to the unprecedented high patient bed demand however the estates and clinical teams have worked closely to deliver a timely outcome. The works have been progressing well and will be complete by the end of the month.

Vera Brown House

A contractor has been selected for the fitting out of the second and third floors, to accommodate staff from Regent Wing, and the requisition is going through the approvals stage. The intention is to mobilise the site during September and commence the third floor early October to complete in March. The second floor works are due to commence in February 2020, to be completed in July.

2.12. Sustaining Our Future Week

Sustaining Our Future week took place from Monday 16 to Friday 20 September. The theme of the week was ‘What could you do?’ – educating staff on small changes they can make to help improve our sustainability as well as updating them on improvements the Trust has made, such as LED lights and increased recycling, and our plans for 2019/20 included in the updated Sustainability Plan. We are also calling on staff to become green champions for their department. Warp It, the Trust’s furniture sharing scheme, where Staff can register for free and offer unwanted items or claim those offered by others has saved the Trust almost £16,000 so far and avoided 6.5 tonnes of waste by re-using with this scheme. That’s the equivalent of almost five tonnes of avoided CO₂ which equates to six trees.

3. External news

Healthwatch England has published their local annual reports. The reports demonstrate how Healthwatch has made a difference to the care that local people receive. The Kingston report is available at: www.healthwatchkingston.org.uk and the Richmond report is available at: www.healthwatchrichmond.org.uk

4. Things to celebrate

4.1. Long Service Awards

We held the first of a number of Long Service Awards in September for staff who have reached 25, 30, 40 years’ milestones in their NHS service. 30 staff and their guests came for afternoon tea at the Kingston Lodge Hotel and we celebrated a very special award for 50 years services to the NHS on this occasion - to one of our nurses. The occasion was a real reflection of what is great about the organisation. The warmth of the citations really brought to life the caring nature of the staff, the strength and depth of incredible relationships that have been established over the years, both with patients and staff, and the diverse pool from which we draw our talent. We plan to showcase all the award winners and their citations in due course.

4.2. Infection Control Awards

The Infection Control Link Practitioners (IPCT) were all charged with carrying out infection control activities within their own clinical areas on Infection Prevention and Control Day earlier this month. There were some fantastic ideas for raising staff knowledge about infection control including sessions with the hand hygiene glo-box, poster boards, quizzes and games, a diarrhoea and vomiting algorithm, hand hygiene cakes, and infection control and sepsis videos. Prizes were given out for the best ideas by Director of Nursing and Quality, Sally Brittain:

- Jude Castilla, in Hardy ward for her very innovative videos on infection control and sepsis, and her infection control board, which were all so good that she also won the Director of Nursing Award.
- Javier Pozo-Torres, in AAU/AEC for his fantastic infection control information boards and patient quiz on antibiotics.
- Molly Radford, in ED for her fabulous infection control information board, and games on rash diagnosis, patient flags and screening, and environmental cleaning wipes.

4.3. Meet the neighbours

After the AGM/AMM on 12 September, the Trust held its second “meet the neighbours” event for our local residents. It was a great opportunity to discuss how we can work together with our neighbours for the benefit of our community and to update them on our achievements over the past year, including plans for improvements and developments to the hospital site. There is appetite among residents for this event to become a regular feature in the Trust’s calendar; with the next occasion taking place in around nine months’ time.

4.4. Physiotherapy Work Experience and Careers

The physiotherapy team held their first physiotherapy work experience and careers event in August. This provided practical sessions to give students a real flavour of what a career in physiotherapy entails. One student’s mum sent some lovely feedback about the event: “Thank you very much for putting on a superb two day physiotherapy work experience and careers event. Monty came back full of enthusiasm for following this line of career. He really enjoyed the shadowing sessions and the talks from the various professionals. He thought the students’ perspective was excellent and informative. All in all a thoroughly great event.” Well done to everyone involved.