

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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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

December 2018

1. Introduction

This paper provides the Board with an overview of matters to bring to the Board's attention which 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

2.1 Coombe Road Redevelopment

The board is aware that we have been looking at the best ways in which to regenerate, and maximise value and efficiency from, our NHS estates – as recommended most recently in the 2017 [Naylor Review](#).

It is recognised that the accommodation on the Regent's Wing site is not fit to meet the needs of modern patient care in its current state. In addition, given the condition and age of the buildings, we cannot continue to meet the ever increasing maintenance and servicing costs and is not adequate as an ongoing base as staff working accommodation.

The Trust is therefore looking to dispose of the building and adjacent site. Existing support accommodation will be relocated on the site and clinical services rehoused. Proceeds from a disposal should allow the Trust to reinvest in other programmes of work across the organisation to help improve the patient and staff experience, whilst at the same time potentially helping to enable more affordable (key worker) housing in the region through development of the site.

These changes will lead to better services and outcomes for patients, and go towards creating a safer, more modern and easier to manage working environment for hospital staff.

The Trust has submitted proposed plans for the site to the Royal Borough of Kingston's planning team in the pre-application planning process, and has offered the land for sale to the public sector and in the national Estates Gazette.

Over the coming weeks we will be shortlisting the submissions to identify the preferred bidders. The outcome of the bidding process will be discussed by the Board early in the New Year. We are planning to remain in occupation of the site until September 2020.

2.2 Blue Badge Parking Fee

At the start of 2018 the trust introduced a new parking tariff for Blue Badge Holders (BBHs) but decided after significant feedback from members of the community, that a fuller engagement process should have been completed first. The Trust therefore decided to put a hold on charges while this was undertaken.

A Parking Reference Group was formed, chaired by Non-Executive Director Dr Rita Harris, and this included senior members of staff from the Trust, patient and visitor BBH representatives, members

of the Trust's Council of Governors, the Chair of Kingston Health Overview Panel and fellow RBK Councillors. The Trust also took legal advice to ensure that the review was compliant with the Public Sector Equality Duty guidelines and therefore a fair and robust process.

Throughout the review, the Trust has kept stakeholders informed of progress through reports to the Trust Board, the Council of Governors and Kingston Health Overview Panel.

The Trust gathered views from close to 600 patients and local residents in a survey of car park users, 62% of whom either held blue badges themselves, or parked with someone who does.

The Reference Group assisted the Trust in considering the options and, although it was clear it would prefer no charges, in the context of charges proceeding, the Group recommended a flat rate fee. The Trust has made the decision, in consultation with those participating in the Reference Group, to charge a flat rate fee of £2.00 per day – the same rate that other users pay for the first hour. This new tariff will be introduced on 7th January 2019 and communications have already started via patient letters and online, as well as with posters and signage around the hospital site.

Kingston Hospital will monitor the use of parking spaces to ensure disabled bays are provided as close as possible to the areas BBHs need to access most frequently and will also ensure that payment terminals are well lit and signposted. The Trust has already increased the number of disabled parking bays available from 33 to 45 with a further three planned in the near future.

2.3 Staff Survey 2018

The Staff Survey closes on 9th December 2018. The Board will be updated on the latest response rate at the meeting but at the time of writing the trust has currently achieved 46.1%-5% ahead of last year's rate. The Trusts aim is to improve on last year's result of 52.8% and we are on course to achieve that.

2.4 Flu

You will be delighted to learn that the Trust has met its Flu target of vaccinating 75% of front line staff by the end of November; this means the Trust has reached its CQUIN target earlier than expected. The Trust will continue to offer the vaccine to staff but this is a very good achievement by the Flu Fighter team led by Occupational Health.

2.5 3-Day Trust-Wide Patient Safety Event

In November teams across the hospital took part in a 3-day patient safety event and all staff were very engaged.

On day one the wards concentrated on Falls Prevention – teams held a poster competition and bake-off, ran an information stand on how to prevent falls both in hospital and in the community and then held a shared learning event to share their experiences and strategies in reducing the risk of falls for patients under their care.

The focus for day two was Infection Control, with the theme of 'Breaking the Chain of Infection'. Many teams across the hospital made an effort, from creating posters to baking cakes! Some of the link practitioners held teaching sessions within their department and organised quizzes.

Day three saw us mark 'Stop the Pressure', the national NHS campaign to tackle pressure ulcers (as they cost the NHS £1.4 million every day). The campaign aims to raise awareness about the damaging impact of pressure ulcers and the Tissue Viability Team organised a stand at the main entrance of the hospital and wore red dots to initiate conversations with patients, visitors and staff. There was also a stand showcasing our new overlay mattresses which demonstrated how they can map the areas of pressure on a screen.

2.6 Kelvin Cheatle, Director of Workforce & OD

After over 2.5 years in the Trust (and after 22 years as an HRD) Kelvin has decided that he will be retiring from the NHS in April 2019. He will be moving onto another phase in his career and developing a portfolio as a consultant where I expect his skills to be in high demand. Kelvin has been instrumental in helping the Trust greatly improve our recruitment and retention rates; in developing a very engaging workforce Health and Wellbeing team; and in reducing the number of EU staff leaving the organisation through the implementation of robust support plans for these vital staff members. The Board would like to thank Kelvin for his hard work and outstanding contribution during his time at Kingston Hospital NHS Foundation Trust.

2.7 Elections to the Council of Governors

Elections have now taken place for eight seats on the Trust's Council of Governors. Four of our existing governors have been reappointed: Richard Allen (Kingston), Bonnie Green (Richmond), Frances Kitson (Kingston) and Jack Saltman (Elmbridge). James Giles and Raju Pandya were elected unopposed in the Kingston constituency and Jane Keep in the Richmond constituency. Mr Pravin Menezes, a consultant Urologist, was elected unopposed in the Staff constituency representing Medical and Dental Practitioners. These appointments are made for terms of office of three years from 21st November 2018. The next Council of Governors meeting will take place on 22nd January 2019 at 6.00 pm in Lecture Theatre 1, Kingston Surgical Centre and induction training for the new governors will take place in the intervening period.

3. **Matters external to the Trust**

3.1 Kingston & Richmond Health Care Plans

In November 2018 a number of board members attended two separate borough engagement events in Kingston and Richmond, organised by the South West London Health and Care Partnership. The events were designed to share with local people, the voluntary sector and charities, the health and care needs of our local population, and the emerging priorities around the three life stages of start well, live well and age well. The event was very well attended particularly by local residents where there was an opportunity for them to shape and comment on the evolving

plans and areas of focus. The outcomes from the two days will be used to form the basis of the Boroughs health and care plans which will be published in 2019.

3.2 Kingston & Richmond CCG & Kingston Hospital NHS Foundation Trust Board to Board Meeting

Kingston Hospital NHS Foundation Trust Board and Board members from Kingston & Richmond CCG attended a board to board meeting on Monday 26th November 2018 to discuss partnership working and areas for future collaboration.

3.3 Feedback from the NHS Providers Annual Conference & Exhibition and Development of the NHS Plan

In November 2018 NHS Improvement Chief Executive, Ian Dalton, in his address at the NHS Providers annual conference, talked about 2019 being a transitional year for the NHS. He thanked everyone in the NHS wholeheartedly for all that has been achieved and acknowledged the difficulties the provider sector is facing.

The long term NHS plan recognises the UK's aging population and the increased ambition to create a model of healthcare that keeps us well. 'Efficiency is an obligation' is the shared expectation that rests on all of us committing taxpayer's money and is focussed as much on innovation as it is budget control.

Also at the conference, Chris Hopson, Chief Executive of NHS Providers, talked about the current state of the provider sector and how, despite the longest financial squeeze in NHS history, providers are seeing more patients than ever before and continuing to raise standards of care. He called for realism in the long-term plan about the growing and complex demands Trusts are now facing.

Simon Stevens and Ian Dalton also sent a joint letter to all Trusts, outlining the approach to operational and strategic planning to ensure organisations can make the necessary preparations for implementing the NHS Long Term Plan. To secure the best outcomes, they are overhauling the policy framework for the service.

The national bodies are in the process of finalising the new NHS long-term plan, due for publication in early December. Alongside this, they are working on the 2019/20 planning guidance, due around mid-December

2019/20 is a key year for the NHS: it is the first year of the increased five-year financial settlement. Part of this should include starting to recover NHS frontline performance and finances and the 2019/20 planning round will be crucial in determining how effectively this will happen next year.

3.4 Meeting with Neighbours

Ann Radmore, Chief Executive & Sian Bates, Chairman will be meeting local neighbours on 24th January 2019 to development relationships with those residents who live close to the hospital so that they are aware of future plans and aspirations for the Trust.

4. Things to celebrate

4.1 Blyth Ward Refurbishment

One of the highlights of this November has been the reopening Blyth, our second dementia friendly ward. The Chairman officially opened the ward with a ribbon cutting. A great deal of time and care has been taken to get the signage, wall finishes, lighting, flooring, sanitary ware, artwork and furniture just right for our patients and I am pleased we have learnt and reflected from our experiences on transforming Derwent ward. While the cost of undertaking the refurbishment is covered by the Trust's Capital Programme, these other important 'dementia friendly' elements are funded for by Kingston Hospital Charity, so my thanks to them for the money they have raised. It's wonderful to see such a marvellous achievement and transformation for our patients - their relatives, carers and staff.

4.2 Maternity Team HSJ Award

On 21st November, the Maternity team won an HSJ award for 'Improving outcomes through learning and development'. The team developed a Sign up To Safety service improvement project which involves physiological cardiotocograph (electronic fetal heart rate interpretation) and human factors training to reduce early neonatal deaths and injury due to hypoxia during labour. They have done an outstanding job!

4.3 Workforce & Wellbeing Team - Our Health Heroes Award

Our workforce and wellbeing team has been named winners in the 2018 Our Health Heroes awards in the 'Staff Retention and Wellbeing Employer of the Year' category for outstanding commitment to staff welfare. These national awards celebrate unsung healthcare heroes from across the UK, including those working in the NHS, who go above and beyond in their roles every day.

The award recognises the excellent work the Trust has done to set up our Health and Wellbeing framework for staff (providing support with physical, mental, financial and family health issues) and how we have addressed the need for training, development and career progression opportunities. These improvements were designed to help us recruit and retain more permanent staff, and in the last two years we have managed to improve our vacancy rate, staff turnover rate and our spend on agency staff. The Trust has also set up a talent pool scheme for administrative staff to progress within the organisation and was recognised for the extensive work they have undertaken to support their EU cohort of staff which has resulted in a significant reduction in the number of EU staff leaving the trust.

4.4 #TeamKHFT Annual Staff Awards 2018

On 22nd November we held our annual staff awards at the beautiful Rose Theatre in Kingston. The awards, hosted by the wonderful TV presenter Angelica Bell (and local resident!!), and supported by our Charity, recognise the efforts and achievements of some of our outstanding members of staff.

We had a record 370 nominations which were whittled down to a shortlist of 36 with the winners and runner ups in each category announced at the ceremony. The awards focused on individuals and teams who exemplify our Trust values on a daily basis with categories for Caring (Patients' Choice and Caring Colleague); Safe (Patient Safety – Individual and Team); Responsible (Innovation, Improvement & Sustainability and Change Champion); Value Each Other (Compassion & Respect – Individual and Team); Leadership (Mentor of the Year and Leading by Example); Kingston Hospital Charity Award; Spirit of Kingston (Unsung Hero; Rising Star; Outstanding Staff Member and Team; Chief Executive Award; Chairman's Award and the brand new award Aspire to Excellence.

It was a tremendous evening and the response from staff was palpable in the room – it is so important to give our staff the recognition they so richly deserve.