

CHIEF EXECUTIVE'S REPORT

Trust Board	Item: 7
Date:	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"/>	
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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

June 2019

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 Operational demand

The past few months has seen unprecedented demand for services. Staff have been working hard to ensure that patient care is not compromised however, challenges with patient flow have been seen across the region and the system has been under significant pressure. Towards the end of last month we ran a Multi-Agency Discharge Event (MADE) with local partners to better understand the drivers behind the pressure the region has been experiencing, particularly within the Trust, and agree what collective action needs to be taken to try to alleviate them.

The event identified that there would be value in developing an onsite team to support a rapid response to patients by receiving calls from community partners and walk-ins. Working across borough boundaries, the team would be an extension of the existing day time service to 10pm. Community colleagues are developing a proposal that will be presented to the A&E Delivery Board. This is a great example of the positive benefits of working collaboratively with our partners, which we do well across Kingston, Richmond and East Elmbridge.

2.2 Private Patient Unit

Trust staff have been working closely with TPW Consulting and Training Ltd (TPW), the specialist management consultancy company appointed to develop a commercial approach to the management of private patients. The Trust took over the running of the private patients' services on Coombe Wing on 1st April 2019. The initial refurbishment of the unit, focusing on the reception area and 10 bedrooms, took place during April and May. A review will be conducted in a year to agree future requirements. The unit remained open during the refurbishment process.

2.3 Estates

Regent Wing

The contract for the sale of Regent Wing and the adjoining land to Advanced Living (AL) was successfully completed before the year end as planned. AL provides accommodation for senior living and is planning to build between 120 and 140 homes that will benefit from a full time care and nursing team as well as a Wellness Centre and Restaurant, both of which will be available for use by the wider community. They anticipate submitting a Planning Application in Autumn 2019, with public consultation dates on 7/8th June and 12/13th July 2019, including a closed session for Trust staff.

The Trust is working to a plan to vacate Regent Wing by September 2020 (deadline March 2022). To facilitate this, enabling work has commenced on the upper floors of Vera Brown House, while a business case is in progress for the full refit. Affected staff have been engaged with the plans and from the end of June, the Trust will be holding monthly staff surgeries to provide updates on the plans and answer questions. A dedicated workshop will be organised for staff directly affected.

Esher Wing

Fire safety works in Esher Wing have progressed to the point at which horizontal evacuation can be reinstated, which is a significant milestone in this extensive programme. We are about to conclude the work to make good the areas where we have removed the tiles. As the works complete, the scaffolding will come down. The final phase will be to address the issue of the tiles on the vertical towers. The works in its entirety will be complete by autumn 2019.

On-going fire stopping works

The fire prevention works continue and significant improvements have been made in several areas across the Trust. It is expected that these works will continue to run into the 2019/20 financial year as further requirements have been identified, including the decant of Roehampton Wing by September 2020.

2.4 NHS Pensions and tax complexities

The topic of Pensions is creating a lot of interest and concern in the NHS at present. The concerns arise from the growing tax liabilities of senior staff through to the affordability of the scheme for less well paid colleagues. The Director of Workforce is leading the Trust's response. The Trust is reviewing how it can assist staff to mitigate their liabilities legally and ethically; it is also lobbying nationally via the London HR network and NHS Improvement/NHS England for change, which it understands will result in some scheme variations soon. The Trust also ran a major Pensions workshop for staff last week and is creating more communications and updates via the Trust Intranet.

2.5 South West London Health & Care Partnership

The NHS, local councils and the voluntary sector in south west London have strengthened their commitment to working together to deliver better care for local people by forming the South West London Health and Care Partnership. In May, the Partnership published Health & Care Plans for public consultation in both Kingston and Richmond. The plans describe the Partnerships' vision, priorities and actions to meet the health and care needs of local people and deliver improvements in their health and wellbeing. The two year plans focus on where health, social care and voluntary sector working together has maximum impact and has been developed with local people, voluntary community groups and health and care partners, including the Trust. This is described in three

priorities: start well, live well and age well; developing community based services to support and enable local people to lead longer and healthier lives knowing that when they need help, they can get it quickly and easily. The Trust has welcomed the report and looks forward to working across the system in support of its delivery.

2.6 Segmentation change under the Single Oversight Framework (SOF)

Under the Single Oversight Framework (SOF), which is designed to help NHS providers attain, and maintain, Care Quality Commission (CQC) ratings of 'Good' or 'Outstanding', NHS Improvement (NHSI) now segments providers based on their view of the level of support each provider needs across the five themes of quality of care, finance and use of resources, operational performance, strategic change and leadership and improvement capability. The segmentation reflects NHSI's judgement of the seriousness and complexity of the issues each provider faces and the associated support need.

Based on the latest analysis of performance, NHSI has moved the Trust from segment 2 to segment 1. Segment 1 gives providers maximum autonomy as no potential support needs have been identified. It is the lowest level of oversight and future segmentation decisions are taken quarterly, in the absence of any significant deterioration in performance.

2.7 Annual Report and Accounts

The Annual Report and Accounts have been externally audited and were presented to the Audit Committee at the end of May. They will be laid before Parliament on 25 June 2019.

2.8 EU Exit (Brexit) Preparedness

The Trust has been proactive in planning for the possibility of a 'no deal' Brexit and has continued to respond to guidance issued by the Department of Health and Social Care. A Brexit Risk Assessment Group has met regularly to identify and to mitigate, as far as possible, key areas of risk for the Trust.

3. **Things to celebrate**

3.1 Awards

RCNi Award Nominations

The Trust has been nominated for two awards at the upcoming RCNi Nurse Awards:

- The Tissue Viability Team is shortlisted for the Wound Prevention and Treatment Award for the work Lead Tissue Viability Nurse Specialist, Alison Williams, and the team have done to reduce the number of avoidable pressure ulcers.

- The ED Resus Team is shortlisted for the Emergency Nursing Award for their work to ensure patients receive the best possible care and outcomes. Since the creation of the team, there has been a 70% reduction in the number of emergency calls from the resus room, and sepsis bundle implementation within an hour has risen to 90%.

Student Nursing Times Awards

The Trust won the award for Nursing Associate Training Programme Provider of the Year, along with its partners at Kingston University and St George's University of London.

Health Service Journal (HSJ) Value Awards

The Trust is shortlisted in the Improving the Value in the Care of Older Patients Award for its Environments of Care.

Public Sector Paperless Awards

The Orthodontics team has been shortlisted for the System & Service Interoperability Project of the Year.

CHKS Care Quality Award

The Trust has been shortlisted for the CHKS Top Hospitals programme Quality of Care Award 2019. The CHKS Top Hospitals awards celebrate excellence throughout the UK and are given to acute sector organisations for their achievements in healthcare quality and improvement.

The Quality of Care Award is a national award given for excellence in high quality care to patients. It is based on a number of criteria including the length of time patients stay in hospital, the rate of emergency re-admissions and whether the care pathway proceeded as originally intended. The Trust is one of just five hospitals shortlisted in this category.

Acute Frailty Network

The Frailty team was commended by the Acute Frailty Network at a national celebratory event in April for a poster presented to participants. The Network recognised the great work being done within the Trust to identify frail older people and reduce the time they spend in hospital and congratulated the team on their achievements over the past year.

3.2 Virgin Pulse Global Challenge

Last month the Trust launched the Virgin Pulse Global Challenge, a staff well-being event that promotes the benefits of working as a team, looking after each other, staying active and doing something different away from work. The event is sponsored by Kingston Hospital Charity and encourages participants to develop healthy lifestyles. 89 teams have signed up, including an Executive team, who will be leading by example the 623 members of staff who have all committed to get healthier over summer.