

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"/> | |
| Sponsor (Executive Lead): | Chief Executive |
| Author: | Executive Team |
| Author Contact Details: | Annradmore@nhs.net 020 8934 2814 |
| 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

March 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 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. A baseline data submission was made on 19th March 2019 through the NHS Digital Strategic Data Collection Service (SDCS) and daily situation reporting (currently 5 days/week) has now commenced.

2.2 Theatres Review

Kingston Hospital NHS Foundation Trust commissioned an independent review into the Theatres department after receiving reports of some staff experiencing bullying. The review was undertaken from November 2018 to January 2019 and the findings issued mid-February. Our staff had many positive things to say about working in theatres however the review found that, although not widespread across the whole of Theatres or the Day Surgery Unit, there were instances of bullying within certain teams or individuals. The Trust takes a 'zero tolerance' stance on any form of bullying or harassment and immediate steps have been taken to start implementing the recommendations outlined in the review as well as taking additional actions that we ourselves have identified. All proposed actions will be developed alongside our staff to ensure we are adequately addressing concerns and involving them in solutions.

2.3 Private Patient Unit

The Trust initially engaged in a procurement exercise to find a new partner to take over running of the existing facility on Coombe Wing and then transition this to a new onsite private hospital. When no suitable commercial arrangement could be identified the options available were carefully evaluated and the Board decided to proceed with an in-house solution.

External expertise was used to inform the evaluation of options, alongside discussions with the consultants using Coombe Wing. A new procurement exercise was undertaken for a management contractor to carry out the day to day management of the private patient unit on behalf of the Trust, as discussed at Trust Public Board meetings in October and December 2018.

Enclosure C

The management contract has been awarded to TPW Consulting and Training Ltd (TPW), a specialist management consultancy company working exclusively for the NHS. The company helps the NHS develop a commercial approach to the management of private patients and to date has worked with over 30 Trusts to transform the delivery of private patient services. Most recently TPW has managed the delivery of private patient services at the Royal National Orthopaedic Hospital and at Epsom and St Helier.

Trust staff have been working closely with TPW on mobilisation over the past six months and robust plans are in place for the Trust to take over the running of private patients' services on Coombe Wing from 1st April 2019. This planning has been overseen by the Director of Strategic Development and the Chief Operating Officer.

2.4 Free Patient Wi-Fi

In February 2019 the Trust launched a new patient Wi-Fi service, allowing unlimited access to free Wi-Fi on mobile devices to help our patients keep in touch with their families, friends and loved ones during their stay or visit.

2.5 Clinical Excellence Awards

The awards panel for Consultants' Clinical Excellence Awards met on 4th March 2019. The panel was constituted under the new 2018 CEA agreement which would oversee a 3 year scheme, and was chaired by the CEO.

Under the funding formula prescribed, the Trust was bound to award 57 points of value of £3,016 per point. The panel decided to award a single point to each applicant given the high quality of applications. The additional 10 points were awarded to the top ten Consultants whose applications were deemed to be of special merit

The Panel were pleased to note that the number of applications from female candidates had increased to 50% of the total - an improvement on previous years - reflecting the Trust's concern to help address the Gender Pay Gap.

Consultants will receive their awards in April and an appeals process will be available if required. The 2019 round will be undertaken later this year

2.6 Estates

Regent Wing

The contract for Regent Wing and adjoining land was successfully completed in advance of the year end as planned. The agreement allows the Trust to remain in the building for up to 24 months while appropriate alternative accommodation is brought on stream. To facilitate this, enabling work has commenced on the upper floors of Vera Brown House, whilst a business case is in progress for the full refit which will support agile working.

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. The process of removing the tiles from the exterior of Esher Wing is continuing, with the intention that the exposed areas will be re-rendered in a scheme that is consistent with the rest of the building. It is anticipated that the works will complete in the summer 2019.

Mental Health Assessment Unit

In December 2018, the Trust applied for, and received, £3.3m of funding to establish a Mental Health Assessment Unit (MHAU) within the Emergency Department. Initial works were undertaken, and phase 1 was completed before Christmas 2018 to create 3 beds/recliners. Early evaluation of the impact of the MHAU indicates a step change in performance and improved patient experience. The Trust is progressing building works to expand this unit for phase 2 (3 additional beds/recliners), expected to be completed in the summer of 2019, and is working with Mental Health providers to agree the future workforce model.

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.

4. Things to celebrate

4.1 Staff Health & Wellbeing

The impact of the Trust's approach to promoting staff health and wellbeing was recognised in an article in The Guardian in March 2019. The article highlighted the appointment of the health and wellbeing team and the services they provide to staff to improve their mental, physical and spiritual wellbeing. The impact on the staff survey results was also mentioned, with the majority of staff saying that the Trust is taking positive action on this issue and would recommend the organisation as a good place to work. The Trust's health and wellbeing work around Mental Health has been shortlisted for a national HPMA award, with the winner due to be announced in June. This is also well deserved recognition of the ground-breaking work the health and wellbeing team have done.

4.2 Ophthalmology Honours

Sabeena De Saram, Eye Clinic Liaison Officer in the Royal Eye Unit, was recognised at the Ophthalmology Honours presentation for 2018/19. Sabeena, and her guide dog Neima, won the Unsung Hero award, an honour that recognises non-clinical professionals who demonstrate excellence in their role and make an outstanding contribution to patient experience. She was acknowledged for being an inspiration to patients facing visual impairment and for consistently giving comprehensive, authentic advice with compassion, energy and enthusiasm.

4.3 Sustainability

The Trust has been named as one of 55 trusts across England to be selected for recognition by The Sustainable Development Unit (SDU). The SDU conducted an analysis of all Trust and CCG annual reports to evaluate sustainability content. We were one of the 55 trusts and 42 CCGs out of 432 organisations to receive this recognition – just 22% of those analysed. The Facilities team have lots more planned for how we can improve Sustainability at the Trust, feeding into the NHS Long Term Plan to embed sustainable development across the health service.