

CHIEF EXECUTIVE'S REPORT

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| Trust Board | Item: 7 |
| Date: 27 th November 2019 | Enclosure: C |
| Purpose of the Report / Paper: | |
| To provide the Board with information on strategic and operational matters 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 matters outlined in this report touch on many of the Trust's risks |
| Link to Relevant Corporate Objective: | The issues outlined in this report touch on many of the Trust's objectives |
| Document Previously Considered By: | N/A |
| Recommendations: | |
| The Trust Board is asked to note the content of this report. | |

Chief Executive's Report

November 2019

1. 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.

2. Current progress on internal matters not elsewhere on the agenda

2.1. General election and purdah

Following the announcement of the general election on Thursday 12 December 2019, the pre-election period known as purdah began on Wednesday 6 November. Purdah prevents public bodies, including NHS organisations, from making announcements and from carrying out activities which could influence or be seen to influence the election. The Trust is adhering to NHS England guidelines during the purdah period, until it ends when a new government is formed.

QUALITY

2.2. Performance

The Trust remains as one of the stronger performers in London in terms of performance against the four hour emergency standard, on average providing care to an extra 30 patients every day in A&E compared with this time last year. This is a great achievement that really encapsulates the great work of our staff across the organisation. The Trust is working with partners, local authorities and community providers across south west London to ensure we have robust plans in place for the winter months. A number of schemes are being piloted to support the provision of increased services including: a Same Day Emergency Care Unit in the Emergency Department (ED) that enables patients to be rapidly assessed, diagnosed and treated by the right clinician, avoiding unnecessary admissions, and the secondment of a small number of hospital occupational therapists to work in the community to provide home assessments to patients on discharge.

2.3. Nursing and Midwifery Conference

The Trust held its annual Nursing and Midwifery Conference in October, bringing together colleagues from across the organisation to focus on new ways of working that inspire change and put patients at the centre of their care. Chairman, Sian Bates, and Director of Nursing and Quality, Sally Brittain, opened the conference by launching the Trust's first Nursing and Midwifery Strategy. The new strategy describes the journey towards the Trust's Patient First vision, underpinned by the theme of working collaboratively to do the best for patients. The conference celebrated the fantastic achievements of colleagues across the Trust, including an awards section, demonstrating how nursing and midwifery staff live the organisations' values every day – caring, safe, responsible and to value each other – in their commitment to provide outstanding services for patients, carers, family and friends.

SYSTEMS & PARTNERSHIPS

2.4. Acute Providers Collaborative (APC)

The APC is currently considering the creation of a shared procurement function to serve the four acute trusts in southwest London, pooling expertise, increasing buying power and building resilience. The APC is also considering establishing a shared recruitment hub intended to provide best in class recruitment practice including time to hire, championing diversity and inclusivity and reducing hard to fill vacancies. The proposals are expected to pass through each trusts' governance processes over the coming months.

2.5. Making Data Count

Sam Riley, Head of Improvement Analytics, and John Lodge, Head of Quality Improvement (London Region), at NHS Improvement / England (NHSI/E) delivered a workshop on 'making data count' for staff across the organisation who regularly present and interpret data to inform decision making. Sam has been engaging with healthcare organisations across the country. The workshop demonstrated how better use of data really brings insight and leads to better decision making which will ultimately lead to improvements in the way that the Trust cares for patients. The workshop will be run as a dedicated session for the Board at a future date.

SUSTAINABILITY

2.6. Estates

Work continues across the Trust to deliver the capital development programme. Highlights include:

Endoscopy

The project to extend the endoscopy service with a new state-of-the-art facility will begin in the next month, with a scheduled completion date of July 2020.

Esher wing tiles

Work is advancing to remove the tiles on Esher wing to replace with a compliant render system and improve the overall aesthetic of the building. The first phase of the lower levels is complete and over the next few months, the focus will be on the works to the corner towers. The entire building is expected to be finished in January 2020. The estates team will continue to liaise with staff and local residents to keep them updated on progress.

Mental Health Assessment Unit

The modular units have been delivered and are in situ next to ED. Work is well underway to apply the brick skin and connect the main services with the unit scheduled to be completed in February 2020.

Pain Clinic

As part of the Trust's redevelopment programme, the Pain Clinic has relocated from the main hospital site to the New Victoria Hospital on Coombe Lane for a period of two years. The site accommodation offers a comfortable, newly refurbished environment of seven clinic rooms and associated support space for administration. The space will present an attractive clinical environment that will enhance patient experience.

Rowan Bental wing

Work is underway to provide a new interventional radiography facility to enhance patient care.

Vera Brown House development

The Trust is working towards a July 2020 date for completion of the refurbishment of Vera Brown House.

OUR PEOPLE

2.7. Jane Wilson retiring as Medical Director

After more than 10 years as Medical Director and over 26 years as a consultant obstetrician and gynaecologist at the Trust, Jane Wilson will retire at the end of March 2020. Jane has held a number of leadership roles, both in clinical management in the Women and Child Health Division and as the Trust's Director of Education from 2002 – 2009. Plans to recruit and appoint a new Medical Director are progressing. Jane's contribution to the Trust is hugely valued and we will have an opportunity to reflect on this in March.

2.8. Yarlini Roberts appointed Interim Finance Director

Yarlini Roberts has joined the Trust from South West London CCGs on a six month secondment as Director of Finance, taking over from Tracey Cotterill who has been Interim Finance Director for the past ten months. Yarlini brings a wealth of experience as well as in-depth knowledge of the local health and social care landscape having held senior finance positions at CCGs and NHS Trusts across south west London. A recruitment process to appoint permanently to the role will be run in the new year. The Trust wishes to express thanks to Tracey for her dedication and commitment in the interim role as she moves on to another position in the NHS.

3. News from across the Trust

3.1. High profile visits

HRH The Countess of Wessex

The Royal Eye Unit (REU) hosted a visit from HRH The Countess of Wessex in early October, in partnership with the Royal National Institute of Blind People (RNIB). Her Royal Highness was keen to meet Eye Clinic Liaison Officer (ECLO), Sabeena Weyhenage, whose post is funded by the RNIB and Kingston Hospital Charity, and learn how people losing their sight receive vital support. Lead Clinician and Consultant Ophthalmologist Hooman Sherafat gave an overview of the service and patient, Renee Dipple, talked about her experience of sight loss, the REU and the difference Sabeena and the ECLO programme has made. HRH met staff at the REU while enjoying the opportunity to learn about this vital service.

Ambassador of the Republic of Korea

In September, the Trust hosted a visit from the Ambassador of the Republic of Korea. Her Excellency, Mrs HE Enna Park, attended with a delegation of 12 Korean dignitaries and was greeted by the Mayor of Kingston and Trust Governor, Councillor Margaret Thompson, and Chairman, Sian Bates. The visit afforded the group an opportunity to learn more about the NHS and Kingston Hospital; the Chairman has provided more detailed feedback in her report.

NHS Improvement / England (NHSI/E) Chief People Officer

Prerana Issar, Chief People Officer at NHSI/E, visited the hospital in October to learn more about the Trust's leading staff health and wellbeing initiatives, including supporting EU staff. Prerana took up her new role in April this year with a view to supporting trusts with their workforce planning and development. She met with members of the Board and the health and wellbeing team. The Trust was pleased to showcase and share our examples of best practice.

NHSI/E Workforce Race Equality Scheme (WRES)

The Trust also hosted a visit from John Brouder last month. John was Chief Executive of North East London Foundation Trust (NELFT) for over ten years and started his NHS career as a nurse. He championed inclusivity at NELFT and is now leading work across London to support trusts improve their diversity and achievement of the Workforce Race Equality Scheme (WRES) targets. John was impressed with the progress over the past three years; the Trust's WRES scores are better than the national average in most areas although we recognise there is more that we need to do. We were able to share and celebrate the special community that is Kingston Hospital; from the diversity of the workforce (more diverse than the population served) to the inspirational champions in all areas and at all levels within the hospital, influencing and role modelling how staff care for and value each other and patients.

3.2. Awards, recognition and inspections

Trust wins National Retention Award

The Trust was recognised for its excellent staff retention initiatives with an NHS England and NHS Improvement National Retention Award for best health and wellbeing rewards and benefits offer. The project that won the award aims to improve nurse retention by offering a cohort of nurses a programme to help them manage the emotional demands of their roles with mindfulness training, discussion groups, group work sessions and coaching. The initiative has been commended by Capital Nurse, a Health Education England programme to secure a sustainable nursing workforce for London, and is being delivered across London.

JAG (Joint Advisory Group) on GI Endoscopy accreditation

The Trust's Endoscopy department was pleased to have achieved JAG GI Endoscopy accreditation in October. JAG is a national advisory body, responsible for maintaining high standards in endoscopy. This was a five-yearly external visit by a clinical lead, nursing lead, general manager and a lay person. JAG assesses four domains: clinical quality, quality of the patient experience, workforce and training. The department was highly commended in each of these domains. In particular, patient experience, leadership, bookings and training were highlighted as examples of exemplary practice.

Stroke Organisational Audit: national results

The Trust is delighted that its Stroke service has scored 7/10 on the 2019 Sentinel Stroke National Audit Programme (SNNAP) which it took part in at the start of the summer. This puts the Trust in the top 20% of Stroke Units across the country.

Honey Bees Nursery Food Standards success

At an Environmental Health inspection at the start of November, the Honey Bees Nursery maintained the highest Food Standards Agency rating – five stars!