

### Chief Executive's Report

<b>Trust Board</b>	<b>Item: 7</b>
<b>Date: 30<sup>th</sup> September 2020</b>	<b>Enclosure: B</b>
<b>Purpose of the Report / Paper:</b>	
To provide the Board with information on strategic and operational matters not covered elsewhere in the agenda.	
<b>For: Information</b> <input checked="" type="checkbox"/> <b>Assurance</b> <input type="checkbox"/> <b>Discussion and input</b> <input checked="" type="checkbox"/> <b>Decision/approval</b> <input type="checkbox"/>	
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<b>Risk Implications - Link to Assurance Framework or Corporate Risk Register:</b>	The matters outlined in this report touch on many of the Trust's risks
<b>Link to Relevant Corporate Objective:</b>	The issues outlined in this report touch on many of the Trust's objectives
<b>Document Previously Considered By:</b>	N/A
<b>Recommendations:</b>	
The Trust Board is asked to <b>note</b> the content of this report.	

# Chief Executive's Report

September 2020

## 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.

## Recovery of services

Within the NHS in Kingston we have been working hard to encourage patients to return to the NHS for diagnostic and elective procedures so that we can make full use of the capacity available to us. We have worked with health and care partners across South West London, including our local authority, voluntary sector, NHS and public health partners, on an integrated communications and engagement campaign.

This has been informed by insight from a survey carried out by our Heathwatch partners and from insight gathered through the South West London online peoples' panel.

From this insight we heard that local people wanted assurance on the infection prevention and control measures that are in place in healthcare settings to keep them safe should they be required to come into a health or care setting for treatment. We created a film as part of our local communications and engagement plan, which you can [watch here](#).

We continue to run around 80% of our outpatient appointments virtually and this continues to be well received by patients and by our clinical teams. We're mindful that this is a new way of working for all of us and so continue to talk to patients and to our partners in primary care and in the community as we develop these new ways of delivering care. We will see outpatients face to face where it is deemed clinically necessary, or where a virtual appointment isn't accessible for the patient.

## Winter and COVID-19

We have been working closely with all of our borough health and care partners and with partners across South West London to prepare for the increased demands of winter. This has continued alongside vigilance in the light of the current increase of COVID-19 in the community.

Flu vaccinations are now available within the borough and we are launching a communications and engagement plan to support uptake of the vaccination. Based on discussions at a South West London level and with members of the local A&E delivery board, we will be prioritising our communications and engagement activities this year around 2-3 year olds, under 65s at risk, BME people and those with learning disabilities.

We are soon to launch our flu vaccination campaign for staff working within Kingston Hospital where we have been set a 100% compliance target by NHS England and NHS Improvement.

The incidence of COVID-19 in the community has increased but we are yet to see this translate into a significant level of hospital admissions. We are prepared for a further increase of COVID activity in the hospital and in developing our plans we have taken into account the lessons learnt from earlier this year, supporting our staff and taking action on inequalities and prevention of infection.

COVID testing within Kingston Hospital is prioritised for inpatients on admission and discharge, those coming into hospital for a planned procedure and symptomatic staff.

We continue to remind our staff of the importance of adhering to the infection prevention and control measures in place across the hospital. This includes wearing of PPE in clinical areas at all times, masks in non-clinical areas, regular hand sanitising and adhering to the one-way system in place across the hospital. The safety and wellbeing of our patients and staff is a priority.

At present the availability of beds, PPE and oxygen supplies continue to be well-managed. We continue to closely monitor staff absence from work due to the pandemic, on a daily basis. We have also worked closely with our colleagues in public health at borough level on outbreak control plans which would be enacted should we see an outbreak in the local community.

### **South West London finance and planning update**

From October there will be a change in the national financial regime. For the first six months of the year, NHS organisations were funded through both block and retrospective payments to achieve individual and a system break-even position.

The guidance received from NHS England and NHS Improvement on 15 September details the financial arrangements for the period 1 October 2020 to 31 March 2021. For this period, each integrated care system will receive a fixed funding envelope within which they are expected to operate. The sector level principles of disbursement and the financial framework supporting this process are yet to be agreed.

We have been notified of our system funding envelope and are working together across South West London to understand the impact of this on the integrated care system and on the individual organisations within it. Each integrated care system is expected to submit a revised balance plan to NHS England and NHS Improvement by 5 October 2020.

On 31 July Sir Simon Stevens wrote to key figures across the NHS and local authorities to set out the NHS response to the third phase of the COVID-19 pandemic, and priorities for the rest of 2020/21. The letter asked integrated care systems to produce a plan by 21 September outlining how they will deliver on this.

We have been working with colleagues in the South West London integrated care system to develop our local response, and this has included modelling our activity and capacity plans for elective, cancer, outpatient, and diagnostics to support a return to near normal levels of non COVID health services. It has also included modelling our workforce numbers to ensure that we have the right levels of staff in place to meet demand for services, manage the ongoing needs from the pandemic, and support delivery of the recovery plans.

Colleagues from Kingston Hospital have been engaging in the South West London recovery work streams and the recovery board which oversees all of this work. The workstreams are: planned and critical care, specialised care, urgent and emergency care, primary care, care closer to home, and mental health and learning disabilities.

Each of these programmes brings together health and care professionals and managers from across the South West London integrated care system. This work is also supported by the enabler work streams including, finance, estates, communications and engagement, performance and quality, digital and workforce.

## **SUSTAINABILITY**

### **State of the art endoscopy suite**

Our new state of the art endoscopy suite opened to patients on Monday 21 September, relocating the endoscopy service from the day surgery unit to Esher Wing. Despite the pressures the whole Trust was under earlier this year, work was able to continue on the new unit, which now boasts the first nurse led transnasal endoscopy suite in London, with seven of the unit's transnasal scopes funded by Kingston Hospital Charity. Transnasal endoscopy requires no sedation and is a less intrusive procedure, resulting in a better patient experience. We are delighted that some of the nurses in our service are also leading the way with training others in transnasal endoscopy in South West London.

## **Parking charges**

In line with other NHS hospitals, parking charges are being re-instated for patients and visitors to Kingston Hospital from 1 October. We are updating our communications with the public to reflect this change. Meanwhile we are reviewing the staff parking permit system, and have established a staff reference group to inform the future plan.

## **OUR PEOPLE**

### **South West London recruitment hub**

Work has continued this year to bring the four recruitment teams in South West London's acute hospitals into one joined up service.

Following on from a consultation, staff in the recruitment teams at Croydon, Epsom and St Helier, Kingston and St George's Hospitals have transferred to employment at Kingston Hospital, providing a joined-up recruitment hub service for the South West London acute hospitals. The service is based at East Street in Epsom, although the majority of team members have been working at home since March.

This will be facilitated by a new website, bringing recruitment activities in the four trusts onto one central platform (all accessible from the trusts' existing websites).

### **Staff benefits portal**

We are also launching a new consistent range of staff benefits across the four acute trusts in South West London. The benefits vary from health and wellbeing discounts, reduced price gym membership to bicycle purchase schemes, season ticket loans, childcare vouchers and shopping discount vouchers. We will be promoting the new benefits scheme through the recruitment hub and we'll be sharing it with staff through our internal communications.

### **Staff survey**

The 2020 annual staff survey was launched on Monday 14 September and will run for 11 weeks until 1 December 2020. At the end of the first week 23.4% of staff had returned their survey, which is the top return rate for a trust in the country. This compares with 14.6% at the same point last year. However, we are not complacent, and we have a robust communications and engagement plan in place which we will hope will encourage the remainder of our staff to return their survey by December.

## **Governor elections**

Thank you to everyone who has put themselves forward so far, for our Council of Governor elections. Nominations are open until 6 October, with the results declared on 23 November. We have 11 public governor vacancies and 3 staff governor vacancies on the Council of Governors. We have been engaging with staff over the past weeks to encourage them to represent the views of their colleagues at the Trust, and have shared the following short film to encourage staff to nominate themselves: <https://youtu.be/KBM3iPyfs1w>

We also organised two virtual information events for those who are interested in becoming a governor. These events were open to the public and members of staff and provided insight into the role of a governor as well as an opportunity to speak to our Chairman and to one of existing governors, and to ask any questions.

## **Virtual Annual General Meeting and Annual Members' Meeting**

On 10 September, our Annual General Meeting & Annual Members' Meeting took place as a virtual event, in line with government guidance on social distancing. Approximately 40 people joined us live for the event, whilst the recording of the meeting which was shared online after the event has been viewed over 110 times.