

### CHIEF EXECUTIVE'S REPORT

Council of Governors	Item: 7
<b>Date of meeting:</b>	Enclosure: B
<b>Purpose of the Report / Paper:</b>	
To provide the Council of Governors with information on strategic and operational performance, issues and risks.	
<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>Recommendations:</b>	
The Council of Governors is asked to note and discuss the updates provided in the report.	

# Chief Executive's report

## 1. Introduction

This paper provides the Council of Governors with an update on performance, key risks that could impact upon the strategic development of the organisation and items of note not covered elsewhere on the agenda. The attention of the Council of Governors is drawn to the current key risks for the Trust:

- Continuing operational pressures across the health and care system as a whole and the impact on performance and staff resilience within the Trust.
- Finance

There is no doubt that times are challenging right now, with the hospital continuing to be very busy, and the added pressures associated with COV-ID 19.

However, we must not lose sight of the fact that we are well prepared and we are finishing the year in a strong position. We have an exceptional and committed workforce, as evidenced by our staff survey performance which puts us in the top ten trusts. This is an outstanding achievement and something that we do not take for granted.

Our values truly reflect who we are and how we care for each other and our patients. Our operational achievements consistently put us within a small group of top performing trusts in London, and it looks like we are on track to deliver our financial plan this year too.

## COV-ID 19

Sally Brittain, Director of Nursing and Quality will be giving a verbal briefing about COV-ID 19 at the Council of Governors meeting.

## 2. Operational performance

We met the 18 week RTT performance target for January 2020, achieving 92.16%. This was an extremely challenging target for us, and is the result of a huge amount of effort by staff. RTT performance continues to be challenging, particularly in the specialties of trauma and orthopaedics, ophthalmology and neurology – and we will continue to give this area the added focus it needs.

Our emergency standard performance in January was the second best in London at 84.92% which is particularly impressive and an indication of the great care we are continuing to provide, despite the continued high levels of attendance we have been seeing. This is a real team effort both within the Trust and across our local partners for which we are grateful.

We achieved all of our cancer targets in December. This was despite the pressure on diagnostics and the new breach allocation system. The targets remain challenging, requiring continued collaboration across departments and very close monitoring – so many thanks to all involved.

As expected we did not achieve the diagnostic performance standard in January, with performance at 86.99% (against a target of 99%). We are working with GPs and other partners to help address the issues we face, which are being felt nationally.

### **3. Financial sustainability**

The Trust reported on plan at the end of January and we are working towards meeting our year-end target. We are also working internally and with our local partners on next year's financial plan, recognising how challenging this is given the increasing pressures that we have been dealing with.

### **4. Workforce**

#### **Staff Survey**

Kingston has been ranked in the top ten trusts in the country following the publication of the NHS staff survey.

Three quarters of staff said that they would recommend Kingston to others as a place to work, putting the hospital significantly above the national average for NHS trusts.

Some other highlights from the report showed:

- 70% of staff said that feedback from patients is used to inform decision making in the hospital (against an average of 59% from other trusts)
- 70% of staff said that their manager takes a positive interest in their health & wellbeing which was an increase from 66% last year (and an average of 67% from other trusts)

When asked if they would recommend the hospital as a place to receive care, 82% of the hospital's staff confirmed that they would, again putting the Trust in the top-performing group of hospitals and the second best score in London.

There remains more work for us to do in the areas of bullying and harassment at work and in helping to reduce the pressure of work which staff have raised through the survey, and we will be making this a priority and doing some more focused work in these areas.

The Trust's **workforce performance indicators** remain strong, although behind target in some areas.

In February, the position was:

- Vacancies 5.05% against a target of 6%
- Turnover 14.4 % against target of 13.5%
- Stability index 85.6% against target of 90%
- Appraisal 73.92% against year-end target of 90%

### **Statutory and mandatory training**

The Trust compliance rate for statutory and mandatory training has reduced in February to 83% after a sustained period of good performance at nearly 90%. We are talking to staff and working with them to support improved compliance in this area.

### **Staff awards**

Once again this year, we are very grateful that the governors have supported the Unsung Hero Award. By the time of the Council of Governors meeting, we will have shared with you the full list of winners and highlights from the awards event.

### **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 is leaving at the end of March.

Governors have been invited to join a celebration tea for Jane on Tuesday 31 March, where we will thank Jane for her outstanding contribution to Kingston Hospital.

Plans to recruit a new medical director are progressing. We have appointed Odgers Berndston to undertake an executive search from the widest available pool of talent. Full details of the post are available at [www.odgersberndston.com](http://www.odgersberndston.com).

From 1 April until the new appointee is in post, Amira Girgis, the Trust's deputy medical director, will be acting as medical director.

## **5. Estates**

### **Update on Coombe Road land sale**

The Trust has shared a briefing with neighbours on Wolverton Avenue in response to questions about the sale of the Regent's Wing. We have also met with some of our neighbours to respond to their specific concerns.

Concerns were raised about the loss of light and privacy in respect of the planned build and we have assured our neighbours that we will continue to share their concerns in our conversations with Kingston Council and with Advanced Living.

An issue was also raised in association with the emergency access to the hospital via Wolverton Avenue, and the number of parking spaces made available by the Trust. We thanked the neighbours for their comments which we are now discussing with the Local Authority.

To facilitate ongoing engagement with residents living local to the hospital we will be organising some 'Meet the Neighbour' events in 2020, and we'll be publicising these when arrangements are in place.

### **Mental Health Assessment Unit**

Phase two of the Trust's £3.3 million Mental Health Assessment Unit (MHAU) extension is due to open soon.

Our Emergency Department, including phase one of the MHAU extension, was showcased to local MPs Sarah Olney, Ed Davey and Munira Wilson during their recent visit to the Trust and we are delighted that a case study written about the MHAU has also been published by the NHS Benchmarking Network.

Since the implementation of phase one, the Trust has seen an improvement in the 4-hour emergency care standard for those referred to psychiatry and 80% of staff 'strongly agreed' or 'agreed' that the experience of people with psychiatric conditions has improved since opening the MHAU. We look forward to further benefits of the new unit, on completion of phase two.

## **6. Systems and partnerships**

### **South West London HR teams nominated for national HSJ Partnership Award**

Trusts in South West London under the leadership of the HR Directors, were shortlisted for a 'Workforce Innovation Award' at this year's National Health Service Journal Partnership Awards.

The team from Kingston Hospital, Epsom and St Helier, and St George's were recognised for their partnership with Allocate Software to implement a collaborative temporary staffing bank involving General Nurses.

## **SWL Clinical Commissioning Group**

From 1 April 2020 the six CCGs in South West London will come together to form a new NHS South West London Clinical Commissioning Group (SWL CCG). This includes, Kingston, Richmond, Merton, Sutton, Wandsworth and Croydon.

The NHS South West London CCG will be a membership organisation made up of over 180 GP practices serving just under 1.5 million people across the six SWL boroughs. It will be the statutory body for commissioning NHS services across SW London and GPs practices across the six boroughs will be a member.

The decision to merge follows approval from the regulators at NHS England back in October 2019, and the support of the six CCG Governing Bodies and GP membership votes in favour of the proposal.

The new NHS South West London CCG aims to retain a borough focus to further support local partnerships bringing together health and care leaders to plan services locally.

Each borough will have a local place-based committee which will ensure that each borough remains clinically led and retains the ability to engage with and consider the needs of local communities through relationships with NHS partners, local authorities, voluntary sector organisations and Healthwatch.