

CHIEF EXECUTIVE'S REPORT

Council of Governors	Item: 7
Date of meeting: 13 October 2020	Enclosure: B
Purpose of the Report / Paper:	
To provide the Council of Governors with information on strategic and operational performance, issues and risks.	
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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Recommendations:	
The Council of Governors is asked to note and discuss the updates provided in the report.	

Chief Executive's report

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.

CURRENT POSITION IN THE HOSPITAL

Recovery of hospital services

Work has continued to encourage patients to return to the NHS for their diagnostic and elective procedures and we have made excellent progress getting elective activity back up and running across the board.

We have worked with health and care partners across South West London, including our local authority, voluntary sector, NHS and public health partners, on a public communications and engagement campaign which has been informed by insight.

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](#).

Teams are reporting that around 45% of outpatient appointments are being held 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 we 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.

In this short film you will hear from a member of our physiotherapy team about the move to video consultation and how it has impacted patients: <https://youtu.be/OfNqIQtSaus>

COVID and winter preparedness

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.

Towards the end of September we launched the next phase of our SWL winter communications and engagement plan, around promoting uptake of flu vaccination in the community. Based on feedback from the Kingston, Richmond and East Elmbridge A&E Delivery Board, this year's plan will include targeted communications for the parents of 2-3 year olds, under 65s at risk, people from BME communities and those with learning disabilities.

We have also launched our staff flu vaccination campaign where we have been set a 100% compliance target by NHS England and NHS Improvement.

OUR ESTATE

State of the art endoscopy suite

Our new 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 have been re-instated for patients and visitors to Kingston Hospital from 1 October. We have updated 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.

Kingston Hospital Charity office move

The Kingston Hospital Charity team have moved their offices and are now located at the front of the hospital, between the Sir William Rous Unit and the main entrance, making the charity more accessible to grateful patients or their family members, and members of staff who are interested in fundraising for the hospital.

STRATEGY

Patient first strategy and objectives

After many months of engagement with our stakeholders, our updated Patient First Strategy for 2020-25 was signed off at this month's board meeting.

We remain steadfast in our vision "*To always provide outstanding care to our local community*". Our updated strategy challenges us to always provide outstanding hospital care to our local community, as part of a vibrant local health and care system. Importantly, our updated strategy looks outside of Kingston Hospital and sets out our ambition to support people in SW London to live healthier lives, to address inequalities and to ensure that we're always providing health and care that is safe and timely.

Our five-year objectives are listed below, and we'll now be working to embed these into our plans and working practices.

- Deliver outstanding care and put the **patient first** in everything we do
- Continue to be a **fantastic and inclusive place to work**, where opportunities to develop and learn are open to everyone, equally. Racism, bullying or harassment will not be tolerated, and we will support our staff to stay safe and healthy at work and make sure they feel valued for their contribution to outstanding patient care
- Make sure our staff are empowered to take a more proactive role to **addressing health inequalities** in the patients we see. We will do this by giving our staff the tools to identify early opportunities to intervene and prevent a decline in mental or physical wellbeing
- Working with community, primary care and social services, deliver simpler, **more joined up care** for patients, that offers the right support, at the right time
- Be known as a **centre of excellence for elective care**
- Be seen as a **maternity service of choice for local people**

- Sustain our position on delivering timely **cancer treatments**, continue to improve our cancer services and work with partners to continue to improve survival rates for people with a cancer diagnosis

New Trust values film

We have put together a new film to share the Trust's values, featuring patients and members of staff: <https://youtu.be/6eIEkldPhb0>. The film will be shared with staff and members of the public to showcase the ways in which we work together to ensure the very best care.

Updated equality, diversity and inclusion strategy

Our equality, diversity and inclusion strategy was also agreed by the Board. We're doing some further work with staff and patients to agree the workplan which sits beneath the strategy to help drive us to become an exemplary, inclusive organisation in which to receive care and work. Within the strategy we have made the following commitments:

- **We are against racism and will not tolerate it** in our organisation.
- We are **actively working to address discrimination, inequality and injustice** and recognise that for change to happen, **we have to start within ourselves**, our practices and our organisation
- **We listen and treat everyone fairly** regardless of age, gender, pregnancy or maternity status, ability to speak English, economic status, religion, race, disability, vulnerable status, sexual orientation, marital or civil partnership status. If we don't do this, we need you to tell us
- **We all have a responsibility to challenge discrimination of any kind**. We recognise that it is **not up to BME people to dismantle racist practices** but for all of us to work together to make long-lasting change
- We are committed to ensuring our **employment practices are inclusive** and that we engage, listen, learn and act to improve the culture of our organisation
- We recognise that **talking about and tackling, racism and discrimination can be difficult** but we accept that we will need to go through this process to be comfortable and competent in making a difference to those who identify as BME

OUR PEOPLE

South West London recruitment hub

The SW London recruitment hub will launch on 12 October, bringing the recruitment teams from the four SWL acute trusts (Croydon, Epsom and St Helier, Kingston and St George's Hospitals) into one joined up service. This exciting development is a first for London.

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 and the service will be based at East Street in Epsom, although the majority of team members have been working at home since March.

This development will harmonise recruitment processes across the trusts, and it will make it easier for staff to move between trusts, helping with their career development. Also, it will help to ensure that staff are more evenly shared across the SWL trusts. We are launching a dedicated recruitment website for the hub which will be linked from the four trust websites.

Staff benefits portal

We have also launched 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.

Workforce, culture and leadership forum

On 29 September our Director of Workforce, Kelvin Cheatle, joined a panel of health and social care specialists for an online 'workforce, culture and leadership' forum, organised by commercial law firm, Bevan Brittan. The session covered insights, observations and challenges concerning the role of workforce, leadership and culture in the delivery of high quality care, particularly during the COVID-19 pandemic. Watch a recording of the event: <https://www.bevanbrittan.com/insights/events/2020/on-demand-0929-workforce-forum/>

Volunteering strategy

The volunteering team had their updated strategy for 2020-2023 signed off at September's Trust Board meeting. The strategy was developed in consultation with stakeholders including patient representatives, Healthwatch, the local voluntary sector and volunteers, and has been adapted under the guidance of national policy which has been evolving through the COVID-19 pandemic.

Focused on a new model of volunteering, the strategy aims to combine the best of face to face volunteering with options for virtual volunteering, harnessing a large community of goodwill to enhance the delivery of outstanding healthcare at the Trust, whilst also ensuring that volunteering enriches the lives and opportunities of the individuals and communities, groups and partner organisations who volunteer. The following film was created to showcase the ways in which volunteering at Kingston Hospital has adapted to the pandemic: https://youtu.be/gf53kzVJ_N4

Staff survey

The 2020 annual staff survey launched on Monday 14 September and will run for 11 weeks until 1 December 2020. By the end of week three, 48.2% of our staff had returned their survey, which is the top return rate for a trust in the country. We are not complacent, and we have a robust communications and engagement plan in place which we 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 12 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 three 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.

PUBLIC ENGAGEMENT

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.