

### CHIEF EXECUTIVE'S REPORT

<b>Trust Board</b>	<b>Item: 7</b>
<b>Date: 27<sup>th</sup> January 2021</b>	<b>Enclosure: C</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

January 2021

## 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, which is organised under the Trust's four strategic themes that support delivery of our strategy.



### Quality

#### Current position in the hospital

On 22 January 2021, from a total of 350 inpatients, we are caring for 185 COVID positive patients, with 33 of these either in our intensive care unit or in high dependency.

COVID numbers appear to be slowly stabilising, but the hospital remains very full and pressurised, with COVID patients continuing to come in via the hospital's emergency department. By way of background, we appeared to reach the latest peak on 8/9 January when we had 210 COVID positive patients. This compares with a maximum of 124 COVID positive patients in early April 2020.

In late December, we increased the capacity of our COVID wards once again, re-opening an 18-bedded high dependency unit on Hamble ward. Intensive care bed capacity was increased from 12 to 33 beds. Joint planning and mutual aid with and from our local acute hospital partners in respect of critical care capacity has been an essential part of our efforts across SW London in recent weeks.

Cancer services and emergency procedures have continued as normal at Kingston Hospital through the recent peak in activity, with much of this work being carried out in the independent sector at the New Victoria Hospital and at Parkside. Along with other SWL partners we have been able to decompress the hospital by utilising some beds, staffed by a small cohort of Kingston Hospital staff, at the NHS Seacole Centre, a facility run by Epsom and St Helier. As

the operational pressure starts to subside we will look to re-instate a limited range of routine outpatient services and we will also re-start our elective programme when we can.

### **Kingston Hospital consistently achieving KPIs for hip fracture care**

In a recently published report by the National Hip Fracture Database, Kingston Hospital has been named as one of only 9 hospitals to consistently achieve KPIs for hip fracture care. Kingston Hospital is the only London hospital in the 9 hospitals named in the report and this is a true reflection of the hard work of our hip fracture team, which includes colleagues in ED, radiology, main theatres and Cambridge ward.

#### **Our People**

### **Current staffing pressures**

To safely staff our additional critical care capacity, and in line with the rest of London, we took the difficult decision in late December, to pause planned care and outpatient appointments to allow us to redeploy staff to the areas of most need.

We re-instated our redeployment hub, to help us move staff to different clinical areas of the Trust where there was additional need. We also changed our medical and nursing rotas to support safe care across clinical areas.

I am extremely grateful to all of our staff across the whole Trust who are caring for patients, both in the COVID and non-COVID areas of the Trust, and to our administration and support staff too for everything that they do. I am also very aware of the extreme pressure our staff have been under for a number of weeks and we will continue to do everything we can to support them.

We have continued to ensure we have a broad range of health and wellbeing support options available, and this has included enhanced psychological support which was strengthened during the first phase of the pandemic. We are also working with colleagues at South West London and St George's NHS Trust to look at what longer term mental health support for our staff could look like.

We are grateful that much of the additional support we are providing for staff is being funded by Kingston Hospital Charity. For example, we will be able to continue to fund hot meals for staff working at the hospital at night, during this period of heightened pressure, and this is all thanks to the concerted fundraising efforts of colleagues and members of our local communities.

We are thankful that a number of our local GPs have come in to the hospital in recent weeks, to work more closely with us on the safe discharge of patients from hospital to the community.

This has had a significant impact on patient discharge and so we will be taking the learnings from these new ways of working into our future plans.

### **Working with our staff to plan for the future**

We expect the pressures our staff are under to continue for some time, and have begun a conversation within the organisation to help us plan ahead for 2021-22. It is absolutely essential that we continue to ensure that staff health and wellbeing is prioritised, and that we achieve a balance between enabling our staff to have a rest as well as recovering those services that have been paused, whilst keeping in mind that we are likely to have to manage the ongoing presence of COVID in 2021. We will be working very closely with our local health and care partners at borough level and at SWL level to develop realistic plans for 2021-22.

We are having planning conversations as follows:

**Response:** looking at how we continue to work together to manage the ongoing COVID surge position within the hospital, ensuring that we are drawing on support from our health and care partners and ensuring that we are keeping our staff safe and well at work, to provide care for the large volumes of patients we are seeing.

**Regroup:** talking to staff about the support they need given the ongoing pressures, so that they can have a break and to enable them to build their resilience over the course of the next year.

**Recovery:** we will work with staff to help shape the recovery of our planned and elective services, factoring in sufficient time and support to look after staff health and wellbeing. This brings with it the ongoing additional challenge of separating COVID and non-COVID patients, and the associated infection prevention and control measures that may need to be sustained through 2021.

**Reset:** this is about establishing new ways of working and planning ahead in such a way that we are building on our experiences from the pandemic and in light of the NHSE/I consultation document [Integrating Care – The next steps to building strong and effective integrated care systems across England.](#) We will continue to collaborate more closely with our local partners and those across SWL as a whole.

### **COVID vaccination at Kingston Hospital.**

The first phase of Kingston Hospital's vaccination programme ran from 29 December – 6 January, and during that time we vaccinated 5,212 people, using up the full supply of vaccines that we received. This has been a real team effort involving vaccination staff from our two local

community trusts, HRCH and Your Healthcare, with teams working at speed to get the vaccination clinic up and running.

A total of 3,281 members of Kingston Hospital staff (92% of our staff) have now received the first dose of the vaccine and we have also vaccinated 1,411 other health and care staff, which includes many of our ISS and other contracted staff, local care home staff, staff from HRCH and Your Healthcare and the London Ambulance Service. Additionally, we have vaccinated 520 vulnerable patients and patients aged 80 and above.

We have vaccinated within the prioritisation guidance as set out for us nationally by the Joint Committee on Vaccination and Immunisation.

We are talking to our local partners to support staff who have not yet been vaccinated to receive the first dose of the vaccine elsewhere and will be setting up our vaccination clinic again in March, to deliver the second dose of the COVID vaccine to those who have already received the first dose at Kingston Hospital.

Based on guidance from the UK Chief Medical Officers, the gap between the first and second dose changed from the original 21 days to a gap of around 12 weeks.

We are pleased that vaccination sites are now up and running in the local community, with a number of our vaccination staff supporting the vaccination programme at Hawk's Rd in Kingston.

### **UK exit from the EU**

Following the UK government's agreement on its future relationship with the EU, we have shared [this letter](#) from the Minister of State for Health with all our staff, as well as providing guidance regarding the EU settlement scheme. We have also taken the opportunity to remind staff of the support that is available through our EU support group, for any Kingston Hospital staff from an EU background, or those that have a family member from an EU background and who may be affected by Brexit.

### **Director of Corporate Affairs and Trust Secretary**

Following a competitive interview process, Sam Armstrong will be joining Kingston Hospital as Director of Corporate Affairs and Trust Secretary. As you know, Susan Simpson will be leaving us in March to go off on her travels!

Sam has worked in senior governance roles in the NHS for the past 12 years. He is a graduate of the Nye Bevan Programme at the NHS Leadership Academy. He is currently Trust Secretary of the Royal Brompton and Harefield NHS Foundation Trust where he has worked for the last

year on the legal transaction in the merger of the Royal Brompton with Guy's and St Thomas' NHS Foundation Trust.

Sam will join us in March and has said: "I am delighted and honoured to be joining the team at Kingston Hospital and greatly look forward to meeting with you all."



## **Integrating care: next steps to building strong and effective integrated care systems across England**

NHSE/I published its consultation document [Integrating Care – The next steps to building strong and effective integrated care systems across England](#) on 26 November 2020.

It sets out NHSE/I's view of the strategic direction of system working, including a consultation on two new proposals to put Integrated Care Systems (ICSs) on a statutory footing in the NHS Bill expected in late spring 2021.

The document builds on previous publications that set out proposals for legislative reform and is primarily focused on the operational direction of travel. The paper recognises the leadership role played by providers at both system and place level.

NHSE/I want to support at scale collaboration between acute, ambulance and mental health providers and place-based partnerships across community services, primary care and local NHS Providers.

The consultation closed on 8 January 2021 following which it is expected that NHSE/I will publish further supporting material for provider collaborative in early 2021. We will continue working with SWL ICS and our local health and care providers on the development of these plans as they emerge.

Feedback showed that across SWL there was broad support for the ICS development outlined in the document and a strong feeling that we have developed a strong collaborative model supported by a culture of partnership working. It was felt that progress in achieving the agreed ambitions of the partnership to enable our residents to start well, live well and age well, would be better supported if the ICS has a clearly defined statutory position.



## **Funding approved for ophthalmology EPR system**

Our finance and investment committee has approved funding for an ophthalmology specific EPR system, to address the current reliance on paper

medical notes and to help enhance efficiency in clinical decision making. The new system will enable collection of ophthalmology specific clinical information and images via one portal and will also help to address growing demand for planned and emergency care in our Royal Eye Unit.

### **Visit by Sir Simon Stevens**

Sir Simon Stevens, NHS Chief Executive came to Kingston Hospital to film an interview for the Andrew Marr show on Sunday 17 January. He took the opportunity to visit staff in our emergency department and on two of our wards.

### **Sky News coverage**

Working with other NHS hospitals to promote the public stay home messaging, we were pleased to welcome Sky News to Kingston Hospital last week, giving the public a glimpse of the pressure we are under caring for large numbers of very unwell COVID patients.

With the support of our communications team, and with strict adherence to infection prevention and control measures Sky were given access to staff and patients in ITU, Hamble Ward, silver command and Blyth ward. We were delighted to be joined by Dr Naz Jivani to describe the additional support we have had from GPs to safely discharge patients from hospital.