

Trust Board (Public)	Item: Chief Executive's Report
Date: September 2021	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

September 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.



Focus on elective recovery and continued pressure on emergency care

We have continued to focus our elective programme on seeing urgent and cancer patients and those who have been waiting many weeks as a result of the disruption to services caused by the pandemic. Thanks to the dedication of our teams, joint working with other hospitals in SW London and support from

the private sector, we are making good progress in our elective catch up work.

This is against a back-drop of significant pressure, with high levels of attendance in emergency departments. At Kingston Hospital, we are currently seeing high numbers of patients with minor illnesses and so we are working with partners across the borough to encourage people to seek the care they need in alternative locations.

Through the 'Think 111 first' campaign, we are encouraging local residents with urgent but not life threatening health problems to contact 111 first if they think they need to come to the emergency department, so that they can avoid busy waiting rooms and be seen quickly and safely. We are also supporting a wider SWL campaign aimed at encouraging people to view their local pharmacy as a first port-of-call for any minor health concerns.

Our paediatric team is working closely with colleagues in the emergency department to ensure we are prepared for the predicted increase in the number of young patients with RSV (respiratory syncytial virus.) We are also working closely with our colleagues at South West London and St George's Mental Health Trust to ensure that patients can access mental health services quickly – albeit before or after their attendance in the emergency department.

COVID-19 position

At the time of writing, we are caring for 21 patients who have tested positive for COVID-19. This is a position which has remained fairly consistent for a number of weeks. The daily and cumulative numbers of patients in Kingston Hospital who tested positive since last year are published online and [are available here](#).

NHS England has reported the number of deaths in hospitals for people who had tested positive for COVID-19 since last year. This includes 483 deaths in Kingston Hospital and you can [see the data here](#).

All of the infection prevention and control measures for healthcare settings remain firmly in place across Kingston Hospital to help limit the spread of infection and keep our patients and staff safe.

COVID-19 booster vaccinations and flu vaccinations

We will be re-opening our COVID-19 vaccination clinic from Monday 27 September to Friday 15 October, offering booster vaccinations to all eligible Kingston Hospital staff (including our contracted staff) who had their second dose of the vaccine six months ago, or more. Staff will also be able to attend the vaccination clinic for their first or second dose of the vaccine, if they have not already had them.

Our annual flu vaccination campaign will also be running from Monday 4 October and all Kingston Hospital staff will be encouraged to have their flu vaccine.

We are continuing to support staff who have concerns or questions about being vaccinated, by putting them in touch with our occupational health team and our vaccination champions, for information and advice.

The COVID-19 booster and flu vaccination plan is an appendix to this report.

AGM: Annual Report and Accounts 2020-21 / Quality Account

The Trust's Annual Report and Accounts, incorporating the Quality Account, were shared at last week's Annual Public Meeting on 23 September. They have been published on the Trust's website [here](#).

Our People

Kingston Hospital's volunteer workforce: an update

Despite the challenges of the pandemic, volunteering at Kingston Hospital has continued to thrive, with many traditional volunteering roles creatively converted into remotely-delivered services, via telephone and online platforms.

Our volunteering team has continued to prioritise engagement with volunteers, which has resulted in over half of our original cohort staying active with us, despite being unable to volunteer on site. We have achieved this by keeping in close contact with volunteers through a quarterly volunteering e-newsletter, monthly check in and chat events, bi-annual awards and celebrations and an enhanced social media presence. This strong sense of community, engagement and involvement, has been essential to support our volunteers and sustain engagement with them throughout the pandemic.

Volunteers have begun to return to the hospital site in a small number of lower risk areas, but this is dependent on completion of an individual risk assessment, which looks at health factors, and vaccination status.

Some of the new volunteering initiatives of note include:

- All training for volunteers is now delivered through virtual platforms – with 100% uptake by new recruits
- Message to a Loved One is a new service launched in May 2020 which has already delivered over 1,500 messages to inpatients from the community
- Working within our palliative care team, trained volunteers are supported to discuss end of life wishes with patients and their families
- Piloting of a theatres 'hand holding' role proved successful with 100% of patients reporting a valuable service
- A dining companions scheme has been launched with the support of the dietetic and speech and language team, so that volunteers are trained to support at meal-times
- A new breast feeding clinic volunteering role was piloted in July 2021 in preparation for a September start
- Helpforce and Kingston Hospital Charity have funded community placements. Through this initiative volunteers and colleagues from Your Healthcare, are providing support in the homes of patients who have recently been discharged home from hospital with concerns about their risk of falling

- A new discharge support service sees volunteers supporting patients upon discharge from hospital. With an average monthly case load of 18 patients, distributed amongst 8 volunteers, patients reported an outcome of 20% average improvement in confidence to cope at home

Much of the above has been facilitated through the introduction of a new volunteer database and app, giving volunteers the ability to sign up for shifts at their convenience and manage their volunteering in accordance with other commitments.

Annual staff survey launch

This year's NHS staff survey launched on Monday 20 September and will run until the end of November. As with previous years, Picker are administering the survey on our behalf and will email the survey to all eligible staff.

In 2020, the Trust achieved an excellent response rate of 75%, giving us a strong view of how staff across the organisation were feeling.

In December 2020, we introduced a quarterly Pulse survey to give us more real-time feedback from our staff, which has been helpful to steer us through the challenges of recent times. The annual survey will give us important additional insight about how staff feel about working at Kingston Hospital, what we are doing well and areas for improvement.

Staff away days

Funded by Kingston Hospital Charity, and in response to feedback from staff, our programme of staff away days launched on 13 September. The away days are designed to support staff health and wellbeing, giving teams an opportunity to spend some time out together, re-connect and build resilience.

Governor elections

Nominations for our Council of Governors elections are open until 4 October, with the election taking place between Monday 25 October and Thursday 18 November. This year we have 7 public governor vacancies open for election, representing Kingston, Elmbridge, Richmond and Sutton. We also have 1 staff governor vacancy, representing medical and dental staff.

We have enacted a communications and engagement plan to promote the elections, and this has included running 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, our Director of Corporate Affairs and Trust Secretary, and one of our existing governors, and to ask any questions.

Chief Nurse and Deputy Chief Nurse for England visit to the Trust

As part of National Patient Safety Week celebrations at the Trust, colleagues in our maternity service hosted Ruth May, Chief Nurse for England and her deputy Duncan Burton, on 16 September. We were delighted that Ruth and Duncan chose to spend the day with us in Kingston, and after the visit they told us how impressed they were by our continued quality improvement approach, which was visible throughout, and how well our obstetricians and midwives work together to always put our patients first.



SW London Integrated Care System

Conversations on the governance of the SW London integrated care system (ICS) of which we are a part are continuing. Millie Banerjee CBE has been appointed as chair designate for the ICS and a recruitment process is currently underway to appoint the Chief Executive for the ICS.

SW London work on children and young people's mental health

Following the reduction in activity during the first national lockdown in 2020, we have seen the demand for mental health services in SW London continue to rise, with a 15% increase in referrals during quarter one of this year. This has included a continued rise in demand in children and young people's mental health services. As a result there are issues with some pathways including eating disorders and ASD/ADHD services experiencing a backlog of patients. Targeted investment, prevention work and transformation activity are all underway to help address these pressures. The South London Mental Health and Community Partnership (SLP) continues to support collaborative working across south London partners.

At a SW London level there is also a suicide prevention work stream for which a three year funding plan has been agreed. We will focus our energies in six key areas:

- Delivering 'Practise Hope' training for primary care staff to support children and young people at risk of self-harm or suicide
- Recruitment of a suicide prevention co-ordinator which builds on successful adult-focused role
- Commissioning a suicide prevention needs analysis to support future planning
- Additional self-harm and suicide prevention activities
- Rollout of 'R;pple', a downloadable web browser extension that provides light touch deterrent prompts to those searching for harmful material online

Better Together

The boards of both HRCH and KHFT have committed to closer joint working between the two organisations under the rubric of 'Better Together'. Significant benefits to service quality, population health and staff engagement and satisfaction, have all been identified as likely outcomes of this collaboration.

In addition, it is believed that the additional scale that will be achieved through collaboration will lead to greater local provider resilience and will enable the trusts to fully support the creation and development of place-based leadership. This is in line with the strategic direction at South West London and London level.

We have also had positive discussions with the Chief Executive of Your Healthcare who has indicated that he would like to participate in all aspects of this work.

Discharge hub for Kingston and Richmond patients

We have continued to make progress in terms of closer working relationships with Hounslow and Richmond Community Healthcare NHS Trust, and Your Healthcare, which has been so important to facilitate the swift and safe discharge of patients out of hospital and into the community during the year of the pandemic and into 2021.

More recently we are working across Your Healthcare and Kingston Hospital to establish a discharge hub to further improve the process of getting patients out of hospital more quickly and into the community. A joint role has been recruited to facilitate the operations of the hub. In neighbouring Hounslow, a discharge hub is established, with West Middlesex Hospital, the local authority and HRCH coming together to ensure the effective working of the hub. We are learning from experiences in Hounslow to ensure successful implementation for our Kingston and Richmond service.

Kingston and Richmond Health and Care plans

In 2019, an integrated health and care plan for Kingston and a plan for Richmond was published, under the three headings of start well, live well and age well. These were developed by health and care partners and informed by insight gathered from conversations with local people. We also ran a public engagement event to help us agree the priorities.

In light of the learning from the pandemic, we have been working across health and care to refresh these plans which will guide us in the work we are doing at place, seeking the views of the public too.

In addition to the work plans which will sit under start well, live well and age well, there are some cross-cutting themes which are: promoting a healthy weight, mental health and wellbeing, and reducing health inequalities. It is expected that the plans will be ready to share with our local Health and Wellbeing Boards in October, and following this we will share them with our staff and stakeholders.

Patient portal

We are working with two other trusts in SW London (St George's and Croydon) to prepare for the launch in early 2022, of an online portal accessible on a mobile phone, giving patients easy access to the information they need for their outpatient appointments.

This development will give patients much more control over their personal health journey as they will be able to access their appointment letters online. Going forward, people will be able to book in for their own appointments at a time to suit them and we are working so that results will also be available in some specialties through the portal. This improvement is part of our developing digital strategy which will help us to decrease the administration burden on our staff, which will free up time to care and put patients in charge of their own health and care.

Sustainability

Opening of the Roy Dominy Ophthalmology Acute Referral Centre

The acute referral centre in Kingston Hospital's Royal Eye Unit re-opened this month, following an enhancement and expansion project, to create more space and to improve the experience for our patients.

The refurbishment project was made possible thanks to a generous bequest left to Kingston Hospital Charity by the late Roy Dominy, in his will. The acute referral centre has been named after Roy in recognition of his generous support.

Patient car parking charges re-introduced

In line with other NHS Trusts, parking charges for public parking areas at Kingston Hospital were re-introduced on 1 September 2021, following their suspension during the COVID-19 pandemic.

In line with government guidance, parking remains free for the following:

- Blue Badge Holders who have registered with us
- Overnight parking for parents/guardians of a child who has been admitted or who is an inpatient at Kingston Hospital
- Frequent attenders (defined as individuals attending hospital for an appointment at least 3 times a month, for at least 3 months)

Further information can be found [on our website](#).

Introduction of Electronic Document Management system

We are pleased to be extending our system for storing patient health records electronically, meaning that all existing paper records for patients, will be scanned into an electronic record viewing system.

Once a patient's paper records have been scanned, their whole hospital record can be viewed 24 hours a day, 7 days a week by any health professional at Kingston Hospital working with a patient, enabling us to enhance the quality of care we're delivering.

The changes are being introduced gradually, starting with our colposcopy service, which went live with the system on 6 September.