

Trust Board	Item: Chief Executive's Report
Date: November 2021	Enclosure: C
Purpose of the Report / Paper: 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 Patient First strategy.	
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

November 2021



Quality

Current position in the hospital

Our emergency department, and the hospital more broadly remains very busy and we continue to work closely with health and care partners to support the safe and timely discharge of patients.

We are promoting the national NHS 111 campaign, which encourages people 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 South West London campaign aimed at encouraging people to view their local pharmacy as a first port-of-call for minor health concerns.

Thanks to the dedication of our teams, joint working with other hospitals in South West London, and support from the private sector, we continue to make excellent progress in our elective catch up work.

COVID infection continues to circulate in the local area, and so all national infection prevention and control measures for healthcare settings remain firmly in place across Kingston Hospital to help limit the spread and to keep our patients and staff safe.

At the time of writing, we are caring for 30 patients who have tested positive for COVID-19. This is a position which has remained relatively consistent for several 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 496 deaths in Kingston Hospital, and you can [see the data here](#).

I have become increasingly concerned in recent weeks about reports from staff in the hospital and other health and care settings in the local area, about incidents of violence and aggression (verbal, physical and racial) from the public. We held a virtual open meeting with staff last week, providing them with a safe space to share their experiences and we have set up a working group to identify some actions that we can take to support staff, so that we are doing as much possible, to keep them safe at work.

Changes to visiting

We recently introduced some changes to our visiting policy, namely allowing patients on our Acute Assessment Unit to receive one named family member, friend, or carer for a daily visit (this does not have to be the same person every day), increasing the number of visiting slots on most wards from five to six, and allowing two named visitors at a time for our paediatric patients under 12 months old.

Full details can be found [on our website](#), and we will keep our visiting arrangements under close review.

COVID-19 vaccination

Following a national consultation, it has been announced that COVID-19 vaccinations will be mandated for all those working in the NHS and social care, with exemptions for those who don't have face-to-face contact with patients and those who are medically exempt.

The policy will come into force from 1 April 2022, and this means patient-facing staff need to have had their first dose by February 2022.

90% of our substantive workforce have had a first dose. 80% of our substantive staff are double vaccinated, so we will be engaging with all our staff (including our contracted staff) in the run up to implementation of the national policy, to identify and manage any areas of risk.

Staff who are yet to have their COVID-19 booster are being encouraged to use the national booking system to make an appointment, to contact their local GP, or to visit one of the walk-in clinics taking place across London.

Flu vaccination

Our annual flu vaccination campaign began on 27 September and all Kingston Hospital staff are being encouraged to have their free flu vaccination. At the time of writing, 72.5% of all frontline staff at Kingston Hospital have received the flu vaccine (60% of all staff).

Vaccinations available at Kingston Hospital's antenatal clinic

Our antenatal clinic is offering COVID-19, flu and pertussis (whooping cough) vaccinations to all women attending antenatal or postnatal appointments, without the need to book an appointment.

Urogynaecology service accredited by British Society of Urogynaecology

Kingston Hospital's urogynaecology team has been awarded accreditation by the British Society of Urogynaecology (BSUG). Assessors reviewed data collected over 18 months and the final assessment was held virtually, with the team giving a presentation to assessors, followed by a rigorous question and answer session.

The assessors noted that "there was widespread evidence of good practice and placing the patient at the centre of care. A particular highlight was the close professional working relationships between the urogynaecology team." The accreditation documents also commended the unit for its multi-disciplinary working, leadership, and continued development of the service.

CQC publish National Inpatient Survey results

The National Inpatient Survey takes place every year and we are grateful to over 400 patients that have taken time to complete the most recent survey, the results of which have been published by the Care Quality Commission (CQC). The results show that patient experience is best in the following areas:

- Written information on discharge: patients being given written information about what they should or should not do after leaving hospital
- Changing wards during the night: staff explaining the reason for patients needing to change wards during the night
- Noise from staff: patients not being bothered by noise at night from staff
- Information about medicines to take at home: patients being given information about medicines they were to take at home
- Taking medication: patients being able to take medication they brought to hospital when needed

The following were highlighted as areas where patient experience could be improved:

- Waiting to get to a bed: patients feeling that they waited the right amount of time to get to a bed on a ward after they arrived at the hospital
- After the operation or procedure: patients being given an explanation from staff of how their operation or procedure went
- Equipment and adaptations in the home: hospital staff discussing if any equipment or home adaptations were needed when leaving hospital
- Home and family situation: staff considering the patient's home and family situation when planning for them to leave hospital, if needed
- Contact: patients being given information about who to contact if they were worried about their condition or treatment after leaving hospital

We are delighted to see improvements in some of the areas that we know matter most to patients and we are now working to support staff to make changes to the areas which have been highlighted for improvement.

The CQC report benchmarks Kingston Hospital against other Trusts and you can read the full report [on the NHS surveys website](#).

Developing our Quality Priorities for 2022/23

This month, we are engaging with staff and stakeholders to develop a set of six Quality Priorities for Kingston Hospital for 2022/23. These priorities will determine the areas of focused quality improvement work for us at the Trust and we will formally report against these in our annual Quality Report.

#HelloMyNames badges launched

Thanks to funding from Kingston Hospital Charity, we are pleased to be rolling out yellow #HelloMyNames badges to staff across the Trust, supporting a [campaign founded by Dr Kate Granger MBE](#) to promote the importance of introductions within the healthcare community.

Each member of Kingston Hospital staff can order their own yellow badge with their preferred name, to help facilitate a simple introduction between staff and patients, and to prompt staff to ask each patient what they would like to be called. The new standard name badge consists of bold black text on a yellow background and incorporates the #HelloMyNames logo to help support communications between our staff and patients, and to help us ensure we are continuing to deliver patient-centred, accessible, and compassionate care.

NHS System Oversight Framework (SOF) 2021/22

This is a new approach from NHSEI to provide focused assistance to organisations and systems - combining the previously separate oversight and improvement arrangements for Trusts and Clinical Commissioning Groups.

NHSEI has allocated trusts and systems to one of four 'segments' - to provide an overview of the level and nature of support required across systems and target support capacity as effectively as possible. A segmentation decision indicates the scale and general nature of support needs, from no specific support needs (segment 1) to a requirement for mandated intensive support (segment 4).

Kingston Hospital has scored 1, indicating no specific support needs. On this basis, we have been encouraged to consider offering peer support to other NHS organisations. The regional team will review this overall support need on a quarterly basis.

Medical Director

Following a formal recruitment and selection process, Dr William Oldfield has joined as Kingston Hospital's new Medical Director.

Bill joined Kingston Hospital on 1 October 2021, from University Hospitals Bristol and Weston NHS Foundation Trust, where he was appointed Medical Director in 2018.

Annual staff survey

This year's NHS staff survey launched on Monday 20 September and runs until the end of November. As with previous years, Picker is administering the survey on our behalf which has been emailed to all eligible staff.

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

In response to staff feedback, we ran a series of team away days during a four-week period in September and October. These were funded by Kingston Hospital Charity and with a grant from NHS Charities Together.

Feedback from those who attended was very positive and during the sessions, staff shared with us some good quality information about how they are feeling and further actions that we can take to improve morale, such as providing better areas for staff to take breaks, for changing, and spaces to have one to one meetings. We are working through the feedback so we can agree some steps to take.

To measure the success of the away days, wellbeing results were captured through the use of a 'counter system'. This measured feelings of wellbeing before entering the session and was repeated on leaving, and the exercise showed a significant increase in satisfaction following on from attending an away day. A further cost benefit analysis, required by NHS Charities together, is underway and will be reported at a later date.

66 of our teams booked in for an away day, meaning that many teams have not yet had an opportunity to spend some time away from work, together. We are now considering the viability of running more away days in the New Year, so that more colleagues can benefit as others have done.

Allied Health Professionals Day of Celebration

On Thursday 14 October we celebrated AHPs Day. This was an opportunity to acknowledge the fantastic work of our Allied Health Professionals and to thank them for everything they do in providing outstanding care to our patients.

Allied Health Professionals (AHPs) are the third largest clinical workforce in the NHS and are integral to the patient journey here at Kingston Hospital.

The 'Kingston Hospital AHP Awards' were launched with Chief Nurse, Nic Kane, presenting the winners, who were nominated by colleagues, with awards and runner up certificates.

Research team thanked for "outstanding" personal contributions to the GenOMICC study

Members of the Trust's research team have been thanked by GenOMICC's Chief Investigator Dr Kenneth Baillie, for their "outstanding" personal contributions to the GenOMICC study.

GenOMICC is a global research study that aims to discover specific genes that control the processes that lead to life-threatening illness. Once these processes are understood, there is potential to design effective treatments for infections, including COVID-19.

Dr Baillie thanked each member of the team for their “consistent, fastidious, and diligent contributions to making this study happen” and acknowledged the difficult circumstances faced by the team, who tirelessly continued their screening and recruitment of patients, regardless of the obstacles created by COVID-19.

Despite the challenges posed by the pandemic, the team have succeeded in recruiting over 200 patients in the last 18 months, and Kingston Hospital has consistently been placed within the top 10 recruiting sites for the study.

NHS England funding awarded for additional volunteering services

This month our volunteering team has been awarded £21,400 of funding from NHS England to support additional volunteering services this winter, including virtual visiting for patients, and ‘mindful moments’ for our staff.

The funding will also enable the volunteering team to establish a bank of administrative support volunteers who can help support staff across the Trust, if required at short notice. We look forward to implementing these additional services which will be of benefit to both patients and staff.

Chief Nurse for London

Jane Clegg, Chief Nurse for London, visited Kingston Hospital last week, to meet Nic Kane in her new role as Chief Nurse. Jane paid a visit to our cancer services and spent a morning with our senior nursing team.

Festival of Culture

To celebrate the cultural diversity and spirituality of our workforces across Kingston Hospital, HRCH and Your Healthcare, we held our first virtual Festival of Culture event on Wednesday 17 November.

This gave us a fantastic opportunity to celebrate cultures of staff from all around the world with guest speakers from each organisation talking about their lives and sharing their culture and traditions. This is the first of a series of equality, diversity and inclusion events that we are planning to run across the three organisations.



SW London Integrated Care System

Work continues to develop the new statutory SWL Integrated Care System (ICS) which will be made up of three parts:

1. ‘Places’ / boroughs (Croydon, Merton, Kingston, Richmond, Sutton, Wandsworth)
2. Provider collaboratives
3. SWL level ICS

To collaboratively design the governance for the emerging SWL integrated care system, during October, in addition to ongoing local conversations about place and provider collaborative governance and arrangements, a series of listening events with partners across SWL were held. The feedback from the listening events will be used to finalise the governance of the ICS. A governance oversight group between the CCG and newly forming ICS has begun to meet.

Senior appointments to the ICS are being made. Millie Banerjee has been confirmed as Integrated Care Board (ICB) Chair. More recently, following an external process, NHS England and NHS Improvement have recommended that Sarah Blow is the new Designate Chief Executive of the ICB, ready to take up the post as soon as the Health and Care Bill 2021 receives Royal Assent.

The Health and Care Bill 2021, which contains a series of measures to formally establish Integrated Care Systems (ICSs), is currently at Committee Stage receiving a detailed examination following its second reading. The Bill will put ICSs on a firm statutory footing, empowering them to better join up health and care, improve population health and reduce health inequalities.

Each ICB will hold a substantial budget for commissioning high quality patient care and have the authority to establish performance arrangements to ensure this is delivered. The next step will be to recruit Non-Executive Members and Executive Directors to the ICB over the coming weeks and we will keep you informed as this work progresses.

Health and Care Plans (Kingston / Richmond)

Refreshed drafts of both the Kingston and Richmond Health and Care Plans have now been published, having been developed by health and care partners across the two boroughs (NHS, local authority and voluntary sector). The plans include the vision, priorities and actions that borough partners will work on together to improve the health and wellbeing of local residents.

Public engagement is currently underway with Kingston's exercise closing on 30 November and Richmond's on 10 December 2021. Engagement feedback will be used to inform the final Health and Care Plans, which we will be approved by respective Health and Wellbeing Boards in January 2022, and published shortly after.

You can view the plans and engagement questionnaires at the following links: [Have your say on the refreshed Kingston Health and Care Plan 2022-24 | Kingston: Let's Talk \(kingstonletstalk.co.uk\)](#)

[Richmond Health and Care Plan Refresh Survey - Have your say - Citizen Space](#)

Transfer of care hub launched

As part of our work to improve the experience of patients by removing organisational boundaries and helping teams to work together more closely, we have launched a new 'transfer of care hub' for Kingston and Richmond.

Over the past few weeks, we have been having detailed discussions with staff directly affected by these plans as we set up the new team, to include staff from HRCH, Your Healthcare, Kingston Hospital and the local authorities.

By bringing together expertise from community and acute teams, our aim is that the hub will facilitate safe and effective transfer of care into and out of hospital - creating a better experience for patients and reducing the number of times patients need to tell 'their story' to different professionals

We know that working together and pooling our expertise leads to the best possible outcomes for patients and allows us to tackle wider health inequalities and issues that no one organisation can face alone. For staff, this is also an opportunity to develop and share their own expertise with colleagues across the local system, whilst channelling resources where they are most needed.

Closer working with Hounslow and Richmond Community Healthcare NHS Trust

The boards of both HRCH and KHFT have committed to closer joint working between the two organisations and we are currently considering how we move forward together, more formally, with our partnership arrangements. Significant benefits to service quality, population health and staff engagement and satisfaction, have all been identified as likely outcomes of formalising our partnership working.

Also, it is believed that the additional scale that will be achieved through working together will lead to greater local provider resilience and will enable the trusts to fully support the creation and development of place-based leadership.

We have had conversations with colleagues at Your Healthcare who are also keen to be part of this work.

Sustainability

Removal of buildings on the hospital site

Demolition of two empty buildings on the Kingston Hospital site - the Command Centre and Roehampton Wing - will commence in November 2021. Work is expected to run through to mid-January 2022.

Careful planning has taken place to ensure that we carry out this work in a responsible and non-disruptive way, including the removal of materials from the site, to ensure minimal disturbance as possible to our patient and our neighbours.

New accommodation for gynaecology, ENT and audiology outpatient services

We are pleased to have identified two new locations on the Kingston Hospital site to develop bespoke outpatient settings for our gynaecology, ENT (ear, nose and throat) and audiology services, which were previously housed in Roehampton wing.

These modular developments make use of space already available on site, and allow designs which maximise efficiency, improve patient experience and enable us to expand each service by 20%.

Our gynaecology outpatient service will be developed at the front of the hospital site, on Galsworthy Road, utilising the builders' compound, together with the adjacent car park. The car parking lost through this development will be re-established on the footprint of Roehampton Wing, once this has been demolished.

The ENT and audiology unit will be developed on the previous Command Centre site, with car parking located beneath.

Kingston Hospital's Green Plan

The NHS has set ambitious targets to reduce the amount of carbon dioxide and other gas emissions to net zero, and here at Kingston Hospital, in line with other NHS Trusts, we are working on a strategic plan detailing the actions we will take to ensure we are working more sustainably.

Our 'Green Plan' will present a vision for 2025, as well as strategic goals and specific actions for departments for 2022/23, which will be agreed by the Trust Board, before being presented to the ICS early next year. We look forward to sharing more details over the coming months.