

CHIEF EXECUTIVE'S REPORT

Trust Board	Item: 6
26 January 2022	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

January 2022



Quality

Current position in the hospital

In line with other hospitals in London, Kington Hospital has been under enhanced levels of pressure since the start of the new year as a consequence of the Omicron variant of COVID-19.

Recently we have seen an increase in patients requiring more complex levels of clinical intervention adding to the pressure of managing a rise in the number of patients in the hospital testing positive for COVID-19 and staffing pressures resulting from COVID-19 related illness and isolation.

However, current data indicates that we may have passed this peak in pressure and are cautiously optimistic that the position is improving.

At the time of writing, we are caring for 70 patients who have tested positive for COVID in the hospital, and four of these are being care for in our intensive care unit. This is significantly less than during previous peaks in the pandemic, which demonstrates the positive impact of the roll out of the national vaccination programme in keeping people out of intensive care beds.

With COVID infection still prevalent, we are maintaining all our infection prevention and control measures that are in place across the hospital – a one-way system around the hospital site, mask wearing for staff, patients and visitors (or visors, if a patient or visitor is exempt from wearing a mask) and promoting good hand hygiene, to help keep infection rates to a minimum. Supporting the health and wellbeing of our staff remains a key priority.

Our Emergency Department has been extremely busy during this recent peak, but I am pleased to report that we have continued with planned levels of elective activity throughout the period.

COVID-19 staff vaccination

The Government has introduced a law that requires all NHS workers who have face-to-face contact with patients, either because they deliver a clinical service or because they are in a role that may involve social contact with patients, to be fully vaccinated with two doses of the COVID-19 vaccination, by 1 April 2022.

In order to have two doses of the vaccination by 1 April, staff have to have had their first jab by 3 February. At the time of writing this report, around 10% (whether in scope for mandatory vaccination or not) of our substantive staff are not fully vaccinated, although we expect this position to improve as we near the initial deadline.

We have identified which staff members are not fully vaccinated, so we can make plans should we face gaps in the workforce in April. We have an extensive communications and engagement plan providing support for all staff to be vaccinated and we have re-opened a vaccination clinic on the hospital site, to make vaccination as convenient as possible. We have been promoting other

London-wide venues for vaccination, and we have set up an expert panel so that if staff would like to have confidential conversations about being vaccinated, there is someone for them to talk to.

We have run briefing sessions for managers, and we have produced a managers' toolkit so managers are informed about the steps to take to support any unvaccinated staff in their areas of work.

For any staff who are medically exempt from having the vaccine, our communications have signposted to the national application process for medical exemptions.

Kingston Hospital awarded for commitment to patient safety by the National Joint Registry

Kingston Hospital has been named as a National Joint Registry (NJR) Quality Data Provider for the second year running, following the successful completion of a national programme of local data audits.

The NJR monitors the performance of hip, knee, ankle, elbow, and shoulder joint replacement operations to improve clinical outcomes primarily for the benefit of patients, but also to support orthopaedic clinicians and industry manufacturers. The registry collects high quality orthopaedic data to provide evidence to support patient safety, standards in quality of care, and overall cost-effectiveness in joint replacement surgery. The 'NJR Quality Data Provider' certificate scheme was introduced to offer hospitals a blueprint for reaching high quality standards relating to patient safety and to reward those who have met registry targets.

In order to achieve the award, hospitals are required to meet a series of six ambitious targets during the audit period 2020/21.

National Joint Registry Medical Director, Mr Tim Wilton, said: "Congratulations to colleagues at Kingston Hospital. The Quality Data Provider Award demonstrates the high standards being met towards ensuring compliance with the NJR and is often a reflection of strong departmental efforts to achieve such status. Registry data now provides an important source of evidence for regulators, such as the Care Quality Commission, to inform their judgements about services, as well as being a fundamental driver to inform improved quality of care for patients."

Our People

Sukhvinder Kaur-Stubbs appointed Chair in Common at Kingston Hospital and HRCH

I am pleased to announce the appointment of Sukhvinder Kaur-Stubbs as Chair in Common of Kingston Hospital and Hounslow and Richmond Community Healthcare NHS Trust (HRCH) from 1 April 2022.

Sukhvinder will take over the reins from Sian Bates, whose term as Chairman comes to an end on 31 March 2022. This appointment will further support the work HRCH and Kingston Hospital teams are doing together to improve health services for the people of Hounslow, Kingston and Richmond.

Sukhvinder is currently Vice Chair at Lewisham and Greenwich NHS Trust and Chair of the Thames Water Customer Challenge. She is also an accomplished CEO having led two high profile organisations (Barrow Cadbury and Runnymede Trust), through major change programmes and on to success in influencing government policies on inclusion, diversity, and social justice.

Appointment to Chief Executive role at HRCH

Following a formal interview process, I am delighted to have been appointed as the Chief Executive of HRCH where I have been interim Chief Executive since April 2021. This is in addition to my role as Chief Executive at Kingston Hospital.

I am very much looking forward to continuing my work at HRCH and to supporting plans for the integration and development of staff and services across the two NHS Trusts.

Annual staff awards

On 14 January we launched our annual staff awards, to help us recognise, thank, and celebrate some of the brightest stars in our organisation. Nominations are open until 14 February, with 14 award categories for staff members to put colleagues forward for.

In addition, our 'Patient's Choice Award' is open for members of the public to nominate ([here](#)) an individual or team who have had a real impact on improving their experience of using our services. The winners of our annual staff awards will be recognised at a virtual ceremony later in the spring.

Specialist Audiologist presented with 'Audiologist of the Year' award

At the end of last year, Geoff Whitby, Specialist Audiologist at Kingston Hospital, was presented with the British Academy of Audiology (BAA) 'Peggy Chalmers Audiologist of the Year' award. This prestigious award recognises an audiologist who stands out from the crowd with regards to patient care, and who has gone above and beyond to put patients first. Geoff currently leads our post COVID hearing screening service, supporting patients who report hearing and tinnitus concerns.

Staff Survey

The Trust has received initial results from the 2021 Annual Staff Survey, which 68% of our staff responded to. We look forward to sharing the results of the survey with staff and stakeholders in February. Meanwhile, in January, we have asked our staff to respond to our local quarterly Pulse survey, which will give us some more immediate feedback from our staff about how they are feeling at work. This will guide us in the work we do to keep staff safe and support them with their health and wellbeing.



South West London Integrated Care System

Significant progress has been made in preparing for the new statutory South West London (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

We have been notified through the NHS 2022/23 Priorities and Operational Guidance (published 24 December 2021) that to allow sufficient time for the remaining parliamentary stages, a new target date of 1 July 2022 has been agreed for statutory arrangements to take effect and for Integrated Care Boards (ICBs) to be legally and operationally established. National and local plans for ICS implementation will now be adjusted to reflect the new target date, with an extended preparatory phase from 1 April 2022 up to the point of commencement of the new statutory arrangements.

The new target date is expected to have limited impact on the SWL timelines for the development of the ICS.

Subject to legislation being agreed, SWL ICS will comprise an:

- **Integrated Care Partnership (ICP)**

The Integrated Care Partnership will be established by the NHS and local government as equal partners. The Partnership will operate as a forum to bring partners - local government, NHS and others - together across the SWL ICS area to align purpose and ambitions with plans to integrate care and improve health and wellbeing outcomes for the population.

The Partnership will facilitate joint action to improve health and care services and to influence the wider determinants of health and broader social and economic development. This joined-up, inclusive working is central to ensuring that ICS partners are targeting their collective action and resources at the areas which will have the greatest impact on outcomes and inequalities as we recover from the pandemic.

- **Integrated Care Board (ICB)**

The Integrated Care Board will lead integration within the NHS, bringing together all those involved in planning and providing NHS services to take a collaborative approach to agreeing and delivering ambitions for the health of the population. The ICB will ensure that dynamic joint working arrangements, as demonstrated through the response to COVID-19, become the norm.

The ICB will establish shared strategic priorities within the NHS and provide seamless connections to wider partnership arrangements at a system level to tackle population health challenges and enhance services at the interface of health and social care.

SWL CCG has completed and shared high-level details of the functional review of the CCG functions and meetings have been arranged with Place leaders to work through the implications for each Place.

A consultation is in progress with the CCG executive team and executive recruitment began in January 2022.

A SWL clinical leadership framework and development plan is being developed that will enable SWL to achieve the principles set out in the national guidance.

Kingston and Richmond Place development

The development of both Kingston and Richmond Places has continued, with individual borough-based Place Transition Committees meeting monthly. The membership of both committees is made up of acute, community and mental health NHS Trusts, primary care, social care, public health, voluntary sector and Healthwatch representatives.

Where appropriate, both Places have collaborated and focused on joint objectives, overseen by the integrated Kingston and Richmond Place Leaders' Group which also meets monthly. Areas of collaboration include:

- **Primary Care - Once Voice:** Engaging with primary care colleagues to support the transition to the ICS
- **Obesity:** A joint plan in development with dedicated support to work with system partners
- **Supporting PCN development:** Regular engagement with PCN CDs to establish how the Places can support them and respond to their needs e.g., updating of the hospitals Access Policy to allow internal clinician to clinician referrals, reducing the requests to GPs to make referrals

- **Clinical Leaders' Group:** A well-established group of primary and secondary care colleagues collaborating to improve pathways of care
- **Kingston and Richmond post COVID services:** Successful establishment of local integrated services for those experiencing the long-term effects of COVID-19

To support the development of both Places, a supporting governance structure has been put in place, building on existing groups and forums where possible. The national ICS planning guidance also sets out the key leadership roles that each Place needs to have, including a Convenor, an Executive Lead, Primary Care Provider, and Primary Care Development.

Both Places have also undertaken a refresh of their individual Health and Care Plans for 2022-2024. The plans include some of the health and care priorities that no single organisation can achieve alone. The plans will be approved by the appropriate Health and Wellbeing Board before 31 March 2022.

Working with our partners at HRCH: Better Together programme

We have been working more closely with HRCH and other partners recently, and these working relationships have been essential during the pandemic. We now have a shared Chief Executive, Chief Nurse, Director of Communications and Engagement, and Chair in Common.

In recent weeks the boards of Kingston Hospital and HRCH have been discussing our working relationships and we have agreed that from April 2022, we will bring the executive leadership teams of Kingston Hospital and HRCH together as one, to help us further develop our partnership. We are currently consulting with members of the two executive teams about this.

We will remain as individual trusts (Kingston Hospital and HRCH) but we are also looking to establish a Committee in Common which will be empowered to make key strategic decisions with the benefit of expertise and insight from across the full range of services.

By coming together, we have an opportunity to share knowledge and resilience across NHS teams to improve care and overall patient experience. Coming together and sharing our resources better will also allow us to achieve things that we could never do as individual organisations - removing barriers to care and providing services that meet the needs of local people in a far more holistic way.

For staff, this partnership will lead to a much broader range of career opportunities as well as the ability to move between NHS organisations, which will help us to retain NHS staff in our local services

Sustainability

NHS priorities for 2022

NHS England has set out 10 priorities for the 2022-23 financial year in its [annual planning guidance](#).

The 10 priorities are:

- Workforce investment, including “strengthening the compassionate and inclusive culture needed to deliver outstanding care”
- Responding to COVID-19
- Delivering “significantly more elective care to tackle the elective backlog”
- Improving “the responsiveness of urgent and emergency care and community care capacity”
- Increasing timely access to primary care, “maximising the impact of the investment in primary medical care and primary care networks”

- Maintaining “continued growth in mental health investment to transform and expand community health services and improve access”
- Using data and analytics to “redesign care pathways and measure outcomes with a focus on improving access and health equity for underserved communities”
- Achieving “a core level of digitisation in every service across systems”
- Returning to and better “pre-pandemic levels of productivity”
- Establishing integrated care boards and collaborative system working, and “working together with local authorities and other partners across their ICS to develop a five-year strategic plan for their system and places”

NHSE Chief Executive, Amanda Pritchard, makes clear in an introduction that many of its goals remain contingent on COVID stating:

“The objectives set out in this document are based on a scenario where COVID-19 returns to a low level and we are able to make significant progress in the first part of next year.”

Patient portal launch

We are continuing work with two other trusts in South West London (St George’s and Croydon) to develop an online portal accessible on a mobile phone, giving patients easy access to the information they need for their outpatient appointments. St George’s is scheduled to go live with the portal at the end of February 2022, with Kingston due to follow later in the Spring.

To ensure that the portal offers the best possible experience for all our patients, we will be engaging with the local community through a series of focus groups, with the support of the Trust’s Patient Experience team.

Multi-agency discharge events

As a Trust, we recently organised two multi-agency discharge (MADE) events to help facilitate an increase in the numbers of patients being discharged from hospital, where possible. Working alongside HRCH, Your Healthcare, primary care and voluntary sector colleagues, our teams were focused on enabling patients to be at home, or in an appropriate community setting, freeing up inpatient beds in the hospital.

These focused events provided a worthwhile opportunity for us to review our own processes and shone a light on some practical improvements that we can make in how we work together on patient discharge, moving forward.

Research and Innovation team support Kingston University students with MPharm Masters

This month, our Research and Innovation team are supporting students from Kingston University, to carry out service evaluations alongside Kingston Hospital staff in the Wolverton Centre and Diabetes service, as part of their MPharm Masters courses.

Two university students will work in the Wolverton Centre to review prescribing compliance and to help ensure patients are treated according to relevant national guidelines. A further two students will be working in the Diabetes service, to evaluate the effectiveness of continuous glucose monitoring for Type 1 diabetic patients.

Developments on the hospital site

As part of the Trust’s estates strategy and vision to enhance hospital services, there are several development projects currently underway on the hospital site:

- External deconstruction of Roehampton Wing has started and is due for completion mid-March. This area will be converted to a car park
- Demolition of the former Command Centre/Stores has started. Once demolished, a car park will be constructed and the foundations for the new ENT and Audiology department will be laid
- Work is underway in Main Outpatients Radiology to enhance our CT scanner capacity and is due to be completed by the end of March
- Work to build the Gynaecology Outpatients department has started at the front of the hospital and is due for completion in August
- The Emergency Department is being refurbished to improve patient flow, with improvements including an expanded waiting area and renewed staff rest and reporting room in radiology, refurbished kitchen and linen store, two additional cubicles for majors triage, reconfiguration of ancillary spaces in the Clinical Decisions Unit (CDU), and a new lobby, extra triage cubicle and changes to access/subdivisions of waiting space in the entrance area. This work is due to be completed at the end of February
- Conversion work in Main Outpatients to develop five new outpatient rooms for direct patient care
- Building works to relocate the Assessment on the Day (AOD) Unit from its temporary site, due for completion in early March

Media coverage

BBC News visited Kingston Hospital in early January, following a request from NHS England for us to let the public know about current pressures and the steps we are taking to keep services running. The coverage featured a short interview with Dr Louise Hogh, Chief of Medicine.

BBC News returned later in the month to film in our cancer services about the increasing numbers of people accessing cancer services nationally. Sarb Sandhu, our Chief of Surgery, featured in this news piece.

Our Chief Operating Officer, Mairead McCormick, recently featured on a podcast created by Richmond Council, to update local residents on the current situation within hospitals, and in particular, staff shortages and current COVID-19 infections. You can listen to the podcast [here](#).