

Council of Governors – 5 July 2022

Report from the Chief Executive, Jo Farrar

Position in the Hospital

At the end of May we received notification from Amanda Pritchard, CEO of the NHS, and Sir David Sloman, Chief Operating Officer, that we were to transition from a level 4 (national) incident, to level 3.

As part of this, NHS organisations have been asked to give particular focus to:

- Delivering timely urgent and emergency care and discharge
- Providing more routine elective and cancer tests and treatments
- Improving patient experience

In line with other hospitals in London, Kington Hospital has been under enhanced levels of pressure over recent months. Working together with our community partners, primary care, local authority and voluntary sector partners, we have continued to focus on enabling patients to be safely discharged.

Our Emergency Department has continued to be very busy. Throughout all of this, supporting the health and wellbeing of our staff, has remained a key priority for us. At the time of writing this report we are caring for 43 patients who have tested positive for COVID.

Although some of our infection prevention and control measures have now been reduced, in line with national guidance, our staff, patients and visitors are still required to wear masks in clinical and patient-facing areas within the hospital.

We are pleased to have been able to resume face-to-face visits to the hospital over recent weeks and to have welcomed some of our governors back on site, to carry out governor engagement sessions (formerly known as Governor Desks).



CQC engagement

Whilst we have continued with our regular engagement calls with the Care Quality Commission (CQC) throughout the pandemic, their presence on NHS sites has recently returned to business as usual, with inspection regimes back up and running again.

In June we had a visit from the CQC to our dental unit. The inspection team came to review our services through the lenses of 'safe', 'effective' and 'well-led', and the feedback we received was very positive, both in terms of what we do and how we do it. The CQC also observed that despite it being an unannounced inspection, the team took it in their stride and were really impressive. We look forward to receiving a full report from the visit, in due course.

We also recently received a CQC inspection focused on the care of patients with a learning disability and/or autism at Kingston Hospital, which was managed by Gracie Holt, our Learning Disability Liaison Practitioner. In the feedback we were pleased to hear that many staff members displayed 'fantastic' and 'caring' attitudes and were very willing to provide good care for people with learning disabilities and autism. Some skills and equipment gaps were identified, giving us something to work towards, and some improvements to make.

Ockenden Review of Maternity Services

At the end of June, we were pleased to welcome NHS England and NHS Improvement to our maternity service. In light of the Ockenden Review of maternity services, the visit enabled them to complete a bench marking exercise, comparing our service against the seven key lines of enquiry which have emerged. This visit has helped continue to steer the work we are doing to ensure that all the learnings from the Ockenden Review are fully embedded in our maternity service, and we look forward to receiving the full outcome of the visit in the coming weeks.

Rapid Diagnostic Cancer Clinic

We have opened a new Rapid Diagnostic Cancer Clinic to support early and faster diagnosis of cancer. Uptake of cancer screening is lower in Kingston and Richmond boroughs compared to other parts of London, so this new clinic is a very welcome addition to support our local population.

The new clinic will provide a service to patients who have non-specific symptoms which may be hard to diagnose. Previously these patients may have presented multiple times to their GP, and had several investigations and referrals to secondary care, over long periods of time.

Many of these patients may have then presented at a late cancer stage to our emergency services.

With the new clinic in place, our local GP partners will now have a clear pathway to direct this complex patient cohort to and the service should reduce the number of duplicate referrals and unnecessary attendances, whilst achieving what really matters to patients – early and faster diagnosis.

Macmillan Cancer Services awarded Quality Environment Mark

Kingston Hospital's Macmillan services were recently externally assessed and were awarded 'Excellent' in the MQEM Macmillan Quality Environment Mark. This is a quality standard developed by Macmillan, to assess how well healthcare environments meet the needs of those living with cancer.

Volunteer Falls Project recognised by British Geriatrics Society

Kingston Hospital's falls prevention community exercise programme has been selected to be showcased at the British Geriatrics Society's Frailty and Urgent Care conference in July.

The programme has been set up to help elderly residents across Kingston and Richmond to maintain their independence by matching trained volunteers to people who need support to complete exercises following a fall or injury.

Falls are one of the biggest issues resulting in hospital admission in Kingston and Richmond boroughs and this programme, run alongside Helpforce charity, who work with healthcare organisations to increase volunteering opportunities, is already leading to improved outcomes.

Through this initiative, launched in October 2021, volunteers spend up to eight weeks supporting patients at home by helping them to complete their exercises safely. With many of these people living alone, as well as the practical support the programme offers, patients have spoken positively about the social and emotional benefits of having regular contact with someone.

Sharing insight into the importance of reasonable adjustments for patients with learning disabilities

Last month, Kingston Hospital's Learning Disability Liaison Practitioner, Gracie Holt, was approached by the NHS England Learning Disability and Autism Programme to be involved in a short film which aims to inform healthcare professionals and families about the importance of reasonable adjustments. You can find out more and watch the film [here](#).

The film was shared at 'NHS ConfedExpo' – a two-day national healthcare conference run by NHS Confederation, NHS England and NHS Improvement. Gracie was also invited to join a panel of guest speakers for a Q&A session at the conference, which took place in Liverpool on Wednesday 15 and Thursday 16 June.

Developing Access Guides for Kingston Hospital

The Trust is working with AccessAble to produce detailed access guides for all patient and public areas across the hospital. Once complete, the access guides will be published on www.AccessAble.co.uk and on the Trust website, so that patients and visitors can be better informed about our facilities in advance of their visit.

A team of surveyors from AccessAble are visiting various departments across the hospital to gather the information needed to create the access guides.

Quality Account 2021-22

The Trust's Quality Account for 2021-22 has now been published on our website and can be viewed [here](#).

Our People

Beyond the pandemic

As we move away from the 'command and control' ways of working which have been in place during the pandemic, we have launched a programme of work to support staff, during this next phase as we move beyond the pandemic.

Our plan seeks to give staff back the control and autonomy, much of which has been lost during the pandemic, so they feel engaged and able to do their best work for patients.

This plan has been steered by feedback from staff through our annual staff survey and our regular pulse surveys, and we are launching a conversation with staff to sense check our plans. We will be focusing on action in the following areas:

- Supporting our staff to stay healthy and well
- New ways of working and having the correct resources to do the work
- Enabling leaders to lead
- Re-connecting the organisation/s

Each workstream is led by a member of the executive team and there are some milestones for each so we can ensure progress is being made.

We also recognise that the current pressures caused by the increasing cost of living, particularly on staff in the lowest pay Bands (Band 2), are also taking their toll. We are currently working with NHS partners across South West London on measures to provide some respite to the situation, in the short term and beyond.

Staff recruitment and retention

Although our staff turnover rates are currently lower than in other South West London trusts, we have been seeing a higher rate of turnover across the hospital, compared with before the pandemic.

To address these challenges, we are running a number of focused recruitment campaigns, and in May we held our first face to face recruitment event since the start of the pandemic. The event was successful with 22 nurses recruited on the day, so this is something we are hoping to repeat.

Colleagues in our South West London Recruitment Hub team have been working on a campaign appealing to the local population to join the hospital in administrative support roles and have been in attendance at local recruitment events to promote these roles. We are also working closely with suppliers of locum AHPs, pharmacists, nurses and doctors to the NHS, to alleviate staffing pressures where needed.

We are also carrying out some work to improve the way we collect and review feedback from colleagues when they leave the Trust. We have partnered with an external organisation who is supporting us to ensure that going forward, all leavers receive an email and text message requesting completion of an anonymised 'exit questionnaire'. We are asking staff to encourage any colleagues who are moving on to support us with their feedback, so we can continue to improve things for all staff at the Trust.

Staff Health and Wellbeing

The health and wellbeing of our staff remains a top priority for us, and our health and wellbeing team is steered by our multi-professional operational group, to ensure decisions are made based on the interventions staff have asked for.

We have recently increased the levels of pastoral support available for our staff. We have bolstered our team from one, to a team of four colleagues to match our divisional structures, so that we have a pastoral support lead for planned care, unplanned care, corporate services and also a dedicated resource to support our Healthcare Assistant workforce.

We also recently launched a new website to allow colleagues to access information about the range of health and wellbeing support available, find out about events, and book free fitness classes online. In addition, a number of dedicated health and wellbeing noticeboards are now in place across the hospital to ensure staff have access to health and wellbeing information when they need it.

On Wednesday 13 July, we will be holding a Staff Wellbeing Day, open to all colleagues. A range of activities will be on offer throughout the day, including massage and meditation, hair and beauty demonstrations, and a host of stalls and discounts.

'Night Club' installation supports staff working night shifts

Over three nights in May, an award-winning health support programme designed specifically for key workers arrived at Kingston Hospital. The 'Night Club' installation allowed our ISS and Kingston Hospital colleagues working night shifts the opportunity to speak to a sleep expert and to find out tips and advice on improving their sleep and wellbeing.

Staff were able to drop in to the exhibition between the hours of 8pm and 3am, or 10pm and 5am, to access information and to pick up food and drinks, to help keep them energised.

Mindful Employer Charter

As a Trust, we have recently signed up to the Mindful Employer Charter. We recognise that in the UK, people experiencing mental ill health continue to report stigma and discrimination at work and having signed charter we are showing our commitment to:

- Provide non-judgemental and proactive support to staff experiencing mental ill health
- Not make assumptions about a person with a mental health condition and their ability to work
- Be positive and enabling towards all employees and job applicants with a mental health condition
- Support line managers in managing mental health in the workplace
- Ensure we are fair in the recruitment of new staff in accordance with the Equality Act (2010)
- Make it clear that people who have experienced mental ill health will not be discriminated against, and that disclosure of a mental health problem will enable both the employee and employer to assess and provide the right level of support or adjustment

Recognition for colleagues in The Queen's Birthday Honours List

Rachel Perry, Physiotherapist at Kingston Hospital, has been awarded a British Empire Medal by The Queen, for her service to the NHS during COVID-19.

Rachel was nominated by a patient who was cared for by her when Rachel and her physiotherapy colleagues were redeployed in early 2020, to support with non-invasive ventilation for patients on our high dependency unit.

Clinical Psychologist, **Dr Erin Hope Thompson**, was also awarded an MBE in The Queen's Birthday Honours List 2022, for her services to bereaved families. Alongside her role as Founder and CEO of the Loss Foundation, Erin provides regular bereavement counselling sessions to families on Kingston's maternity unit, thanks to funding from Kingston Hospital Charity.

Congratulations to Rachel and to Erin.

Teams shortlisted for national NHS Parliamentary Awards

Kingston Hospital's **Acute Emergency Department Frailty team** and the Kingston and Richmond **Proactive Anticipatory Care (PAC) Programme** team have been shortlisted in the national NHS Parliamentary Awards.

The Acute ED Frailty team is a multi-disciplinary team primarily based within Kingston Hospital's Emergency Department and Clinical Decision Unit. The team works in the background, ensuring elderly patients are fully assessed and safe to be discharged, and preventing admissions by making sure support is available.

Between 77% and 90% of patients seen by the frailty team at Kingston Hospital are discharged home, which alleviates pressure on the whole hospital system, by reducing the risks associated with acute admission of older people with frailty, which include deconditioning, delirium, increased mortality, and long lengths of stay.

The Acute ED Frailty team was nominated by Sarah Olney MP and have been shortlisted for the 'Excellence in Urgent and Emergency Care Award'.

The Proactive Anticipatory Care (PAC) Model has been developed in conjunction with system partners across Kingston and Richmond in response to increased demand across health and social care. The multi-disciplinary focused model improves the identification and support of people with rising health and social care risks and complexities.

PAC aims to improve the lives of patients by utilising a patient-centred approach and enabling professionals to work collaboratively towards a shared goal – the goal is to support people to stay at home longer and feel more resilient. The PAC team was nominated by Rt Hon Sir Ed Davey MP and Sarah Olney MP and has been shortlisted for the 'Future NHS Award'.

Winners of the NHS Parliamentary Awards will be announced at an awards ceremony taking place on Wednesday 6 July.

Kingston Hospital staff complete Professional Nurse Advocate training programme

Two of our nurses recently completed NHS England's Professional Nurse Advocate training. The Professional Nurse Advocate (PNA) programme delivers training to nursing colleagues across the country, providing those on the programme with the skills to listen and to understand the challenges and demands facing fellow colleagues, and to lead support and deliver quality improvement initiatives in response.

Julia Balcioglu (ICU Nurse) and Helen Green (Maternity Practice Development Nurse) were presented with certificates and pins by our Interim Deputy Chief Nurse, Berenice Constable, on behalf of Ruth May, NHS England's Chief Nursing Officer. A number of others are now participating in this programme to join Julia and Helen on the national register of PNAs.

Hidden Disabilities Sunflower scheme

At the start of May, our Equality, Diversity and Inclusion team launched our Hidden Disabilities Sunflower scheme alongside colleagues from HRCH. The Hidden Disabilities Sunflower exists to support those with non-visible disabilities such as autism, chronic pain, dementia, sight or hearing loss. Wearing the Sunflower enables individuals to discreetly indicate that they have an invisible disability and may need additional assistance, kindness, or a little more time.

Our launch event included videos and reflections from colleagues with hidden disabilities, information about our staff networks and other support available to staff, 'Sunflower

Supporter' training, and an opportunity for colleagues to sign a pledge to support those with hidden disabilities.

We will continue to promote the sunflower lanyard to current staff and to those joining the Trust in the months ahead.

Systems & Partnerships

Integrated care system update

The SWL Integrated Care system launched on 01 July, 2022 and a short presentation will be discussed on the evening.

Kingston and Richmond places update

Members of the place-based committees for Kingston and Richmond and Chairs of both Health and Wellbeing Boards came together for a planning session on Friday 22 April, to share an understanding of the Health and Care plans within Kingston and Richmond, and to identify areas of commonality where a joint delivery approach across the two boroughs would be beneficial through shared work programmes. There are already some shared work programmes, such as the work we have begun on obesity and frailty, and the excellent work we have done to provide a range of services for local people with Long COVID.

The health and care plans describe, at a borough level, our vision, priorities, and the actions we will take to meet the health and care needs of local people and deliver improvements in their health and wellbeing. It has been developed in partnership with residents, voluntary and community groups, health and care partners, and the plans were refreshed last year on the back of the learnings from the pandemic.

It was agreed that while there are differences between the boroughs and that delivery of some workplans may need to differ based on the specific needs of the local population, some key areas for joined up working have been identified as:

- Children and young peoples' emotional health and wellbeing ensuring local access (adults mental health)
- Frailty – including housing and environmental matters
- Obesity and diabetes prevention
- Screening and prevention
- Inequalities – developing an approach to supporting underserved communities
- Supporting out staff to move beyond the pandemic

Health and care organisations within Kingston and Richmond will use these objectives as the basis of their organisational plans for the year ahead.

East Elmbridge PCN Medicines Management

Kingston Hospital and East Elmbridge Primary Care Network (PCN) are working together to explore the possibility of a dedicated pharmacy team from the hospital joining the PCN's multi-disciplinary workforce, to provide support with medicines management.

The proposal which is currently in development would see a contracted Kingston Hospital service, supervised by a senior clinical pharmacist, supporting the PCN to recruit and embed suitable qualified pharmacy staff. The partnership also aims to provide professional and career development opportunities for existing and newly appointed pharmacy staff and to enable support with supervision, mentoring and training, alongside the PCN and its GP component practices.

The dedicated pharmacy team would be patient-facing and provide face-to-face or remote structured medication reviews, to help people get the best outcomes from their medicines, as well as managing and authorising prescription requests and ensuring medicines optimisation.

Working with our Partners at HRCH

Last year, we launched our Better Together programme to help us further develop working relationships between Kingston Hospital and HRCH. We have also continued to strengthen relationships with teams at Your Healthcare, working jointly on programmes where it benefits patients and staff to do so.

Since then, we have brought together our senior leaders into a single executive team that now works across both organisations. Where senior roles have changed, colleagues are doing what they can to get out and meet people in their areas.

The next stage of this work is to understand where it makes sense to join up some of the work we do and combine our resources and expertise. My hope is that this will give us more opportunities – including a broader range of career prospects, enabling people to move between trusts so we can keep more of our staff working in the NHS across Hounslow, Kingston and Richmond.

We have already made some progress in areas where it makes sense to bring teams together, such as our workforce teams, led by our Chief People Officer, Kelvin Cheatle, which are coming together to build more resilience into smaller functions with the services and to share expertise.

Leads in other areas, such as the strategy, transformation and PMO team, our AHPs, communications team, IT and finance will be working with their teams to identify any opportunities that exist to join up what we do, if there are advantages for staff and for patients.

The work we are doing now will help lay the groundwork for the kind of joined up health and care services that people rightly expect to receive – services which are fair for all and provide value for money.

Developing our Objectives Together

As we continue to work in a more integrated way across Kingston Hospital, HRCH and Your Healthcare, we are developing a set of shared objectives for the year ahead, to guide our work and to ensure we are continuing to put the patient first in everything we do.

As part of our engagement on the objectives a short presentation will be shared and discussed at the meeting.

MP Visit to Kingston Hospital

On Monday 16 May, we welcomed Ed Davey (Member of Parliament for Kingston and Surbiton), Sarah Olney (Member of Parliament for Richmond Park and North Kingston), and Munira Wilson (Member of Parliament for Twickenham) to the hospital, to meet with colleagues in our maternity, paediatric and emergency departments.

During the visit, our visitors also met with our Chairman, Chief Nurse, and Chief Operating Officer and Deputy Chief Executive, to gain insight into the position in the hospital and our current areas of focus.

Sustainability

Electronic whiteboards launched on Derwent Ward

Thanks to funding from Kingston Hospital Charity, all adult inpatient wards across the hospital will soon have electronic patient whiteboards in place, to support the improvement of ward processes.

The team on Derwent Ward have successfully completed a one-month pilot of the new Cerner electronic patient whiteboard and have started the journey towards implementing fully electronic ward processes. The whole multi-disciplinary team including nursing, medical, therapies, pharmacy, administrative, and discharge coordinator colleagues have been part of the innovation which has provided good evidence regarding the value of electronic ward whiteboards and the future changes required.

The touchscreen whiteboard updates automatically and displays all patient information in a clear format. Columns such as resuscitation status, length of stay, anticoagulation and diagnosis are standard, whilst other sections can be added or removed. It also allows for actions to be allocated to specific team members and viewed remotely by other departments to prevent duplication of information and chasing of updates.

Once optimised, the whiteboards will reduce administrative burden on clinical staff, ensure that all patient notes are updated and aligned in Cerner with an audit trail in place, and simplify communication of bed-state and handover.

Rollout of the whiteboards across additional wards will follow over the coming months.

Patient Portal user testing

Patient Portal is due to go live at Kingston Hospital in August 2022 and will allow patients to view and manage their appointments online.

On Thursday 30 June we will be holding user testing events for staff and for patients and carers, to test how the portal works and to allow for feedback which we can build into the Patient Portal's development.

Research and Innovation

Our Research and Innovation department recently shared their annual report which highlighted activity and delivery of research during the year.

In total, 27 research studies opened during the year. Three of these studies were related to COVID-19 (one being an Urgent Public Health (UPH) study). The other 24 studies were non-COVID studies, with one of them running as an academic-led partnership with Kingston University.

Despite challenges over the course of the year, such as reductions in the numbers of trained research staff within the Trust, and changes to patient pathways for trial recruitment and monitoring as a result of the ongoing COVID pandemic, research and innovation activity remains a focus within the hospital. Our team are adapting new methods of research design and management and will be continuing to work alongside local and national partners in primary and secondary care, the community and academia, to make research accessible, inclusive and collaborative, through the whole patient journey.

On Thursday 19 May, our Research and Innovation team held a virtual event alongside colleagues from HRCH, to mark International Clinical Trials Day. The event was open to staff across both organisations and also members of the public interested in finding out more about clinical research.