

CHIEF EXECUTIVE'S REPORT

Trust Board	Item: 7
Date: September 2022	Enclosure: C
Purpose of the Report / Paper:	
<p>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.</p>	
For: Information <input checked="" type="checkbox"/> Assurance <input type="checkbox"/> Discussion and input <input checked="" type="checkbox"/> Decision/approval <input type="checkbox"/>	
Sponsor (Executive Lead):	Jo Farrar Chief Executive
Author:	Tara Ferguson-Jones Director of Communications and Engagement
Author Contact Details:	Tara.ferguson-jones@nhs.net
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 2022



Quality

Current position

We continue to be challenged in our emergency department performance, emergency flow through the hospital and in the management of timely discharge.

In terms of our elective work, we have continued to perform at above the 104% planned activity which continues to assist in the recovery of the elective backlog associated with the pandemic. In last week's national statistics report, Kingston Hospital was called out for high levels of performance in cancer waits and our elective activity.

Winter planning

Due to the continued pressures within the hospital and a sense that we face a challenging few months ahead, winter planning work has begun earlier than usual this year.

Our developing partnerships with HRCH, Your Healthcare, primary care and the voluntary sector, is helping with these discussions and there is a real sense of common purpose.

Additional funding is being allocated to us in South West London to help us to sustain flow and manage activity, and we are engaging with colleagues in the hospital and within our boroughs to inform decisions about how best to spend this allocation.

At the time of writing the report, we received the [Government's plans](#) for the NHS and social care to deliver for patients this winter and next, and we are working through what it means for us in Kingston.

COVID-19 testing and infection prevention and control measures

NHS England recently issued revised guidance recommending that routine testing of asymptomatic people in healthcare settings is paused, as COVID-19 cases continue to fall. As a result, the Trust is now only testing individuals in specific circumstances, and our staff are no longer required to carry out lateral flow tests.

Our mask wearing guidance at the Trust was also recently reviewed and whilst we are asking staff, patients and visitors to continue to wear masks in clinical areas, including waiting rooms in the Emergency Department and in outpatient settings, patients, visitors and staff are no longer required to wear masks in corridors or offices.

Recognition from the National Joint Registry for the third consecutive year

The Trust has been named as a National Joint Registry (NJR) Quality Data Provider for the third 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 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. To achieve the award this year, hospitals were required to meet a series of six ambitious targets during the audit period 2021-22.

CQC visit to dental services

On the back of the pandemic, the CQC ran a deep dive into dental services across England. Earlier this year, eight dental services were shortlisted for review and in June, Kingston Hospital was selected for an unannounced visit.

As this was not part of a routine CQC inspection, ratings were not awarded, but I am pleased to say that the findings of the report, which reviewed Kingston Hospital's services through the lenses of 'safe', 'effective' and 'well-led', were very positive, both in terms of what we do and how we do it. You can read the full report [here](#).

New NHSE Patient Safety Incident Response Framework

The Trust has recently received the new NHSE National Patient Safety Incident Response Framework, which will change the way incidents are reviewed and investigated throughout the NHS. Our teams are currently working through these documents, and we will be providing further updates and plans as soon as possible.

UNICEF UK Baby Friendly Award

Doreen Mundy, Kingston Hospital's first infant feeding lead, and Richard Wilson, the Trust's first paediatric consultant, recently visited Kingston Hospital to officially unveil the maternity unit's UNICEF UK Baby Friendly award, which was awarded to our infant feeding team last year.

The Baby Friendly Initiative is a global programme which aims to transform healthcare for babies, their mothers and families as part of a wider global partnership between UNICEF and the World Health Organization (WHO). In the UK, the Baby Friendly Initiative works with public services to better support families with feeding and developing close relationships in order to ensure that all babies get the best possible start in life. The award is given to hospitals after an assessment by a UNICEF UK team has shown that recognised best practice standards are in place.

Annual Report for 2021-22

The Trust's Annual Report and Accounts for 2021-22 have now been published on our website and can be viewed [here](#).

Our People

Away days

Following the success of our programme of away days for staff last year, our workforce team are reintroducing the initiative, to give teams who missed out the first time around the opportunity to spend time together and to connect with one another.

Last year's away days saw over 864 staff take part in team activities over a four-week period, with a positive effect on staff morale reported by participants. The events were funded by NHS Charities Together, who will also be contributing funds to this year's away days, which will take place between October 2022 and March 2023.

Cost of living

With the increase in costs of living, we recently held a listening event to gather views from staff on what they may find helpful. As a result, we have put a number of measures in place to support colleagues' financial wellbeing. We have created online and printed resources containing support and advice for staff on budgeting, managing debt, saving for the future, and absorbing unexpected costs.

We have also created an online goods exchange to enable colleagues to buy, sell, donate and exchange items, and have funded 'Blue Light' cards for staff, which provide discounts online and on the high street, over a two-year period.

We have run a financial wellness webinar, to provide information and guidance and to support those of our colleagues who are working parents, the cost of the Trust's onsite day nursery will remain the same for the year ahead.

We are planning to hold a further staff listening event in October, and are working on some further support measures including a support line for those who require one to one advice.

COVID-19 booster and flu vaccinations for staff

Flu and COVID-19 booster vaccine clinics are now open. Colleagues can book their vaccine appointments at Kingston Hospital or Teddington Health and Social Care Centre - whichever is most convenient.

It is safe to have both the flu and COVID booster vaccines at the same time if staff choose to do so. We are encouraging all staff to take up the vaccinations to help protect themselves, our patients, and each other, this winter, and will be promoting the vaccines and taking steps to make them as easily available as possible.

Annual staff survey

The annual NHS staff survey launched at the end of September. Colleagues are invited to complete the questionnaire which will be managed by Quality Health. The survey provides an opportunity for staff to have their say about working at Kingston Hospital, what is going well and what we can look at improving.

Alongside our regular Pulse surveys, the NHS staff survey gives us valuable insight to help inform our future plans and to ensure our staff are supported and feel valued.

Deputy Chief Executive appointed for the partnership

Following a formal recruitment and selection process, Thom Lafferty has been appointed as Deputy Chief Executive for Kingston Hospital and HRCH.

Thom is currently Director of Strategy and Performance at Royal Cornwall Hospitals NHS Trust – a role he has been in since October 2018, having joined the Trust as Director of Corporate Affairs in January 2017. Previously, Thom was Director of Corporate and Legal Affairs at Chelsea and Westminster Hospital NHS Foundation Trust and prior to that, has held similar roles at other NHS Trusts. I look forward to welcoming Thom to the team at the end of November.

Colleagues shortlisted for London Health Care Support Workers (HCSW) Awards

Staff from Kingston Hospital were recently shortlisted in two categories in the London HCSW Awards. Berenice Constable, Deputy Chief Nurse, was shortlisted for the pastoral support award, and Catherine Rawkins, who works in our maternity service, was shortlisted in the Health Care Support Worker of the Year category. Congratulations to Berenice and to Catherine.

Award for Trust's dermatology nursing team

Kingston Hospital's dermatology team won the Nursing Team of the Year Award at the British Dermatological Nursing Group's annual awards. The award was introduced in 2008 to celebrate teamwork among dermatology nursing colleagues across the country. Congratulations to the dermatology nursing team on this well-deserved accolade.

Royal Eye Unit consultants perform life changing surgeries in Bangladesh

This summer, Dr Haque and Mr Sherafat, consultants in Kingston Hospital's Royal Eye Unit, visited Bangladesh in their spare time, to perform life changing cataract surgery for some of the poorest people in the country. Approximately 90% of the population in Bangladesh live in rural areas, with no facilities for cataract operations. Supported by the Global Aid Trust, they performed 146 cataract operations during their visit.

Mr Sherafat said: "The experience is truly humbling and a reminder of the very many uncompromising, often elementary standards that we have grown to expect and take for granted in the Western world and we should remain grateful for.

“These are infinitely rewarding and enlightening experiences and one of the most exciting periods of the year, which I plan and look forward to with great anticipation and some trepidation. Now that we have hopefully put COVID behind us, we can do these trips more regularly.”

Korean Arts Festival

Earlier this month, I was invited to attend a Korean Arts Festival at the Rose Theatre in Kingston, which was put on by the Korean Culture & Arts Centre, with proceeds kindly donated to Kingston Hospital Charity. During the performance, a certificate was presented to the Korean UK Nurses Association (KUNA) represented by a group of nurses from Kingston Hospital, in appreciation of their dedicated work during the COVID pandemic.

Since the start of the pandemic the wider Korean community, including Korean Senior Citizens UK, Korean Residents Society, London Full Gospel Church and the Korean Chamber of Commerce have donated over £75,000 in support of Kingston Hospital, and this is the second consecutive year that the Rose Theatre has hosted a performance of traditional Korean music and dance to raise funds for Kingston Hospital Charity. Money raised has gone towards a number of health and wellbeing initiatives put in place for our staff during the pandemic and has also part-funded a new garden area for staff, which opens this month.



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, through a partnership arrangement. 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.

Changes to Radiology services at Kingston Hospital and HRCH

Kingston Hospital and HRCH are joining up the running of radiology pathways.

Historically, elements of radiology services at HRCH have been provided by Chelsea and Westminster Hospital. Going forward, these elements will be run by Kingston Hospital, and this joined up service means that patients will continue to be able to receive care at both Kingston Hospital and Teddington Memorial Hospital.

Following consultation with staff, radiology colleagues currently employed by HRCH will be integrated into the new Kingston Hospital led service. Bringing together expertise across organisations, will bring greater resilience to the clinical teams.

Patients should not experience any difference in the way radiology services are accessed, as a result of this change.

Through our partnership, we are also working together on plans to further develop diagnostic services at Teddington Memorial Hospital, and this is likely to include x-ray, radiology and ultrasound services.

Developing our pharmacy workforce

Kingston Hospital's pharmacy team was recently successful in obtaining Health Education England (HEE) grants to support and develop our pharmacy workforce. The team had two successful bids accepted for a cross-sector trainee pharmacy technician and a trainee pharmacist who will have the opportunity to work within the GP sector, as well as at our Trust.

The pharmacy team will be collaborating with Richmond General Practice Alliance (RGPA) on these training programmes, breaking down some of the traditional boundaries in training our workforce.

Developing this partnership between primary and secondary care, will also help us to gain a clearer understanding of transfer of care issues and how we can better support our patients through consistency of medicine management across care settings.

SW London Acute Provider Collaborative (APC)

A first meeting of the APC Board took place in September and included the Chairs and Chief Executives of Kingston Hospital, Croydon Health Services NHS Trust and St George's Epsom & St Helier Hospital Group.

There are three major programmes of work which sit within the APC and they are around diagnostics, outpatients and elective recovery. Within these areas the team is looking at structural change across service areas to ensure maximum efficiency, transformation and capacity to ensure delivery of national targets.

The APC also has a number of formal collaboratives (hosted by individual trusts) in areas where working together gives more system benefit than working individually and this includes the SWL Recruitment Hub, procurement, pathology and SWLEOC (South West London Elective Orthopaedic Centre.)

The APC has begun work on an elective strategy which will establish core principles for working together to reduce health inequalities and adopt a 'system first' approach to elective care. The strategy will also review demand and capacity in six high volume specialities to help us assess the current models of care in these areas. The next steps from this piece of work will be brought back to the APC Board and then to the individual Trust Boards.

In addition, the APC team has also started a scoping exercise to identify areas where we can collaborate further to support the delivery of quality clinical outcomes in a way that is financially sustainable for the four acute trusts.

Kingston and Richmond places

Work in the Kingston and Richmond 'places' continues with some additions to the Place Committees.

In Richmond, Cllr Piers Allen, Chair of Richmond's Health and Wellbeing Board, has been appointed as convenor and will be responsible for overseeing the collaborative process, and ensuring that the work of the committee reflects health and wellbeing priorities of local people. Melissa Wilks, Chief Executive of Richmond Carers Centre, has also joined the committee as the lead for carers. You can read more about the Place Committees on our developing [webpages here](#).

In Kingston, Iona Lidington, Director of Public Health, has been appointed as convenor and Diane White, Chief Executive of Kingston Carers has also joined the committee as the lead for carers.

We have established a 'workforce' at place group which seeks to bring together the work we are doing individually within organisations to understand if there are opportunities to do more to manage and share our resources collectively. We are also engaging with colleagues in East Elmbridge on this work.

I have asked Denise Madden, who is Acting Director of Strategy at HRCH and Kingston Hospital, to support me in my Richmond and Kingston NHS executive leadership roles, on a temporary and interim basis while I consider what is needed in the medium to longer term. As part of this, I have asked Denise to support me in my line management of senior members of the Kingston and Richmond ICB team, who now sit within my area of responsibility.

The refreshed health and care plans for 2022-2024 have now been published. These will act as the blueprint for activity over the next two years. Priority areas for both boroughs include children and young people's emotional health and wellbeing (ensuring local access), frailty, obesity/diabetes, screening and prevention, tackling inequalities (an approach to underserved communities) and supporting health and care staff to move beyond the pandemic.

Last week, I led a group of colleagues involved in providing mental health services for children and young people, in a meeting with headteachers from across the two boroughs on the back of serious concerns they had raised about access to CAMHS provision, and the impact of the decline in mental wellbeing on schools and on teachers. It was an extremely rich conversation and from it we have agreed some actions that we will take, some in the short and others in the longer term. I look forward to continued engagement with this group of headteachers, to inform and support us to make a measurable improvement in the emotional health and wellbeing of children and young people.

Sustainability

Registrations for Kingston Hospital's Patient Portal top 20,000

Kingston Hospital's Patient Portal went live in August, and we now have over 20,000 patients registered.

The new portal provides easy digital access to details of clinic appointments and letters, and wider healthcare information including discharge summaries, with new features coming soon, including paperless communication and the ability for patients to reschedule appointments.

Patients receive a link via text message inviting them to register for the portal when an outpatient appointment is scheduled for them at the hospital, or when an existing outpatient appointment is rescheduled. More information about the Patient Portal can be found on our [website](#).

Introducing digital consent

Later this year, a number of specialties at Kingston Hospital will be introducing a new digital consent application. This new patient-centred service will support patients to make decisions about their treatment, whilst continuing to ensure informed consent.

There will be an option for clinicians to add links to additional information and resources, giving patients the time and space to discuss their choices at home with friends and family.

Digital consent is a greener option for the Trust, as it allows consent to be given digitally, reducing paper use.

Digital consent is stored securely on a patient's record, instantly creating a traceable electronic record of consent. More information can be found [on our website](#).

New paediatric garden officially open

On 22 September, some of our staff, patients and their families were joined by special guest Kimberly Wyatt, star of CBBC series *Almost Never* and ITV's *Dancing on Ice*, to celebrate the official opening of our new paediatric garden, made possible thanks to charity funding.

The garden has been transformed to provide a bright and accessible outdoor space, which will make a real difference to the children and young people receiving treatment on Sunshine paediatric ward.

The garden's renovations were funded by Kingston Hospital Charity, thanks to the generosity of their donors and fundraisers, and with support from The Friends of Kingston Hospital, Tom and Sheila Springer Charity, and Optima Medical Ltd.

Sustainability plan

As a Trust, we are currently working on a sustainability plan to ensure we are clinically and financially sustainable in the longer term. We will be asking for input from our staff to determine how current patterns of demand and service can be influenced to deliver the most clinically effective services within the expected resources, and in particular to identify areas where additional health gain can be achieved and areas of relatively lower value activity might be reduced.

We will be assessing how our estates and workforce capacity might be reallocated to achieve this new equilibrium, working towards longer-term clinical models, workforce models and financial models.