

Council of Governors – October 2022

Report from the Chief Executive, Jo Farrar

Position in the hospital

We continue to be challenged in our emergency department performance, with flow of patients 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 level which continues to assist in the recovery of the elective backlog, associated with the pandemic. In a national statistics report released last month, Kingston Hospital was called out for high levels of performance in cancer waits and for our elective activity, and this news is very welcome.

Due to the continued pressures within the hospital and a sense that we face a challenging few months ahead, winter planning work is well underway and this is facilitated by good quality working relationships with HRCH, Your Healthcare, primary care and the voluntary sector. Additional funding is being allocated to us in South West London this winter 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 our allocation of funding.

We continue to care for people who have tested positive for COVID, and we are following all of the national infection prevention and control guidance which is in place for NHS Trusts, to keep people safe. Due to the success of the national vaccination programme, it is clear that the link has been broken between COVID and severe illness.

Financial update

In August 2022 (month 5) the Trust's position was £1.8m in deficit, £9.0m deficit year to date, which is broadly in line with our plan. The financial position includes our work on elective recovery as well as the adverse impacts of our workforce challenges offset by contingency.

Our capital spend, at the end of month 5, is behind plan by £0.5m mainly due to later than planned expenditure on estates related schemes, although we envisage this being caught up by the end of the year. Our cash position remains strong.

Our focus for the remainder of the year, as overseen by both the Finance and Investment Committee and the Board, is to ensure that we have our house in order and continue to make progress in reducing our underlying run rate so that we exit this financial year in as strong a position as we can for 2023/24, which we know is likely to be another challenging year financially.

We have a number of schemes in place including our proactive anticipatory care and frailty programmes both of which are joining up the care provided so as to reduce unplanned care needs. We are also developing further plans in relation to temporary staff spend reduction, and working with place based partners on new workforce models to enable greater flexibility in how we use our collective resources.

We have further work to do with our acute colleagues across SWL to ensure that we are maintaining the elective recovery programme and reducing the waiting times for those with the highest clinical need in a way that is making the best use of our resources.



Quality

Maternity services receive Ockenden assurance visit

NHS England's regional maternity team recently visited Kingston Hospital's maternity services to provide assurance against the 7 immediate and essential actions from the interim Ockenden report (December 2020).

Kingston Hospital's maternity services have met all the requirements arising

from the report. An overview of findings of the latest regional Ockenden assurance visit can be viewed [here](#).

CQC visits

CQC visits to NHS organisations have re-commenced and in recent months we have had two onsite visits.

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](#).

Last week the CQC also visited our maternity services, which involved a team of inspectors onsite for a day, and interviews with staff and women who have used the services. They will be assessing us through the lenses of 'safe' and 'well-led' and we look forward to receiving the feedback which we will share when we have it.

Inspiration Fund

Kingston Hospital Charity has pledged £100,000 to support the launch of an inspiration fund at Kingston Hospital and HRCH. We have promoted the opportunity to our staff to submit bids for ideas they have to improve care for our patients or make working here better for staff, but where they don't have the resources to make it happen.

We are looking for real imagination and ideas that will transform the way we do things. Colleagues can submit a bid as an individual, team or as a collaborative effort across teams. All bids will be assessed on the scope, impact, and innovative nature of the submission.

A shortlisting panel will identify bids that will go forward to final selection, and we will share news on the successful bids in due course.

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.

Our People

Recruitment and retention

Staff recruitment and retention remains an area of priority focus for us at Kingston Hospital, and across our partnership with HRCH. Staff turnover has been a theme at the hospital in the aftermath of the pandemic, but we have seen turnover levelling off over the summer months, which is good news.

We have introduced a new exit interview process at the Trust which is giving us some valuable insight into peoples' reasons for leaving, and we will be using this information to inform our workforce plans. One recent example of our enhanced recruitment activity was our attendance at Kingston Job Centre Plus last week, where during one session, we recruited 12 healthcare assistant new starters.

Cost of living

We have heard from colleagues about the difficulties some are facing due to the rising cost of living. Back in the summer, we ran a listening event for staff about this, and we have been taking steps to support people where we can.

We have produced signposting materials to point colleagues in the direction of sources of support, and we have funded the Blue Light discount card for all. For staff who need to travel as part of their role, we have supplemented business mileage rates.

We have also decided that the cost of Kingston Hospital's onsite nursery will remain the same for the year ahead. In normal times, in line with the rate of inflation, the charges would increase. To support working parents there will not be an increase this year.

We have also set up a 'goods exchange' on Facebook, which is another suggestion that came to us through the staff listening event. We have a further listening event in the diary for early November, as we want to keep doing all we can to help make this tough financial time a little easier where we can.

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 over the next six months.

COVID-19 booster and flu vaccinations for staff

Flu and COVID-19 booster vaccine clinics are now open for our staff. 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 earlier this month. All colleagues are invited to complete the questionnaire which is 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 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.

Chief People Officer

Kelvin Cheadle has shared with me that he intends to step down from his role as our Chief People Officer, next spring. Kelvin has been with us as our Director of Workforce at Kingston Hospital since 2016 and last year he was appointed as Chief People Officer across both Kingston Hospital and HRCH. He has had a long career as a director of human resources in the NHS (26 years) and wants to move on to do other things.

Kelvin is a highly valued colleague and during his time with us he has transformed the workforce function at Kingston hospital into an award-winning team, championed health and well-being and equality diversity and inclusion and has been an invaluable source of advice and support to me personally, and to the wider executive team.

Before he leaves us he will continue to bring our two workforce teams together into a unified support function and ensure we have a proper handover with his successor.

We have plenty of time to thank Kelvin for his work, and to prepare to give him a proper send-off next year! The Chief People Officer role is an extremely important role and so with Kelvin's news in mind I am now working with a recruitment agency to hire our next Chief People Officer and I will stay in touch with you on this, in the months ahead.

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 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

Last month, 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.

Nurse led pulmonary nodule service wins national patient experience award

Kingston Hospital's lung (pulmonary) nodule service lead, Candice Stephenson, was presented with the 'Fiona Littledale' award at the Patient Experience Network National Awards (PENNA) which took place at the end of September.

The PENNA awards recognise best practice in patient experience across health and social care in the UK and the 'Fiona Littledale' award celebrates an oncology nurse who has demonstrated personal commitment to developing skills and understanding in their field. Kingston Hospital's nurse led pulmonary nodule service was also shortlisted for the 'Cancer Experience of Care' award. Congratulations to Candice and to all involved.

Royal Eye Unit consultants perform life changing surgeries in Bangladesh

This summer, Dr Haque and Mr Sherfat, 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 Sherfat 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.”

New staff garden and meeting space officially open

A new garden and meeting space for staff was officially opened at the hospital at the start of October, by our Chair, Sukhvinder Kaur-Stubbs.

The renovations were funded by Kingston Hospital Charity and made possible thanks to the generosity of The Friends of Kingston Hospital, The London Full Gospel Church in Raynes Park, The Victoria Foundation and a gift kindly left by Karen Hindle in her will.

Sukhvinder and I were joined by some of the charity’s supporters, and colleagues from across the hospital’s Health and Wellbeing Committee, to celebrate the opening.

Systems & Partnerships

Developing our pharmacy workforce

Kingston Hospital’s pharmacy team were 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.

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.

Although we will continue to operate as individual trusts, we have joined up many of our governance structures. This includes the launch of our first Committee in Common meeting in public, on Wednesday 26 October 2022.

Changes to Radiology services at Kingston Hospital and HRCH

From this month, 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.

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.

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.

Alongside health and care partners across the borough, 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 staff to move beyond the pandemic.

I recently led a group of colleagues involved in provision of mental health services, in a meeting with headteachers from across the two boroughs on the back of concerns they had raised about access to CAMHS provision, and the pressures within schools in supporting the mental health of young people. A set of actions have been agreed on the back of the workshop, which we will work on delivering in partnership. Continued engagement with this group of headteachers, across health and care, will support us in our strategy to support the emotional health and wellbeing of children and young people.

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.

Sustainability

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 will reduce our use of paper. The system will also enable us to create bespoke consent forms for patients and their care.

Staff training on digital consent will be provided to enable colleagues to support individuals who for one reason or another struggle with digital consent. Previous methods of providing consent will remain available for the time being. This is a pilot project, and we will be surveying patients about this to inform the longer term roll out and we will be asking patients for their views on digital consent and how accessible they find it, so we can make adjustments as required.

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](#).

Willow Building

Earlier this month I was delighted to open our new gynaecology outpatient building located at the hospital entrance on Galsworthy Road. The new Willow Building is purpose-built for the Trust's gynaecology service and brings outpatient and procedure clinics under one roof, which will make a huge difference to our patients and our staff.

The gynaecology service sees over 2,000 patients each month and provides rapid access for diagnostics as well as performing outpatient day case procedures, improving patient experience, and reducing time spent in hospital.

New modular build for ENT and Audiology

Recently work started on site to build our new ENT and Audiology outpatients department, located at the centre of the hospital site adjacent to Esher Wing. The new single storey modular build will provide dedicated audiology consultation rooms, audiology booths, exam/procedure rooms, a hearing aid lab, a histology room, and staff and administration areas, improving the environment and experience for patients and staff. Work is due for completion in early 2023.

Sustainability plan

As a Trust, we are currently working to develop a sustainability plan to ensure we, and the systems that we operate in, 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.

This will require a fundamental mental shift in how we work and where resources are deployed, with a greater emphasis on prevention, proactively addressing inequalities, and operating differently and effectively at a neighbourhood level to support wellbeing and ill-health closer to home.