

## CHIEF EXECUTIVE'S REPORT

<b>Trust Board</b>	<b>Item: 6</b>
<b>Date: November 2022</b>	<b>Enclosure: C</b>
<b>Purpose of the Report / Paper:</b> 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.	
<b>For: Information</b> <input checked="" type="checkbox"/> <b>Assurance</b> <input type="checkbox"/> <b>Discussion and input</b> <input checked="" type="checkbox"/> <b>Decision/approval</b> <input type="checkbox"/>	
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<b>Risk Implications - Link to Assurance Framework or Corporate Risk Register:</b>	The matters outlined in this report touch on many of the Trust's risks
<b>Link to Relevant Corporate Objective:</b>	The issues outlined in this report touch on many of the Trust's objectives
<b>Document Previously Considered By:</b>	N/A
<b>Recommendations:</b> The Trust Board is asked to <b>note</b> the content of this report.	

## Chief Executive's Report



### Quality

#### National priorities for the NHS

Current priorities for NHS organisations include focusing on improving the urgent and emergency care pathways, ambulance handovers and flow, elective recovery, staff health and wellbeing, with a particular focus on vaccinations, access to general practice and making the most of the resources we have.

In Kingston, we remain challenged in terms of our urgent and emergency pathways and have been working with the national Emergency Care Improvement Support Team to agree some targeted actions that we can take to improve our current performance. Meanwhile we remain focused on driving forward with our cancer and elective catch-up pathways. I'm grateful to staff for their efforts including those who have run Super Saturday catch up events recently, one in theatres and one in outpatients last weekend.

In step with the pan-London focus on staff vaccinations, we continue to run flu clinics for staff, and it is great to see that our flu and covid vaccine uptake rates compare well against the rest of London. Being protected against the severest symptoms of flu and covid will have the single biggest impact on flow, the continuation of elective services, and staff levels this winter, so we will continue to promote the importance of vaccination.

#### £2.1million boost for diagnostics

More vital tests, scans and checks will be provided to local people thanks to a successful bid for £2.1m government funding.

The funding will enable Kingston Hospital and HRCH to deliver nearly 10,000 more physiological tests a year for cardiology and respiratory conditions. Kingston Hospital will reconfigure and refurbish part of its existing outpatients service, to increase capacity and improve access for patients to diagnostic tests.

This builds on previous successful bids to increase Kingston Hospital's endoscopy and CT scanning capability and introduce non-obstetric ultrasound at Teddington Memorial Hospital for over 5,000 scans a year (running alongside existing x-ray services, which provides direct access to walk-in and primary care patients).

This is part of the Government's focus on Community Diagnostic Centres, which are designed to speed up the diagnosis of conditions from cancer to heart to lung disease for all patients.

## Combined Serious Incident Group

In line with our partnership working, HRCH and Kingston Hospital are combining the sign off processes for serious incidents (SIs) and the monitoring of actions that occur from SIs.

The combined Serious Incident Group (SIG) will ensure that comprehensive serious incident investigations take place across the two Trusts, and that appropriate recommendations and robust actions are identified and delivered, ensuring shared learning from incidents, and improving both the quality and safety of patient care.

The work to combine these processes commenced earlier this month and will be fully embedded across both HRCH and Kingston Hospital by the end of the year.

### Our People

#### Staff survey

The annual NHS staff survey has closed for 2022. At the time of writing the report, we do not have the final return rates, but I am pleased to report that, following a slow start, we anticipate a rate of return at above 60% at both Kingston Hospital and HRCH. Last year, the rate of return for Kingston was 68%, and for HRCH it was 66%.

The survey is a really important mechanism for us to hear from our staff and ensure that we are doing all that we can to make the Trust a great place to work and in which to receive care.

#### Industrial action

Earlier in November, nurses registered with the RCN in a number of providers across the UK voted to take industrial action. The results for each NHS employer are analysed individually in what is known as a 'disaggregated' ballot and we have been contacted by the RCN with the results of the HRCH and Kingston Hospital ballots. At HRCH of those who were entitled to vote, 51.64% voted "yes" which meets the threshold for strike action. The threshold to take industrial action was not achieved at Kingston Hospital where 46.57% of those entitled to vote, voted "yes." The threshold sits at 50%.

We have since heard from the Royal College of Nursing, that its first strike action will take place on Thursday 15, and Tuesday 20 December. Although we are in regular conversation with the trade unions, we do not yet know what form the action will take.

We await the outcome of ballots from other unions in the coming weeks and are also mindful that a number of strikes impacting on public transport are also likely to occur at a similar time.

We have set up a 'task and finish' group involving colleagues from Kingston Hospital, HRCH and Your Healthcare to oversee our contingency planning. We will be regularly communicating with staff and stakeholders, adjusting our plans as our understanding of the likely impact of the actions becomes clearer. In the first instance, we will be running webinars for staff, and developing a frequently asked questions document based on what we hear from our staff in the weeks ahead.

Our over-arching priority will be to protect services and keep patients safe, and we will look across South West (and North West) London to see how we can work in partnership to enable this.

## **Cost of living**

We are continuing to support colleagues who are struggling with ongoing financial pressures related to the high cost of living. We held another listening event in November, with almost 200 colleagues joining the discussion.

We are continuing to take steps to support people where we can. Since the last Board report, we have provided additional financial support to our lowest banded colleagues (band 2), we have set up a central inbox where colleagues can raise their concerns, and we continue to publicise cost-saving support measures such as the Blue Light Card (which the Trust has re-imbursed), free eye tests which many colleagues are entitled to, a free financial counselling service, and signposting to further support.

We have a further listening event in the diary for December, as we want to make sure that the measures we introduce are having a meaningful impact for staff.

## **Carers policy**

At Kingston Hospital we have launched an updated carers policy to provide clear guidance for staff, patients and carers, about how carers should be supported in the hospital setting to promote a positive and supportive experience.

An important new aspect of the policy is our carers agreement, which allows us to document key conversations and agreed plans, when a patient would like their family or carer to be involved in their care.

Carers passports are also available for those who care for others. The passport allows carers to visit outside of normal visiting hours and to provide assistance with a patient's personal care, meals and drinks, as well as allowing them to be actively involved in discussions about the person's treatment and care, and discharge plans.

More information can be found on the [Kingston Hospital website](#).

## **Chief Pharmacist in common for HRCH and Kingston Hospital**

Following a recruitment process, Judith Foy has been seconded to the role of Chief Pharmacist in common for both HRCH and Kingston.

Judith has been working at Kingston Hospital since 2017, delivering medicines services for both Kingston Hospital and Your Healthcare and her secondment will support working together across partner organisations to deliver seamless medicines services to local people.

## **Volunteer falls prevention programme wins British Geriatric Society award**

Kingston Hospital colleagues have recently been awarded the Eva Huggins prize for the best Nurse/AHP poster at the British Geriatric Society's autumn conference.

The poster features the work of the volunteering and physiotherapy teams and their community exercise programme, which was established last year in partnership with Helpforce charity, to reduce the risk of falls, deconditioning and loneliness in elderly residents across Kingston and Richmond.

The teams' poster included findings from the programme so far, which show fear of falls reduced by as much as 50% among patients in the programme's initial pilot phase, and 100% of these patients showing improvements on functional fitness tests. Congratulations to all involved.

### **One NHS Finance 'Value Maker Award' for Ranjana**

Ranjana Manivannan, costing accountant at Kingston Hospital, was awarded for her outstanding contribution to the London Inclusion and Diversity Ambassador network.

Over a year ago, Ranjana signed up to be an Inclusion and Diversity Ambassador as part of a national network for people in NHS finance roles. Through her involvement with the network, she has supported the implementation of the national equality, diversity and inclusion action plan and encouraged colleagues to get involved.

Congratulation to Ranjana on this well-deserved achievement.

### **Systems & Partnerships**

### **Celebrating two years of the SWL Recruitment Hub**

On 11 November, we celebrated two years of the joint recruitment service established in 2020 and hosted by Kingston Hospital, bringing together recruitment for the four acute hospitals of SW London. HRCH has also recently joined the hub to strengthen their recruitment activities.

Launching in the pandemic, the hub played a critical role in co-ordinating the recruitment of Covid vaccinators for the people of SW London. It is now responsible for around 2,300 recruitment campaigns, up from 1,500 when it first launched two years ago.

Thanks to the work of the hub team, we have seen a reduction in the average 'time to hire' period from to 45 days in Kingston Hospital, as compared to 65 days this time last year. High vacancy rates seen earlier in the year, continue to reduce, which is very welcome news.

### **COVID-19 public inquiry**

The UK COVID-19 public inquiry has commenced. The NHS England inquiry team met with the public inquiry last week to understand the approach to how those organisations who delivered care will be asked to participate.

As a first step, the public inquiry will be conducting a short survey of trusts via a questionnaire, which we expect to receive this month. It is not going to be a request for a formal statement or be used in evidence; the understanding is that the inquiry is looking to inform itself on the sector's experiences of the pandemic.

To secure the best learning outcomes for the future, Kingston Hospital will be participating fully in this work. Director of Corporate Governance, Samuel Armstrong, is taking the lead for this work. Further information about the COVID-19 inquiry can be found on the [Inquiry website](#)

### Maternity digital strategy (2022-2025)

We are currently drawing up a new digital strategy for maternity services at Kingston Hospital, for 2022 to 2025. The strategy is informed by the Trust's and the ICS' overall strategic direction and digital strategies, local stakeholder views and national digital strategies and guidance.

Surveys and interviews with maternity service users and staff have helped us to identify themes and priorities which include deepening our infrastructure to improve connectivity in the community and providing more digital skills training for staff, improving information sharing between care settings, exploring digital tools to support people in pregnancy and introducing patient portals/apps to enable service users to view their hospital records and interact with staff at the hospital without the need to call or visit, and using data available from digital records to improve services and reduce health inequalities.

### Inspiration Fund

We had an excellent response to our first Inspiration Fund, launched in October. Colleagues across Kingston Hospital and HRCH were able to bid for charity funding to get their innovative ideas for improving patient care or the working lives of staff off the ground.

Thanks to support from Kingston Hospital Charity, there was £100,000 available and we were thrilled to receive over 80 applications across Kingston Hospital and HRCH. The shortlisting panel, which included a mix of clinical and non-clinical colleagues, invited shortlisted applicants to present to a panel of 'judges'. The judging panel included senior representatives from clinical and non-clinical areas, Kingston Hospital Charity and board members.

The final list of winning projects, and bidders, are:

- **Portable Lung Ultrasound on ITU** - Emily Orme, AHP Workforce Supply Project Lead
- **Serial casting for idiopathic toe walkers in paediatrics** - Marc Capper, Children's MSK Lead Physiotherapist
- **Portable handheld ultrasound for surgeons** - Ioannis Gerogiannis, Consultant General & Emergency Surgeon
- **Collaboration to reduce deconditioning in the elderly** - Juliet Butler, Acting physiotherapy inpatient operational manager
- **Moving forwards together (quality checkers for and by people with learning disabilities)** - Mark Sheen – Consultant Nurse & Clinical Services Manager Hounslow Adult Learning Disability Health Team
- **Virtual reality headsets for patients** - Rob Price, Consultant Geriatrician
- **Ultrasound-guided venous access in paediatrics** - Liza Hallinan, Paediatric Registrar
- **Vestibular assessment tool - video frenzel goggles** - Rebecca Mackenzie, Clinical Lead Falls & Bone Health Service

- **Veinsight VS500 scanner to draw blood samples** - Shaha Riadh, Phlebotomy Service Manager
- **Video microscopy in sexual health clinic** - Bav Nathan, Consultant Sexual Health and HIV Clinical Lead
- **EMMA Capnograph for neonatal intubation** - Adam Pope, Paediatric Consultant
- **Making messages memorable** - Sandie Cox, Adult Safeguarding Lead
- **Portable ultrasound for rheumatology** - Laura Attipoe, Rheumatology Consultant

These projects will now receive their allocated funding and applicants will be supported to develop and deliver their innovations. We look forward to tracking and sharing the progress with these bids in the weeks and months ahead.

### **Site development**

This year we have continued with our ambitious building developments on the Kingston Hospital site. In October, a new gynaecology outpatient building located at the hospital entrance on Galsworthy Road opened to patients. The new Willow Building is purpose-built for the Trust's gynaecology service, which sees over 2,000 patients each month. Outpatient and procedure clinics now take place under one roof, benefiting patients and staff.

Work to develop a three-story extension of the Bernard Meade Wing also began in October, coinciding with Kingston Hospital Charity reaching its revised £2m fundraising goal. Extending the Royal Eye Unit on the ground floor will create a dedicated area for the retinal service to treat the growing number of patients with age-related macular degeneration and other conditions that affect the back of the eye. Extending Sunshine Ward at first floor level will also create the space needed to develop a self-contained day oncology unit for children undergoing cancer treatment. This extension represents the second phase of works, following enhancements to the Royal Eye Unit's acute referral centre last year.

Work also recently started on site to build our new ENT (ear, nose and throat) and audiology outpatients department, located at the centre of the hospital site. The new single storey modular build will provide dedicated audiology consultation rooms, audiology booths, examination and procedure rooms, a hearing aid lab, and additional administration areas, improving the environment and experience for patients and staff. Work is due to be completed in early 2023.

Further improvement works are also planned for the Sir William Rous Unit, the Emergency Department and our radiology services.