CHIEF EXECUTIVE’S REPORT

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<td>Date of meeting: 24th May 2017</td>
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<tr>
<td>Purpose of the Report / Paper:</td>
<td>To provide the Board with information on strategic and operational issues.</td>
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<tr>
<td>For: Information ☒ Assurance ☐ Discussion and input ☒ Decision/approval ☐</td>
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<td>Sponsor (Executive Lead):</td>
<td>Chief Executive</td>
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<tr>
<td>Risk Implications - Link to Assurance Framework or Corporate Risk Register:</td>
<td>The issues outlined in this report touch on many of the Trusts objectives and risks</td>
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<tr>
<td>Link to Relevant Corporate Objective:</td>
<td>The issues outlined in this report touch on many of the Trusts objectives and risks</td>
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<td>Document Previously Considered By:</td>
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<td>Recommendations:</td>
<td>The Trust Board is asked to note and discuss the content of this report.</td>
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Chief Executive’s Report
May 2017

1. Introduction

This paper provides the Board with an overview of matters to bring to the Board’s attention which are not covered elsewhere on the agenda for this meeting. The Board is asked to note the content of this report.

2. Current developments not elsewhere on the agenda

2.1 General Election

Following the announcement of a general election on the 8th June, the Trust has updated its pre-election period guidance for staff to ensure that everyone is aware of the rules around this period as members of NHS staff. The Trust sits in the Richmond Park and North Kingston seat currently held by Sarah Olney and also cares for patients in the Kingston and Surbiton; Wimbledon; Walton and Esher; Twickenham and Putney constituencies. There is a high level of political interest and the Trust is responding as appropriate to requests for information and providing advice.

2.2 Roll-out of E-Referrals Programme

Roll-out of the E-Referrals Programme. This is an ambitious programme with a large degree of IT and each Region will have a dedicated e-RS Programme Manager in place (supplied by NHS Digital). There is an aim of having all Trusts on board by September 2017 at the latest. There are target deadlines of March 2018 for 100% utilisation rates and October 2018 for paper switch-off. The most significant change is within each and every GP practice which will take some organisation and change management.

2.3 Kingston Cancer Strategy

The Kingston Cancer Strategy 2017-2022 has been launched. This comprehensive strategy from the Kingston Cancer Strategy group which is supported by the Kingston Clinical Commissioning Group, Primary & Secondary Care, Public Health, Macmillan, Kingston Adult Social Services, the Royal Borough Council, Kingston Voluntary Action and Cancer Research UK.

Recognising that there are increasing numbers of cancer diagnosis and that advances in treatment and therefore survivorship, more and more services are involved in the care of our patients. In line with the national imperative to achieve world class outcomes for patients with cancer this strategy describes the local response.
The seven strategic priorities for Kingston for the next 5 years are:

- Prevention & public health
- Improve provision & uptake of screening
- Achieve earlier diagnosis
- Build on existing high quality services
- Support people living with and beyond cancer
- Improve access to high quality end of life care
- Improve patient experience

The strategy recognises that to achieve demonstrable improvements in cancer services in Kingston joint working across all services in a co-ordinated effort will be required. Report attached in Appendix 1.

2.4 **A&E transformation**

Ahead of this winter, the Trust is set to invest more than £1.5million in transforming and expanding its emergency care facilities. The work will include a £550,000 project to expand the Majors and Resus facilities that look after the most seriously unwell patients, and an investment of almost £1million to create a new dedicated urgent care centre. The trust has been awarded £963,800 from a national £100 million urgent care fund distributed by NHS Improvement.

2.5 **Kingston, Richmond & Surrey Downs A&E Delivery Board**

The Kingston, Richmond & Surrey Downs A&E Delivery board is a system wide board that meets once a month and is responsible for co-ordinating improvement of the Urgent and Emergency Care Pathway through collaboration. The Chief Executive of Kingston Hospital has succeeded as Chair of the A&E Delivery Board with effect from May 2017.

2.6 **Private Patient Services – Procurement**

The Trust has had a contract with BMI Healthcare for the provision of private practice since 2009 which will come to an end in 2018. Following a market review exercise the Trust launched a restricted procurement procedure at the beginning of May 2017 offering suppliers’ two options to bid for:

- Option A: New Build on the hospital site
- Option B: Use the existing facility on Coombe Wing

The procurement procedure involves a number of stages including an initial selection process, initial invitation to tender and final invitation to tender stage prior to contract award. It is anticipated that the contract will be awarded early in 2018.

A bidder’s day event was held at the Trust on Monday 22nd May 2018 to brief interested bidders and answer any questions they may have.
2.7 Brexit staff support group

The Trust support group for EU staff is continuing its work

On 4 April a group of 25 Trust staff, representing 9 EU nationalities met with local MPs Dominic Raab and Tania Matthias in a meeting chaired by the Director of Workforce. The MPs were quizzed by staff on the Government’s plans for assuring their status, the status of partners and relatives, future immigration rules and the hostility shown to staff post the EU referendum in June 2016. The MPs both gave assurances about the Government’s intention to secure the status of staff very early in the Brexit negotiations and offered to meet staff again.

Meantime the Trust’s work in this area has attracted national interest from NHS Employers with the Director of Workforce and Staff Lead (Pascale Varley) presenting to a national group on 22 May 2017. We will continue in our efforts to support our EU staff and await developments post-election.

2.8 Information Commissioners Report

The Trust received a planned visit by the Information Commissioner’s Office for a Data Protection Audit in April 2017. The Executive Summary of the report has now been published on the Information Commissioner website: https://ico.org.uk/action-weve-taken/audits-advisory-visits-and-overview-reports/kingston-hospital-nhs-foundation-trust/

The outcome was limited assurance (amber), which was disappointing but not unexpected. This is in line with more than half of Trusts already audited. An action plan is in place to address the recommendations and the Trust will provide updates to the ICO on progress.

2.9 Cyber-Attack

Following the cyber-attack that affected a number of NHS organisations, the Trust took the precaution of taking down the Trust’s email system while our security was reviewed and to ensure that the Trust’s IT systems were as protected as possible. The Trust’s IT team has an existing, robust programme in place for applying the security patches for systems as they are issued and the Executive Management Committee has reviewed the trust’s response to the cyber-attack and more generally the approach to cyber security.

The Trust’s IT team will continue to ensure that all the latest security patches are applied, and will continue to implement the cyber strategy we have been progressing including looking to further strengthen our cyber security expertise and capability. In addition, there will be an enhanced awareness programme launched for staff to ensure that all staff know what to look out for in terms of a threat and how to respond. The IT team worked tirelessly to respond to the threat and keep the organisation safe and operational and this really was a tremendous example of an...
entire team coming together for the benefit of the whole organisation, the patients and community.

2.10 Appointments

Director of Nursing & Patient Experience

After nearly four and half years in post, the Trust’s Director of Nursing and Patient Experience, Duncan Burton, will be leaving on promotion to take up the role of Chief Nurse at Frimley Health NHS Foundation Trust. There is no date currently agreed for Duncan’s departure.

Programme Director for APC - Alexandra Norrish

The current Programme Director for the APC, Alexandra Norrish, has been offered a job elsewhere and will be leaving SW London at the beginning of August. We are currently advertising for a Programme Director of the APC, who will be employed by and paid for by the four acute trusts and will focus on co-ordinating and developing joint working between the acute trusts, particularly around the productivity agenda. Over the next few days we will also be advertising for a Director of Acute Transformation who will work as part of the STP team leading on the development of the acute clinical model. This role will be employed and paid for jointly by the commissioners and providers.

Freedom to Speak Up Guardians

As reported previously, recruitment has been taking place to select the Trust’s first Freedom to Speak Up Guardian. The requirement for Trusts to establish this post was a recommendation from the report by Sir Robert Francis on the culture of the NHS. Zoe Brown has been appointed to the role with effect from 9th May 2017. Zoe is an experienced FTSU Guardian, and comes to us having successfully established the role in Cambridgeshire and Peterborough NHS FT.

3. Governance

3.1 Overview of Achievement of Corporate Objectives in 2016/17

Corporate Objectives for 2016/17 were developed during the period November to December 2015 and first approved by the Trust Board in January 2016. The objectives were subsequently refocused in the light of changing priorities during the year and the final version of the objectives was agreed in August 2016. During 2016/17 the Board tracked progress with delivery of the Corporate Objectives through the Board Assurance Framework (BAF). The BAF for Month 12 shown in Appendix 2 concludes the annual reporting process for the 2016/17 Corporate Objectives.
The Board is asked to note progress with the refocused Corporate Objectives under the headings of the Strategic Objectives to which they relate.

**Strategic Objective 1 – To ensure that all care is rated amongst the top 20% nationally for patient safety, clinical outcomes and patient experience**

Corporate objectives under SO1 focused on improvement in patient administration and delivery of outpatient services, improving Patient Safety in line with the Quality Strategy 2013-2017 and responding to actions from the CQC inspection.

A significant difference has been made to outpatient experience through completion of internal improvement work in the Main Outpatients department. Progress has also been made in patient administration through review of patient letters and addressing a recurrent complaint about incorrect consultant details in outpatient letters. The Outpatients improvement plan has resulted in a reduction in formal complaints each month from 7 in April 2016 to 2 in January 2017. PALS concerns relating to patient administration are also down from 46% in 2015/16 to 32% in 2016/17. There is further work to be done on patient administration across the Trust as a whole and this is due to be considered as an improvement project.

The Trust has made good progress in addressing actions from the CQC inspection and the Board will be completing a self-assessment exercise at the Board Development Forum in June 2017 which will provide more detail on this.

Progress with the Quality Improvement Goals (the 2016/17 measures of success for delivery of the Quality Strategy) is summarised elsewhere on the agenda in a separate report.

**Strategic Objective 2 - To have a committed, skilled and highly engaged workforce who feel valued, supported and developed and who work together to care for our patients**

Corporate objectives under SO2 focused on strengthening recruitment and retention, improving the working experience of BAME staff and developing a strategy for staff accommodation. As reported to the Board at the last meeting, staff survey results and workforce performance indicators show significant progress is being made under this strategic objective demonstrating some of the best improvements in the country on recruitment overall. Targets on reducing staff turnover and reducing agency usage were met during the year. There is more to be done to respond to issues for BAME staff raised in the staff survey. The Trust Board continues to retain the Workforce Committee for Board-level scrutiny in order to sustain improvement overall and the Chairman is chairing the working group leading implementation of plans to improve the health and wellbeing of staff which will assist the Trust to respond to the issues in the staff survey.
Progress has also been made on developing senior leaders and managers to lead the organisation and increase their effectiveness and support delivery of the SW London five year forward plan and transformation programme. This has included integration of education and training management and development of a new strategy.

The Junior Doctors contract was implemented as required and the Board received its first report from the Guardian of Safe Working, Dr Susannah McMorrow at the Board Development Forum in April 2017.

A review of the Trust's estates strategy is well under way to maximise the potential of the site and improve clinical operations and synergies. Further information on estates development planning is to be provided at the Board Development Forum in June 2017.

**Strategic Objective 3 - To work creatively with our partners (NHS, commercial and community/voluntary) to consolidate and develop sustainable high quality care as part of a thriving health economy for the future.**

Corporate objectives under SO3 focused on developing and implementing transformation programme actions across three strands (Hospital flow and length of stay; urgent and emergency care; outpatients) to assist delivery of revised new care models, as well as developing the Five Year Forward Plan for SW London and implementation of sub-regional plans to enable changes in bed base and outpatients. The Five Year Forward Plan was submitted to deadline and work continues with development of underpinning delivery plans, although progress with public engagement is currently on hold due to the General Election. Measurement of annual progress under SO3 is difficult due to the complexity of the issues and the extent of external collaboration needed for delivery; however the Executives have continued to play leading roles including chairing areas of work in key delivery groups.

**Strategic Objective 4 – To deliver sustainable, well managed, value for money services**

Corporate Objectives under SO4 focused on achieving top quartile performance for a range of productivity and efficiency measures, developing the operational management structure, and developing a mid-term strategy for the Trust.

The end of year financial outturn is reported in separate papers elsewhere on the agenda. Board members will be aware that the forecast outturn was revised in the light of a number of factors, including winter pressures, the adverse impact of an arbitration decision and a shortfall in delivery on plans in a small number of areas and that as a result the Trust will not receive STF funding in full. NHSI have been kept informed throughout.
Appointments were made to the key posts of Head of Productivity and Head of improvement, and further detail on the planned approach to the improvement programme in 2017/18 is reported separately on the agenda.

The Trust is continuing to explore various opportunities for a greater degree of collaboration with partners in SW London, particularly in relation to procurement and the staff bank. Outsourcing of operational management of the Staff Bank was agreed during the year so as to improve efficiency and service in the shorter term.

Development of the Trust's overall five year strategy has been delayed due to the political context and master planning has focused on supporting the SW London Five Year Forward View (STP) and sub-regional plans. However, progress has been made with development of individual internal strategies, including IM&T, Workforce, Health & Wellbeing.

Delivery of key operational trajectories and performance in year was very strong and consistent overall for the RTT trajectory and Cancer targets. Plans to complete RTT work for Merton/Wandsworth were not achieved as anticipated when the Corporate Objectives were refocused mid-year, although this outcome does not reflect the considerable effort made to provide support at short notice. Achievement of the A&E trajectory as set in the Annual Plan was challenging throughout 2016/17 despite significant focus on improvement and completion of planned tasks. However, it should be noted that the Trust's A&E performance compared well with that achieved by peers across London and nationally.

A review of the operational management structure was completed and as a result the Trust will move to management of service lines in two divisions (from three) commencing during May 2017. Two posts were introduced for Associate Medical Directors during the year, a Director of Workforce & OD was appointed and the HR function has been restructured.

In conclusion the Board is asked to note that good progress was made with Corporate Objectives for 2016/17, and that:

a) where progress was not made as anticipated this was in a managed process and the reasons for this were brought to the attention of the Board, the Council of Governors and the regulators (where relevant) during the year.

b) having to refocus objectives mid-year in two consecutive years is an indication of the challenges the Trust is facing and was helpful to increase focus – we need to be prepared to do it again if necessary and be responsive

c) despite concerns about senior management bandwidth, the Trust did well in 2016/17 to deliver some significant achievements, particularly in workforce and patient focused objectives
4. **Things to celebrate**

4.1 **Cancer performance**

The Trust has recently submitted its latest cancer performance to NHS England and for the very first time ever, the trust achieved all cancer targets within each month, by quarter and sustained the performance for the whole of the 2016-17 financial year. We are one of a very few trusts in the country to achieve this and it is a particularly special achievement having been in the position two years ago where the organisation was consistently failing on three of the targets and is now in a position where referrals are increasing and the targets are still being achieved.

4.2 **CHKS awards**

The Trust was delighted to win two awards at the recent CHKS Top Hospitals awards. The Trust was named as one of the Top 40 hospitals for the 17th year in a row and is the only organisation to achieve this accolade. In addition to the Top hospital award, we also received the first ever CHKS national healthcare efficiency award, which recognises the organisations that have achieved high standards of operational excellence and outperform their peers on a range of 14 efficiency indicators that support care quality and patient outcomes. The award highlights the Trust’s excellent performance in a number of areas of efficiency including the average length of hospital stays, rate of emergency readmissions and the percentage of A&E attendances departed in four hours. All of these factors aid reduced delays to discharge, meaning shorter waits for patients in A&E.

4.3 **Nursing and Midwifery Conference**

On International Nursing Day – 12th May – and what would have been Florence Nightingale’s 197th birthday, the Trust held its annual Nursing and Midwifery conference. One of the keynote speakers was Oliver Shanley, Regional Director of Nursing for London, who spoke of the difference every nurse and midwife, health care assistant, midwifery support worker and clinical nurse specialist makes every day and he told our colleagues that they inspire him. The Chief Executive of the Royal College of Midwives Cathy Warwick was also in attendance all day and spoke about maternity and midwifery in the future. It was also fantastic to hear from a range of staff about their roles and their work and each presentation gave time to pause and reflect on what everyone does and the individual contribution every nurse and midwives makes in the hospital. The annual nursing and midwifery awards were also presented and the winners were:

- Shining Star (Midwife) – Karen Hopkins
- Shining Star (Nurse) – Claire Neely
- Shining Star (Midwifery Support Worker) – Janet Hutchinson
Shining Star (HCA) – Brian Nogueiro
Alu Chatterji Theatres award – Recovery Team
Patients’ Choice – Alberto Barea
Nursing team of the year – Isabella Ward
Midwifery team of the year – Homebirth team
Rising Star – Alvin Sayat
Outstanding care award – Hardy Ward

4.4 Dementia Conference

At the end of April the Trust held its second Dementia conference to discuss the progress that has been made in dementia care since the introduction of the 2014-2017 dementia strategy. The conference was fortunate to welcome Nicci Gerrard, the founder of John’s Campaign, to give the keynote speech and Tim McLachlan from the Alzheimer’s Society spoke about how the charity are working towards a ‘dementia-friendly London’. The conference also focused on how the Trust can improve dementia care even further and initiated the creation of our next dementia strategy – 2017-2020. One of the focuses will be how the Trust can improve partnerships with community care providers such as care homes and GPs, and focus on care for people with dementia in non-inpatient areas of the hospital.

4.5 Careers Day

The Trust held its first Careers Day on Saturday 20\textsuperscript{th} May and the event provided people from the local community with the chance to explore the many different career opportunities the NHS and Kingston Hospital have to offer. The event called ‘Find your future’ showcased careers across the hospital including nursing, midwifery, pathology, medicine, finance, IT, HR and physiotherapy and attendees were about to try some of the specialist equipment and attend short ‘day in the life’ presentations. The Trust also highlighted the Apprenticeship scheme and roles on offer.