

THE HILLINGDON HOSPITALS NHS FOUNDATION TRUST UPDATE

Relevant Board Member(s)	Councillor Jane Palmer
Organisation	London Borough of Hillingdon
Report author	Jason Seez, Acting CEO, THH
Papers with report	None

HEADLINE INFORMATION

Summary	To update the Board on developments at The Hillingdon Hospitals NHS Foundation Trust.
Contribution to plans and strategies	The items above relate to the Trust's 2020/21 Plan and supporting strategies.
Financial Cost	None
Ward(s) affected	N/A

RECOMMENDATION

That the Health and Wellbeing Board notes the update.

INFORMATION

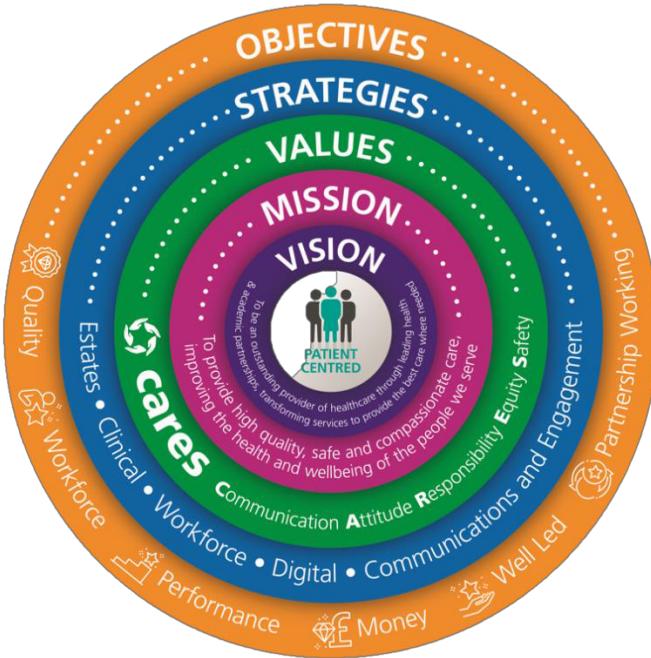
Supporting Information

The Hillingdon Hospitals NHS Foundation Trust Recovery Plan Context

Board Level Changes

Sarah Tedford has stepped down as CEO having decided to centre her life nearer to her family in the Midlands. Sarah's achievements were significant as CEO, we wish her every success in her future career, thank her for her great commitment to the Trust and for all she did for Hillingdon and Mount Vernon Hospitals.

Figure 1: Trust Purpose



Of note is that the centre of the organisation's existence, and therefore the centre of the circles, is the patient. The Trust has a vision and mission, which sets out what we want to be and do. There is a set of behaviours which we seek to embody, and a number of strategies which set out the road map for our future development.

The purpose of the Trust is underpinned by the CARES+ improvement practice, which seeks to develop a culture of continuous improvement. Our improvement practice builds on our core values of Communication, Attitude, Responsibility, Equity and Safety.

For 2020/21, we will continue to have six objectives for the Trust

- Quality
 - We will deliver consistent high quality care
- Workforce
 - A great place to work!
- Performance
 - We will deliver the right care at the right time for our patients
- Money
 - We will live within our means
- Well led
 - We will empower our people to deliver
- Partnership working
 - We will develop sustainable models of care centred around our patients

Quality

Care Quality Commission Inspection 2020

In August 2020, the Care Quality Commission (CQC) conducted an unannounced inspection at Hillingdon Hospital of our COVID-19 pandemic planning and our infection, prevention and control practices. As a result, the CQC served a Section 31 notice on the Trust, with the requirement for us to improve across five key areas:

1. Health and safety
2. Fit mask testing
3. Environmental risk assessments
4. Infection Prevention and Control (IPC) action plan
5. The management of our education centre

To address the issues raised by the regulator, considerable energy and effort has been put into making immediate improvements, clearly demonstrating that the Trust takes safety with the utmost seriousness; this work will continue at pace. The Trust fully understands that the safety and wellbeing of its patients and of its staff must be at the heart of everything it does.

COVID-19

The Trust has worked with colleagues in the North West London Integrated Care System (NWL ICS) to plan for and work through the national requirements to manage patients during the COVID-19 pandemic. Services were rapidly changed in March and April to create physical and workforce capacity to safely manage these patients. Plans were made in line with national and regional guidance, with the welfare of our staff and patients at their heart. The number of patients being admitted with COVID-19 peaked in April and has slowly reduced and plateaued from May 2020.

The Trust continues to deliver the requirement of providing face coverings to all staff and patients attending the Trust. The Trust's staff who are required to be 'fit mask tested', have been, and the Trust has introduced a system so staff can easily identify which of the several different types of masks they have been fit tested for, thus allowing for variations in supply. New national guidance on IPC and personal protective equipment (PPE) was received on Friday 21 August 2020, and Trust procedures have been updated to reflect changes. Additional signage has been provided across our sites and particularly in clinical areas to ensure staff are clear of the PPE requirement in each zone.

The Trust continues to take required actions to ensure that our response to the COVID-19 pandemic ensures the ongoing provision of safe patient care, whilst supporting the safety and wellbeing of our staff.

Workforce

The Trust recognises that our staff are our most important asset. Development of a committed and supported workforce is a key objective for the organisation. The NHS People Plan was published in July 2020; the Plan reinforces the importance of ensuring the NHS focuses on the experience and wellbeing of our people.

Money

At present, the Trust is showing a breakeven position as required by the interim financial regime (introduced across the NHS as part of the national NHS approach to pandemic planning) for the period April to July 2020. The Trust continues to develop transformation and efficiency plans, ensuring we continue to improve the quality of care we provide to our local population, in tandem with becoming more efficient in how we provide services.

Partnership working

The Trust continues to build upon its clinical services strategy which was clinically led and developed in partnership with all of its local stakeholders. As part of the Hillingdon Health and Care Partnership and the wider North West London Integrated Care System, we continue to develop new models of care and ways of working to improve the services we provide to the population of Hillingdon.

Significant progress continues with the new Hillingdon Hospital, and the Trust Board approved the submission of the draft Strategic Outline Case for the redevelopment of Hillingdon Hospital to NHS England/Improvement on 28 July 2020. A full rebuild on the Hillingdon Hospital site has been identified as the preferred way forward. The Strategic Outline Case will be finalised for Board sign off in October 2020 following receipt of comments from NHS England/Improvement. More detailed planning is starting now to develop the Outline Business Case, alongside widespread engagement with our communities to inform the development of plans.

In July 2020, the Trust installed one of its two modular buildings and is ready to move patients in from 1 September 2020. The completion of this development allows us to provide much-needed decant and temporary space at Hillingdon Hospital. Patients from Hayes ward are due to be moved into 'Seacole' (the new name for the modular building) from 1 September 2020 and this will be home to the ward for the foreseeable future as part of the Trust's decant strategy, allowing for refurbishment of those parts of the hospital which require it most.

BACKGROUND PAPERS

NIL.