The Queen Elizabeth Hospital King's Lynn
NHS Foundation Trust

Meeting:	Board of Directors (in Public)		
Meeting Date:	4 May 2021	**Agenda item:**	7
Report Title:	Chairman's report		
Author:	Professor Steve Barnett, Trust Chairman		
Executive Sponsor:	N/A		

Implications					
Link to key strategic objectives *[highlight which KSO(s) this recommendation aims to support]*					
KSO1	**KSO2**	**KSO3**	**KSO4**	**KSO5**	**KSO6**
Safe and compassionate care	**Modernise hospital and estate**	**Staff engagement**	**Partnership working, clinical and financial sustainability**	**Healthy lives staff and patients**	**Investing in our staff**

Board assurance framework		
Significant risk register		
	Y/N	If Yes state impact/ implications and mitigation
Quality		
Legal and regulatory		
Financial		

Assurance route	
Previously considered by:	N/A

Executive summary					
Action required: *[highlight **one** only]*	Approval	**Information**	Discussion	Assurance	Review
Purpose of the report:	The paper informs the Board of key updates and developments during April 2021.				
Summary of Key issues:	This report summarises activity during April 2021, which includes an update on Norfolk and Waveney system developments, the Trust's strategic developments and the Chairman's diary.				
Recommendation:	The Board is asked to note this update.				
Acronyms					

Chairman's Report – May 2021

1. An outward-looking perspective

As a Trust we continue to engage proactively with the developing system thinking in relation to Provider Collaboration with robust discussions taking place at the Norfolk and Waveney Hospitals Group Committees on 12 April 2021 and further dialogue planned at the forthcoming meeting on 10 May 2021. We have discussed the opportunities in relation to Provider Collaboration in detail with our Board, Council of Governors and Senior Leadership Team to enable us to have a clear mandate as we move forward with this work and as we agree on the 'common ground' between the three providers so that we can look to shape the right model for the Provider Collaboration and most importantly, put in place the right arrangements that will lead to positive improvements for the experience of patients and staff. Mindful that the Trust also serves patients from south Lincolnshire and east Cambridgeshire, the Trust is also working closely with United Hospitals Lincolnshire and North West Anglia NHS Foundation Trust on Acute Provider Collaboration. Alongside this work we continue to focus on Place-based care in West Norfolk with further meetings with colleagues from Lincolnshire planned on 4 May 2021 and the first meeting of the West Norfolk Clinical Leadership Group planned for 27 April 2021.

2. Trust Matters

The Spring 2021 edition of *Trust Matters* (the Trust's Governors' newsletter) has been produced and is available online and in print, which will be distributed shortly in hard copy, including to our public members.

The latest edition looks at the Trust's journey to administering over COVID 30,000 vaccinations, and sets out what the next year has in store with the Trust's high level priorities for Year Two of our Corporate Strategy and how QEH will further improve patient and staff experience in the year to come.

This edition also features stories on the appointment of our new substantive Chief Nurse and Director of People, the imminent opening of our new Cancer and Wellbeing Support Centre and an update from our research team on their successful achievements in Breast Cancer research and COVID-19 research.

3. Maternity Bereavement Suite

Good progress continues to be made with the Trust's new Maternity Bereavement Suite. Service users and the Maternity Voices Partnership are giving their feedback on the type of furniture and aesthetic they feel would be best for the Suite as we move to looking at decorating and providing comforting extras to bereaved families. The aim is for the unit to be completed and operational by Autumn 2021.

A huge well done to our 35 brave Team QEH Skydivers, who have raised over £13,500 for furnishings and extra items for the Suite, and who took the leap earlier this month in aid of the project.

I would also like to extend my appreciation to the Lynn News for their fantastic support over the last year during the time this important development has been the Trust's local newspaper's Charity of the Year. The support from the Lynn News and our local community has been second to none.

4. Cancer Wellbeing and Support Centre

The Cancer Health and Support Centre is on track to commence providing services to patients in May 2021, initially in a controlled and limited way. As lockdown restrictions ease, activity will increase towards full utilisation later this year. The Cancer Wellbeing and Support Centre is a key strategic project for the Trust, as detailed in QEH's Corporate Strategy and year two milestones. Its main purpose is to support cancer patients and their families. The project's capital budget of £625,000 was generously funded by Charitable Funds from the QEH Charity. An official opening event is planned to take place towards the end of June 2021, subject to the lifting of social distancing and meeting size constraints changing.

5. New Hospital campaign

The Trust's campaign to attract significant capital funding to bring a new hospital to King's Lynn and West Norfolk continues to gather momentum with strong support from regional media, the local community, politicians and a wide range of external stakeholders who are fighting our cause. The Trust has commenced the development of a Strategic Outline Case to further strengthen the compelling case it submitted last year, and is determined to continue lobbying hard to position QEH to be one of the further eight new hospitals that are due to be announced later in the year.

6. Remembering HRH, The Prince Philip, the Duke of Edinburgh

We were all incredibly saddened to learn of the death of His Royal Highness, The Prince Philip, Duke of Edinburgh, and on behalf of all the staff and patients at QEH we have expressed our condolences to Her Majesty The Queen on the passing of her husband. We invited our patients, their families and staff to share their messages of condolence, in recognition of the life he spent in the service of the people and for championing West Norfolk.

Our Vice Chairman and Deputy Chief Executive represented the Trust at a special remembrance service of his Royal Highness, the Duke of Edinburgh, attended by representatives and partners from across West Norfolk, held at King's Lynn Minister on 16 April 2021.

7. Recruitment updates

I am delighted to welcome Sue Hayter to QEH as our new Non-Executive Director. Sue joins QEH in May 2021, bringing to the Trust Board very extensive nursing experience and significant experience of working at senior management and Board level in the NHS. A former Matron and Chief nurse with over four decades' service, Sue has held a number of senior managerial positions, including Director of Patient Safety and Clinical Quality at NHS Suffolk. Since retirement she has worked for a range of NHS organisations in Suffolk and Norfolk as a professional advisor with her last role being Nurse Advisor to West Norfolk CCG where she worked closely with the nursing team at QEH and gained an understanding of the health services in West Norfolk, and the particular issues specific to the residents of not only West Norfolk but the neighbouring counties of Lincolnshire and Cambridgeshire.

I would also like to welcome Alice Webster, our new substantive Chief Nurse, to her first QEH Board meeting in May 2021. Thank you to Carmel O'Brien for the important contributions she has made to our improvement journey during her time at QEH as Director of Patient Safety and in recent months as Interim Chief Nurse ahead of Alice's arrival. Thank

you also to Edmund Tabay for taking on the role of Interim Director of Nursing in this period to ensure a smooth transition.

8. The Chairman's diary

I sat on the interview panel for the position of our substantive Director of Patient Safety, which later saw the successful appointment of Lou Notley. Very many congratulations to Lou.

I attended the Committees in Common meeting and the Interim Integrated Care System Partnership Board Public meeting last month, which was the first meeting in public, and chaired QEH's Governor's Council meeting. I also chaired the Providers Collaborative informal meeting with our Board and Governors.

9. Looking ahead

The launch of our corporate strategic priorities for the coming year provides a roadmap for the Trust's operational recovery and sets a tone of renewed optimism across the organisation. Our reset plans reflect the regional priorities of the wider Norfolk and Waveney system, which in turn are driven by new recently-published national NHS guidance. QEH's clear focus is on bringing down waiting lists and restoring services as quickly and efficiently as possible. At the same time, we have a laser-like focus on staff wellness and on nurturing our managers and leaders to rise to the challenges and opportunities presented by the emerging real world changes in the wider health and care system, so that we further improve the experience for our patients and their families.

This month sees the introduction of some fundamental changes in the NHS system nationally and locally. Most notably for QEH, the new Integrated Care System (ICS) came into being at the beginning of April 2021 - the Norfolk and Waveney Health and Care Partnership. These new partnerships will co-ordinate services and enable planning in a way that improves population health and reduces inequalities between different sectors of society. This new landscape heralds the start of more closer working with James Paget and Norfolk and Norwich Hospitals so that we can further improve the experience of our patients and staff and start to realise the benefits of Place-based care.