Agenda item 20 –Appendix 1

The Queen Elizabeth Hospital King's Lynn NHS Foundation Trust

Committee Annual Report

Annual Report of:	Education, Research and Innovation Committee
Annual Report Period:	April 2020 – March 2021
Chair:	Dr Claire Fernandez, Non-Executive Director
Report to:	Board of Directors (in Public)
Date:	4 May 2021

1 CHAIR'S SUMMARY

In April 2019, the Trust had 3 GMC conditions imposed upon it and had various medical students and doctors in training removed by its partner universities and Health Education England. As such, the work of the Education, Research and Innovation Committee was vital in providing assurance to the Board that the education team had learnt the lessons from these conditions, formulated and enacted a robust action plan.

This year has seen the introduction of a new Non-Executive member who has taken over as Chair of the Committee from the Trust Chairman, from October 2020. The Trust also commissioned an external review of education and learning which was presented to the Committee in March 2020. Since then, the Committee has overseen the work leading to the lifting of all of the GMC conditions, our removal from enhanced monitoring, and the return of all medical student and doctors in training placements to the Trust. A new Head of Education, Learning and Research was also appointed who took up the post in January 2021. They are developing an action plan in response to the external review, with the aim of making every clinical encounter in the Trust an opportunity for learning and for research.

The Trust has partnered with the College of West Anglia (CoWA) to develop a new School of Nursing, and this is due to recruit its first intake of 20 students onto the new Level 5 Nursing Associate Programme in January 2022. A nursing project manager has been appointed to oversee curriculum development and validation. The complexity of this process has led CoWA to work in partnership with Anglia Ruskin University (ARU) and ARU will, via the NMC, register COWA as a bespoke provider from ARU; this new development may delay recruitment to the programme slightly but the narrative and priority remains for recruitment to the Nursing Associate Programme to start in Quarter 4 2021/22.

After nearly a year vacant, the post of Head of Nursing, Midwifery and Allied Health Professions' Education was recruited to in October 2020. The post holder was the Senior Quality Lead at Health Education England, and she joined the Trust in early March 2021.

This year, we also faced the pandemic. This has necessarily impacted on research, innovation and education. However, paradoxically the heightened need for research to address this public health emergency led to a further improvement in the recognition of research, and all clinical staff have been encouraged to contribute to COVID related studies. As a consequence, this year has seen a record number of research accruals: with 1959 relating to COVID research as well as 217 relating to non COVID studies across 32 specialities. A new Research and Development Lead and Research Director have also been appointed who started January and April 2021 respectively bringing new ideas and energy to the team.

Many of our teams embraced innovation during the pandemic, with widespread adoption of new technologies to support clinical care and teaching in the face of social distancing requirements. Specific milestones were also met with the CE marking of the SAFIRA device, and the completion of the work on Arterial Glucosave for the MedTech Accelerator grant. SAFIRA's first use in humans happened in the Trust, and national ethical approval has been obtained for the Trust's first international post marketing clinical follow-up study. Our partners in this study are based in the USA and Australia. We are working with the Exovent charity to help develop their negative pressure ventilator, and possibly run their clinical trials in the Trust.

The Committee Chair would like recognise the support, flexibility and commitment shown by the medical and non-medical education teams, junior doctors, SAS and LED doctors and the research and development team during the course of the this year and their response to the COVID-19 pandemic.

2 PURPOSE OF COMMITTEE

The Education, Research and Innovation Committee is established to advise the Trust Board on all aspects of education, research and innovation. The role of the Committee is to provide assurance to the Trust Board on the quality of multi-professional education provided to all of its staff, as well as to update the Committee on research and innovation activity:

Education

- To promote a professional, open and supportive learning environment for the Trust's post-graduate trainees and multi-professional students

- To secure and provide assurance:
  - of the Trust's capacity to deliver a high standard of education (including medical, nursing and Allied Health Professional (AHP)
  - of effective relationships and communications with Health Education East of England (HEEoE), regulators and universities / colleges
  - of effective relationships and communications with the Trust's post-graduate trainees and multi-professional students, so that trainees and students are able and encouraged to report concerns and share good practice
  - that any concerns raised by the Trust's post-graduate trainees and multi-professional students are listened to and acted on
  - that educational supervisors / trainers are appointed, remunerated and available (reflected in job plans)
  - that educational supervisors and trainers are accountable for the delivery of high-quality education and training

- that clinical supervisors are supported by the Trust and educational supervisors to provide effective clinical supervision and training
- that the Trust's post-graduate trainees and multi-professional students are supported effectively - including their pastoral support and accommodation needs
- that post-graduate trainees and multi-professional students report high levels of satisfaction with their education and learning experience at the Trust
- that any findings / recommendations of HEEoE, including those relating to culture and behaviours are effectively and sustainably addressed in a timely way
- that any findings of the Guardian of Safe Working Hours (as reported to the Board of Directors) are effectively addressed in a timely way

Research

- To ensure that appropriate and effective research is undertaken at the Trust, in line with good clinical practice
- To ensure that the Trust actively supports and encourages its staff to take part in research programmes

Innovation

- To encourage and support a culture of innovation
- To oversee and endorse the Trust's work developing new medical devices and techniques, as well as other clinical and non-clinical innovation
- To oversee the optimisation of the Trust's profile and reputation concerning innovation

The Committee has a key role in promoting the Trust vision and Values "We *Listen, We Care, We Act*", and in developing the culture of a learning across the organisation, seeing every clinical encounter as a possibility for research, innovation and learning.

3 KEY BUSINESS

The Committee structures its agendas to focus on the education and training, research and innovation, and finally on regulatory and governance functions to promote a professional and supportive learning environment for the Trust's post graduate trainees and multi professional students. An overview of Committee business, which is scheduled in a detailed forward plan, is outlined below:

Education and Training

All education specific metrics including but not limited to:

- Bi-monthly report on Medical Education
- Bi-monthly update on Nursing, Midwifery and AHP education
- Quarterly report on junior doctor exception reporting and any other concerns from the Guardian of safe working
- Junior doctor bi-monthly verbal update
- SAS and LED tutor biannual report on non consultant doctors not in formal training programmes
- Annual medical student progress report (for both Cambridge and Norwich medical schools)
- Quarterly and annual Foundation Programme Director progress report

Research and innovation

- All research key metrics as outlined in the trust integrated performance report and in line with CRN funding and governance
- Quarterly innovation report
- Quarterly research report

Regulatory and governance

- Review of existing and new risks

Other Annual Reports

- DME Annual Report
- Non-Medical Education Annual Report
- Research and Innovation Annual Report

The Committee also welcomes a presentation from each clinical Division focusing on the education, research and innovation agendas once each year.

4 CHALLENGES IN THE PERIOD / ASSURANCE GAPS

COVID-19 Pandemic

The Committee responded to the COVID-19 pandemic, requesting regular reporting into the Committee on how this has affected staff access to regular planned education, and how this has impacted on the junior medical staff rotas as well as staff redeployment. The Committee has also requested updates on what additional education and training requirements the pandemic has posed for example upskilling staff prior to redeployment, on COVID specific clinical guidelines and on caring for patients outside of ITU on non-invasive ventilation.

5 BUSINESS CASES CONSIDERED

Business Case	Decision	Date
None		

6 POLICIES/PROCEDURES RATIFIED IN THE PERIOD

Policy	Date ratified
None	

7 COMMITTEE EFFECTIVENESS REVIEW AND SELF ASSESSMENT AGAINST TERMS OF REFERENCE

The Committee undertook an effectiveness review during February and March 2021 and reviewed the outcomes from this process and Terms of Reference at the Committee's meeting in April 2021.

Committee Effectiveness Review

The Committee has effectively brought research and education into focus within the organisation and provided support for the medical education team.

Actions to be taken forward in response to the review include:

- Providing new committee members with an appropriate induction
  - providing an induction pack and an opportunity to meet the Committee Chair
- Increase Non-Executive Director membership to provide wider NED discussion and challenge
- Review Committee membership to ensure cross membership with the People Committee
  - Proposed the Director of People join as a new member of the Committee
- Increase visibility of the Committee Chair
  - Inclusion of the Committees chaired in respective NED pen-portraits on website and intranet
- Incorporating cross committee business that requires consideration by another Committee within Chair's Assurance Reports

Terms of Reference

The Committee undertook a self-assessment against its terms of reference in April 2021.

	Compliant Y / N	Commentary and action plan where non-compliant
Key responsibilities	Y	
Accountability and relationships	Y	In recognition of the inter-dependency between the Committee and the People Committee, strengthening cross NED and/or Executive Director membership of these two Committees will help to ensure triangulation and assurance
Membership and attendance	Y	See 'COVID-19 Pandemic – adjustments to governance arrangements' and section 8 below
Quorum	Y	
Frequency of meetings	N	Within the 12 month period it was agreed to reduce the number of meetings. Following a pause in April and May due to COVID, the Committee meetings resumed on a bi-monthly basis from June 2020 onwards, in recognition of the progress achieved within education, research and innovation
Rules	Y	There has been increased effort to ensure that agendas and papers are issued in line with requirements
Reporting	Y	Chair's Assurance Reports from each Committee meeting reporting assurance, escalated risks and recommendations where decisions are required, have been provided to the meetings of the Board of Directors

Proposed adjustments to the Terms of Reference for the year ahead in the light of this exercise will be put to the Board for approval.

COVID-19 Pandemic – adjustments to governance arrangements

In March 2020 the Board made adjustments to its governance arrangements around the Trust's Board, Committees and Governors' Council / Committees to ensure the Trust responded to the COVID-19 pandemic in a way which was proportionate to the worsening circumstances. The measures sought to maintain effective corporate governance arrangements, while adhering to national guidance about social distancing, and recognising the operational pressures being experienced by the Trust's executive, clinical and operational teams.

From March 2020, Education, Research and Innovation Committee meetings continued to take place but meeting virtually, for a shorter duration (1 hour) with fewer executive director colleagues in attendance and with flexible requirements for attendees to join remotely only for their specific sections. This enabled continuation of priority Committee business throughout the pandemic.

From January 2021 – March 2021, with the national lockdown and significant operational pressures on the Trust, meetings were again reviewed with the aim of keeping business to 1 hour where possible, with reduced attendance from staff. The agenda item of Divisional Presentations was postponed due to operational pressures and will be reintroduced from April 2021.

8 MEMBERSHIP ATTENDANCE

Member's Name / Title		Attendance	Sub Attended
CORE MEMBERSHIP			
Steve Barnett	Trust Chairman (Committee Chair to September 2020)	2/4	
Claire Fernandez	Non-Executive Director member from September 2020 Committee Chair (from October 2020)	3/3	
	Non-Executive Director*	0/0	
Frankie Swords	Medical Director	4/4	
Raj Shekhar	Director of Medical Education	4/4	
	Medical Education Group Chair		
Edmund Tabay	Multi-professional Education Group Chair	3/4	
VACANT	Head of Education and Development, Non-Medical		
Libby McManus and Dr April Brown	Chief Nurse*	0/0	4/4 (sub)
CORE ATTENDEES			
Antonia Hardcastle	Research Lead	4/4	
Zaheer Babar	Guardian of Safe Working	2/4	
Cath Castleton	Director of HR*	0/0	
Cristian Ilie	Research Director	0/4	
Phil Carver	HEEoE Representative	0/0	
Jeannette Richardson	Post Graduate Medical Education (PGME) Representative	3/4	
Harold Geogloman / Abhay Bagewadi	Foundation Programme Directors	1/4	
Rebecca Perris	Post Graduate trainee	2/4	

*Attendance includes representation by a deputy. *Agreed reduced attendance during COVID-19.*
Shaded boxes indicate members no longer in post

9 OUTSTANDING ASSURANCE GAPS / RISKS AT THE END OF THE PERIOD

- Research accruals are likely to reduce for 2021/2022 as the number of patients under our care with COVID continues to fall.
- Innovation has the possibility to expand if the proposed case to develop an innovation hub is supported in the new year.
- The long standing vacancy in the multi-professional education lead has presented a significant challenge to the effective functioning of the Committee. The recent appointment is very positive news and the post holder has the potential to build on the excellent progress made over the last year, although the handover period itself carries the risk of a loss of momentum.
- Medical education remains vulnerable due to the clinical workload associated with the pandemic, and the conflicting demands of service and education requirements. However, the Director of Medical Education has strengthened his team with the appointment of a new deputy and close working relationships with the Deanery and with the Junior Doctors' Forum should ensure that this is preserved and given the support and recognition required.

10 CONCLUSION

The Committee has fulfilled all of its core functions, and overseen a significant improvement in the oversight and quality of education, research and innovation provided at the QEH. This has been exemplified by the positive feedback received by the GMC, NMC and other external partners in the Oversight and Support Meeting and Oversight and Assurance Groups, as well as by the removal of the GMC conditions and a return of all medical students and doctors in training.