Agenda item: 19e

The Queen Elizabeth Hospital King's Lynn
NHS Foundation Trust

Committee Chair's Assurance Report

Report to:	Board of Directors (in Public)
Date of meeting:	4 May 2021
Title of Report:	Assurance Report from the Senior Leadership Team
Recommendation:	For information
Chair:	Caroline Shaw, CEO
Purpose:	The report summarises the assurances received, approvals, recommendations and decisions made by the Senior Leadership Team at its meeting on **20 April 2021.**
Background:	The Senior Leadership Team meets monthly and provides assurance on the day-to-day operational management of an effective system of integrated governance, risk management and internal control across the whole organisation's activities, both clinical and non-clinical, which support the achievement of the organisation's vision, mission and objectives.
Item for assurance	CEO update - Welcome to new members of the meeting - SLT were assured by the positive performance achievements in the last financial year (2020/21) and thanks were given for all of the hard work undertaken in the context of the COVID pandemic - Recognition that we are now in a new financial year with clear priorities such as recovery, culture and engagement within the organisation including specific areas of focus such as Radiology and Maternity. Clear expectations that all leaders within the organisation need to ensure that they are working with their teams to reinforce positive messaging.
Item for assurance	Transition governance – Andrew Palmer in attendance - SLT were assured by the current representation from QEH on the key ICS transition governance groups. - SLT noted the current ICS development plan including timescales of September 2021 for delivery and transition to April 2022. Provider Collaborative - SLT noted and agreed to the principles as agreed at the Norfolk and Waveney Hospitals Group Committees meeting on 12 April and the subsequent Board and Governors Council

	session on 14 April in relation to Provider Collaboration. The importance of being part of the work was noted in balance with delivering the Trust's clear internal priorities.
Item for assurance	Q4 Corporate Strategy monitoring - SLT were assured by the progress made in relation to the year one Corporate Strategy metrics, but noted the clear areas of under-performance and reinforced the need to ensure that there is a clear focus on these areas aligned with recovery and restoration as the Trust moves into the new financial year.
Item for assurance	Year 2 Corporate Strategy - SLT noted the final year 2 Corporate Strategy document. - Clear request for all members of SLT to disseminate the document and messages with their teams to ensure that there is a clear understanding of the key priorities throughout the organisation.
Item for assurance	SLT Terms of Reference - Minor amendments made to quoracy and membership - SLT approved the revised Terms of Reference which will come to the Board on 4 May 2021

Item for assurance	Operational Management Group
	
	- The Terms of Reference for OMG were noted. Further work required to finalise. To be brought back to SLT in May 2021
	- Chairs Assurance Report;
	SLT noted that further work was required in relation to the CAR and that an improved report would be shared for May SLT
	SLT were assured by the key actions which have been undertaken in relation to the identified pieces of work discussed at the OMG meeting;
	  - Operational Planning guidance received and disseminated
	  - Ward reconfiguration approved. Implementation Plan in development and will be presented to the next OMG meeting. To be presented to SLT in May 2021.
	  - Ward Clerk review - presented to OMG in draft. Further work is required to finalise the work in April. To be presented to SLT in May 2021.

Item for assurance	COVID-19 update - SLT noted the content and agreed that going forward operational updates will be provided in light of recovery and restoration - SLT were assured by the progress in relation to Duty of Candour and confirmed that monthly updates to SLT will be provided - SLT reinforced the understanding that adherence to basic IP&C

	measures is essential and this message must be passed down to all teams
Item for assurance	Integrated Performance Report - SLT were not assured in relation to the noted increase in Serious Incidents in month - Performance of 44 against the trajectory of 49 for CDiff for the year was noted - SLT noted the amended graphical format to support the mortality data to enable greater interrogation and understanding - SLT noted the improvement in complaints performance in month and that further work is underway recognising that this is a key area for improvement - SLT noted the improvement in A&E and Ambulance Handover performance in month and the 1 x 12-hour A&E breach which was due to a mental Health delay - SLT were not assured by Cancer performance in 62-day referral to treatment / 31-day subsequent treatment and 62-day screening. It was noted that patient choice and small numbers of patients receiving treatment did affect performance in month - SLT were not assured in relation to 18-week RTT performance / Diagnostic waiting times and Stroke performance metrics but noted the significant work which is underway in relation to recovery and restoration - SLT were assured by the month 12 and full year financial performance including CIP recovery. - SLT noted the minor improvements within some of the key workforce metrics but were not assured in relation to sustainable delivery. Item for escalation; - SLT reiterated the need for divisionally led clear and robust recovery plans in relation to Planned Care metrics, including 18-week RTT and DM01 (Diagnostic) performance, recognising that this work is underway led by the DLTs. - SLT recognised the importance of improving performance for all workforce metrics delivery of which must be driven by the divisional and corporate leadership teams.
Item for assurance	Clinical Governance Executive Group - The Chairs Assurance report was noted with no items for escalation.
Item for assurance	Risk Register - SLT noted the Risk Register and confirmed the need to ensure that it is updated for May's SLT meeting to reflect where the Trust currently is in relation to COVID

Item for assurance	Clinical Governance Executive Group
	
	- The Chairs Assurance Report was noted.
	- Items for escalation
	  - The Learning from Deaths work is on-going. The need for Divisional representation from Medicine was reiterated and confirmation of a plan for attendance was requested. SLT noted the request and confirmed representation.
	  - IPOC – significant programme underway to support required improvements in the pathway of care

Item for assurance	Investment and Capital Planning Executive group
	
	- The Chairs Assurance Report was noted. A request for further detail in the CAR was made.
	- Items for escalation
	  - SLT noted and reinforced the need for a clear capital plan for delivery in 21/22. This work is being supported by IDP
	  - SLT noted that the Estates and Facilities workplan will be presented to May's I&CP Executive Group for approval prior to presentation at May's SLT

Item for assurance	21/22 Business Planning / 21/22 Financial Planning - SLT noted the update for both areas including confirmation that the funding arrangements have been confirmed for the first 6 months of 21/22 and work is underway in relation to the required national submissions re workforce / finance and activity planning - SLT noted the detail presented in relation to the 21/22 CIP which is set at £6 million in year with a stretch target of £10 million
Item for assurance	Finance / CIP / Capital Update - SLT noted the month 12 finance and CIP delivery position. Thanks were given to the organisation as a whole. - SLT noted high pay expenditure (bank and agency) for month 12 along with the development of a clear plan to get grip and control in this area within 21/22 aligned to CIP delivery. It was noted that staffing levels have improved and there is a need to focus on reducing bank / agency expenditure.
Item for assurance	Digital Workplan - SLT approved the Digital Workplan - Alongside the workplan, SLT requested a clear and simple overview of the key 2021/22 priorities - SLT recognised the need to reflect the outputs of the 2020 Staff Survey within the Digital Workplan

Item for assurance	People Executive Group - SLT noted the Chairs Assurance Report - Membership of the PEG and underpinning subgroups was discussed and it was recognised that divisional and corporate membership needs to be confirmed - Item for escalation - SLT requested confirmation of the membership of interview panels for May's SLT including BAME representation on all panels recruiting to band 7 and above
Item for assurance	Culture and Engagement - SLT noted the Trustwide work which started 19 April 2021 in relation to Culture and values. SLT requested to encourage team members to attend sessions as appropriate - SLT noted the two areas of concern – Radiology and Maternity - and the proactive work which is underway with external support to drive change in these areas - Meetings with DLTs and Corporate Services are underway in relation to the 2020 Staff Survey results - Quarter 4 Pulse Survey for staff was focused on the staff who transferred from BMI Sandringham. SLT noted the learning from this transfer. Item for escalation; - SLT recognised the underlying culture issues within Radiology and maternity and the proactive work which is underway led by the Deputy CEO and DLTs. Regular updates will be provided to the appropriate forums including SLT.
Risks to refer to risk register	None
Other items of business:	The benefits of the revised agenda were noted along with the need to ensure Divisional and Corporate leads are presenting key papers.

Attendance record

Attendees: Caroline Shaw, Laura Skaife-Knight, Denise Smith, Lore Lippmann, Carmel O'Brien, Carly West-Burnham, Jo Humphries, Frankie Swords, Maxine Hughes, Sarah Harvey, Liz Barker, Govindan Raghuraman, Nicola Berns, Mary Burney, Nichola Hunter, Nigel Hall, Louise Notley

Apologies: Roy Byers

In attendance: Annette Nichols, Clerk, Andrea Prime, Trust Secretary