The Queen Elizabeth Hospital King's Lynn
NHS Foundation Trust

Meeting:	Board of Directors (in Public)		
Meeting Date:	6 July 2021	**Agenda item:**	8
Report Title:	Chief Executive's report to the Board		
Author:	Caroline Shaw, Trust Chief Executive		
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 is to inform the Board of key external/internal events and activities during June 2021.				
Summary of Key issues:	This report summarises the Trust's performance and brings to the Board's attention key activities of the CEO and significant upcoming issues.				
Recommendation:	The Board is asked to note this paper.				
Acronyms					

CEO report to Board – July 2021

1. Restoration & Elective Care Recovery

The Trust has introduced an Elective Care Restoration and Improvement Programme, which will ensure that the provision of elective care is prioritised to ensure our patients have equitable access to our services in a timely way which is relevant to the urgency of their condition.

The programme aims to reduce variation across the Trust by aligning administrative processes and empowering divisions to ensure they have sufficient resources to deliver the elective programme at all stages of treatment.
The programme consists of five work streams. These will address some of the physical capacity shortfalls and the administrative process issues which can contribute to delays in a patient's care, along with improvements to our digital system and reporting for the elective programme. We will move to the delivery of better aligned pathways that deliver more timely care, enhanced patient experience and improved clinical outcomes.

The work streams are:

1. Outpatient - lead Gary Hardy, Deputy General Manager for Surgery Division
2. Diagnostics - lead Marie Alexander, General Manager for Clinical Support Division
3. Theatres - lead Asher Dino, General Manager for Surgery Division
4. QEH PAS Upgrade to support a Single PTL – lead Alasdair Willett, Hospital Services Strategy Improvement Manager
5. Elective Planned Reporting – lead James Naunton, Head of Planning and Performance

I am the Senior Responsive Officer for elective recovery across the three hospitals in Norfolk and Waveney, and I am pleased to report good progress is being made through closer working relationships.

QEH has administered over 58,000 COVID vaccine doses to staff and members of the public. Both the QEH site and Downham Market sites have offered the AZ and Pfizer vaccines from Monday 21 June 2021. QEH is currently offering both vaccines on certain days. Patients can book via the National Booking Service or ringing 119. We started offering the first dose to over 18's on Thursday 17 June 2021.

We have seen a significant increase in urgent and emergency care activity, including Emergency Department (ED) attendances and emergency services generally, as COVID has eased. Tuesday 15 June 2021 saw a record day for QEH with 283 ED attendances, though we are now regularly seeing days of 230+ attends.

One recent example of our recovery work is some exceptional discharge work from Marham Ward, which in the last week of June achieved 42 discharges, which is equivalent to the whole ward plus 9 patients. This was brought about through the team working and thinking ahead; looking for discharges a day in advance and ensuring no delays and no aborted transport journeys, all of which are important features of our Urgent and Emergency Care improvement programme.

The NHS 2021/22 priorities and operational planning guidance, published in March 2021, describes the transformation of Urgent and Emergency Care as a priority. In June 2021, the Trust's Urgent and Emergency Care undertakings and action plan was approved by both QEH's Senior Leadership Team and system Chief Executives.

2. Our performance

Four-hour performance in May 2021 was 77.50% compared to 82.08% in April 2021. Ambulance handover within 15-minutes decreased from 58.53% in April 2021 to 52.10% in May 2021. There were no 12-hour trolley waits in May 2021.

Eighteen-week referral to treatment performance in May 2021 was 64.69% At the end of May 2021, the total Trust waiting list was 16,868 and the total backlog of patients waiting more than 18 weeks was 5,956.

Diagnostics performance for May 2021 declined to 49.38% against the standard of 99%. There were 3903 breaches in the month, of which 1,192 were in Cardiology – echocardiography.

The Trust achieved six of the seven cancer waiting time standards for April 2021. Performance increased from 65.81% in March 2021 to 88.57% in April 2021, against the 62-day cancer standard of 85% and trajectory of 77.23%. There were 52.5 treatments, of which 6 were not within 62 days from referral.

3. Board Assurance Framework

The review, refinement and embedding of our risk management processes, including The Board Assurance Framework, continues as an integral part of our improvement journey. Any changes to risks associated with our Key Strategic Objectives (KSOs) will be highlighted under the relevant agenda sections at our Public Board Meeting in July. However, to note that KSO 1 and 5 were reviewed at the Quality Committee on 29 June 2021, KSO 2 and 4 were reviewed at the Finance and Activity Committee and KSO 3 and 6 were reviewed at the People Committee meetings, both of which were held on 23 June 2021. The current risk level for each KSO principal risk is summarised below and shows that KSO2 risk level was raised from 16-20 in June to reflect “the potential of catastrophic failure of the roof structure due to structural deficiencies”

	Quarter 3 2020/21	**Quarter 4 2020/21**	**Quarter 1 2021/22**	**Target Risk**
KSO 1 - *Safe and compassionate care*	16	16	16	1-5
KSO 2 - *Modernise hospital and estate*	16	16	20	6-10
KSO 3 - *Staff engagement*	12	12	9 (2758) & 12 (2791)	12-16
KSO 4 - *Partnership working, clinical and financial sustainability*	12	12	12	8-12
KSO 5 - *Healthy lives staff and patients*	12	12	12	6-10
KSO 6 - *Investing in our staff*	12	12	12	12-16

4. Staff Survey Update

We've been keeping our staff up-to-date with how we are listening to and acting on their feedback from the 2020 National Staff Survey results. Updates include:

- We've appointed a new Equality, Diversity and Inclusion Lead to join our Culture Team
- Over 350 leaders attended our leading with values workshops and 1,159 staff (30%) of Team QEH joined our values into action workshops – which focus on bringing our values to life
- We've launched Quality Improvement training for staff and have organised our first quality improvement 'lunch and learn' event in July 2021 to share innovation and best practice across the Trust
- We're the first Trust in the country to include that we are a menopause friendly organisation in our job descriptions
- The Trust being one of 10 Trusts nationally to be chosen to pilot of phase 2 of the Rainbow Badge and has been awarded Veteran Aware status

We will continue to keep our staff updated on the progress we make from their feedback from this important survey. Also following on from feedback in the staff survey results, the Trust has taken another important step in its work to create an open culture and become an exemplar employer for equality, diversity and inclusion. This programme is highlighted in our Corporate Strategy Year 2 Priorities and People Plan. From 5 July, the Trust has committed that 100% of interview panels for all medical and Band 7 and above roles will include at least one colleague who is Black, Asian or minority ethnic (BAME). Our new interview panel compositions will also be representative of gender and include a member of the HR team and will be consistent throughout each recruitment process. In addition, to support our Cultural Transformation Programme, and this new and inclusive process, we will also be strengthening the training and resources available for staff, with a focus on recruiting with values.

5. New appointments

The Trust is delighted to welcome Marie Alexander as permanent Divisional General Manager for Clinical Support Services following a competitive recruitment process. Marie joins QEH from Health Education England where she has worked as Regional Senior Nurse, having previously worked in a number of senior roles in the NHS, starting her career in 1997. Marie started her new post on Tuesday 1 June 2021 and will further strengthen our leadership as the Trust continues with its restoration period following the second wave of COVID-19.

Many congratulations to Fran Rose-Smith who started her new role last month as Head of Patient Flow. Fran is managing the Site Team, the Discharge Planning Team, and the Discharge Lounge Team and leading on some key projects within the Urgent and Emergency Care Transformation programme to improve flow through and out of the hospital. Fran will also be linking in with the community systems regarding community capacity, Discharge to Access, plus working alongside our acute colleagues in the region.

6. State-of-the-art retinal scanner arrives at North Cambridgeshire Hospital

Patients will benefit from a £65,000 Heidelberg Optical Coherence Tomography (OCT) retinal scanner which has been installed at North Cambridgeshire Hospital (NCH) in Wisbech.

The new state-of-the-art equipment was purchased with support provided by a Medical Education Grant from Bayer. It will enable the retinal service NCH to detect earlier signs of conditions and work collaboratively between QEH and NCH site to rapidly identify where referrals are needed. The purchase is an important step for QEH as it works towards its strategic objective to modernise its infrastructure and medical equipment to support the delivery of optimal care.

7. Introducing our 2021/22 Digital Work Plan and Roadmap

The Trust has launched its 2021/2022 Digital Workplan and Digital Roadmap, which sets out our exciting plans to build on the progress we have made to support our staff to deliver safe and compassionate care through a much-improved digital infrastructure.

The ambitious digital Work Plan balances getting the fundamentals right (including ensuring compliance with the statutory requirements for Cyber Security in-year) with progressing the Trust's digital transformation programme.

8. Quality Account 2020/21 published

In month, we published our 2020/21 Quality Account, which evidences a story of continuous improvement to the quality of care and safety for patients and their families. The annual account shows QEH is on a journey of improvement and highlights that strong progress has been made in many areas. The quality of services is measured by looking at patient safety, the effectiveness of treatments patients receive, and patient feedback about the care provided. You can read the full and summary versions of the document here.

9. General Medical Council (GMC) national survey results and JAG accreditation

The Trust has been ranked top in the East of England region following a national survey conducted by the GMC. In July last year, the GMC conducted its annual national survey for Doctors Training seeking views on their training and working environments, and the Trust has been ranked top of the region with the highest positive scores in the region, and third highest across all Trusts for having the highest number of positive scores.

Areas where the trainees scored the Trust particularly well were Anaesthetics, including Intensive Care, and its Acute Core Trainees in Medicine and its Emergency Department.

Further validation of our ongoing improvement comes from an annual review the Trust's endoscopy services, which have received JAG accreditation demonstrating that they meet best practice quality standards. The team was congratulated for the high standard of achievement and for its hard work during the accreditation process.

10. Closing remarks

We were delighted to be able to host a visit from Secretary of State, Matt Hancock, and James Wild MP on 18 June 2021 to brief them first hand on how we are proactively responding to our estate challenges, including sharing our proposals to spend the £20.6m of emergency capital funding QEH has been awarded to keep the hospital safe. We have heard from officials accompanying the visit that it was a great success and mutually beneficial. During his visit, the Secretary of State unveiled a plaque in the Sandringham Unit to mark the official opening of our new surgical facility.

Our Duty of Candour exercise, which was credited by the Health Secretary on his recent visit, is now around 80% complete. The remaining families, including some from wave one of the pandemic, are being contacted in a rolling programme that is becoming seen as a pioneering approach. Most patients and their families have really welcomed and been thankful for having these conversations with us, some wishing to discuss their situation further and we have encouraged and facilitated this by arranging face-to-face meetings as appropriate. Many clinical staff involved in the programme have also experienced closure. We have committed to publishing the results of this investigation with our patients, commissioners and staff when this important work is complete.

Finally, I would like to flag the positive engagement among the Trust for our events to celebrate Armed Forces Week (21-27 June 2021). Many of our colleagues are from Armed Forces backgrounds and we serve a large Armed Forces community. The steps we've taken all work towards delivering a better patient experience, improving our culture and creating a supportive environment for our colleagues. We received the Gold Employer Recognition Scheme (ERS) Award in 2020, which recognises the policies and support we have in place and we have now been awarded Veteran Aware Hospital status for our work to support our patients who are members of the Armed Forces community. We're now one of 71 members of the Veteran Covenant Healthcare Alliance and are part of a growing number of NHS trusts gaining this accreditation. I was honoured to raise the flag at QEH to mark the start of Armed Forces Week, joined by representatives from RAF Marham, East of England Ambulance Service, The Bridge for Heroes, RAF Air Cadets and the RAF Association.