The Queen Elizabeth Hospital King's Lynn
NHS Foundation Trust

Meeting:	Board of Directors (in Public)		
Meeting Date:	6 July 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 June 2021.				
Summary of Key issues:	This report summarises activity during June 2021, which includes an update on the ongoing work in relation to Place-Based Care, the Provider Collaborative and collaborative work underway in Norfolk, Lincolnshire and Cambridgeshire. It also includes updates on key Trust developments.				
Recommendation:	The Board is asked to note this update.				
Acronyms					

Chairman's Report – July 2021

1. An outward-looking perspective

Collaborative work continues across the Norfolk and Waveney system and with wider system partners, including in Cambridgeshire and Peterborough and Lincolnshire in relation to the further development of Place-Based Care. The Trust has responded formally to the Norfolk and Waveney engagement exercise in relation to Place footprints, following a discussion with the Board and Lead Governor, and awaits the confirmed outcomes.

Alongside this, work continues via the Hospital Services Strategy programme with a clear focus on alignment of policies with the first aligned policy (Consent) due for internal ratification by the three Trusts in July 2021. The Trust continues to contribute to the development of the Norfolk and Waveney Clinical Strategy which will be underpinned by the development of an acute Clinical Strategy.

As a Trust we continue to proactively contribute to the developing system thinking in relation to Provider Collaboration with ongoing dialogue at the 25 May 2021 Tri Board meeting and the 14 June 2021 Norfolk and Waveney Hospitals Group Committees meeting. We have agreed high-level principles and one consistent paper will be taken to all three Trust Boards this month to confirm the next steps and way forward.

2. Visit by the Secretary of State for Health and Social Care

The Trust welcomed the Secretary of State for Health and Social Care, The Rt Hon Matt Hancock MP, to QEH on 18 June 2021.

The Secretary of State was accompanied by West Norfolk MP, James Wild, and we were proud to update both on the hard work and the considerable progress the Trust has made over the last two years as we continue on our improvement journey.

The Secretary of State met and spoke with many colleagues from across the Trust and recognised the hard work and dedication that every member of Team QEH has shown to caring for our patients throughout COVID-19. He also expressed his appreciation of the Trust's outstanding efforts in delivering the vaccination programme which has now administered over 58,000 doses to patients, the local community and staff.

The Trust's CEO, Caroline Shaw and members of the Executive Team briefed the Secretary of State on the challenges facing our ageing estate, and the proactive work we are carrying out to improve the safety of our patients and staff following the welcome allocation of £20.6 million national emergency capital funds.

In addition to the ongoing programme of estate and maintenance works we are carrying out as a RAAC (reinforced autoclaved aerated concrete) hospital, the Secretary of State was also briefed on our longer-term ambition to bring a new hospital to King's Lynn and West Norfolk.

The Secretary of State also took the opportunity to formally open The Sandringham Unit. He unveiled a plaque at the new surgical facility recognising its instrumental role in enabling the Trust to provide a dedicated facility for urgent surgery to continue during COVID-19, and support our elective recovery programme.

3. QEH 2020/21 Quality Account

The Trust published its 2020/21 Quality Account in-month, which is further evidence of how we're improving the quality of care and safety for our patients and their families year-on-year.

The report summarises how, over the last year, we have:

- Made demonstrable improvements following our 2020 Care Quality Commission (CQC) inspection and how we're now 'Going for Good'
- Further strengthened the governance arrangements of the Trust's Board, Sub-Committees and Divisional arrangements, including how we involve Governors in Board Sub-Committees
- Performed against the Quality Priorities we set for 2020/21
- Listened to, and responded to, patient and family feedback
- Monitored the effectiveness of services by participation in research and clinical audits
- Developed Quality Priorities for 2021/22, following extensive engagement with our patients, Governors, stakeholders and colleagues

We look forward to building further on these achievements in 2021/22, so that we can move closer to achieving our vision of being the best rural District General Hospital for patient and staff experience.

The Trust has also submitted its 2020/21 Annual Report and Accounts to NHS Improvement/England ahead of being laid to Parliament and we expect to publish this document later in the month.

4. New Quality Improvement (QI) Fundamentals Sessions

In June 2021, the Trust launched a series of training sessions called Quality Improvement Fundamentals, as part of the next stage of our quality improvement journey. The new programme is just the first part of training the Trust has organised for the coming months, with the aim to help initiate change across the hospital to improve service delivery, as well as patient and staff experience.

All staff will be encouraged to attend this training, which will be running throughout the year. The programme goes through the preparation and delivery of an improvement within the workplace, giving everyone the opportunity to understand, discuss and collaborate on their ideas. Later this month the Trust will an inaugural QEH QI Forum 'lunch and learn' event on for colleagues to meet, share ideas and learn from others who have initiated positive change within QEH. All staff are being encouraged to submit changes that they have introduced and that might inspire others to innovate.

5. A world first from QEH anaesthetists used on a lion

A male lion at Five Sisters Zoo (FSZ) in West Calder, Scotland, has become the first animal in the world to have dental surgery using a revolutionary regional anaesthesia device developed by QEH clinicians.

Susan Thorne, Clinical Director of DentalVets, carried out the root canal procedure on the lion, which had two teeth extractions. SAFIRA is a pioneering medical device developed by four of the Trust's anaesthetists in a bid to make regional anaesthesia easier for clinicians and safer for patients. The team has been working with Medovate to roll-out the device which is improving both staff and patient experience.

6. The Chairman's diary

Last month, I attended several Committees in Common meetings with both the James Paget University Hospital and the Norfolk and Norwich Hospital regarding the Provider Collaborative within Norfolk and Waveney. I also attended an Interim Integrated Care System Partnership Board meeting.

I Chaired the Governors' Council meeting and attended the Finance and Activity meeting, as well as the Norfolk and Waveney RAAC Systems meeting. I also attended the bi-weekly Non-Executive Directors meeting, and met our Lead Governor, Esmé Corner.

We held a Board Well-Led session at Knight's Hill last month and was joined by our special guest Sir James Mackey, CEO at Northumbria NHS Foundation Trust, who shared his experiences with Board members as we prepare for our upcoming CQC visit.

The Trust's Fundraising Executive and I accepted a cheque donation of £10,000 from West Norfolk's Mintlyn Crematorium which will go towards the hospital's Macmillan Centre.

I sat on the interview panel for a new Consultant Dermatologist, and presented last month's Living Our Values Award to Andy Pickles, one of our fantastic Family Liaison Officers, in recognition of Andy's dedication and commitment to QEH and outstanding leadership.

7. Looking ahead

As the Government prepares its forthcoming Health and Care Bill, our attentions turn increasingly to the future, including our continuous improvement journey and QEH's key role in a wider Norfolk and Waveney health system. Integrated Care Systems will become enshrined in legislation and the Trust, alongside others, will need to rise to the challenge of working collaboratively with numerous external partners to plan health and care services around patients' needs, to innovate and share expertise and to put more focus on preventative healthcare.

As the Trust's recovery plans continue to be implemented successfully internally, we are forging ahead with detailed discussions around the new Integrated Care System (ICS) for Norfolk and Waveney and what opportunities it presents for QEH and the delivery of Place-Based Care for our local communities. By working better together both within QEH and with our wider system partners in West Norfolk, across Norfolk and Waveney and in Lincolnshire and Cambridgeshire, there is huge potential to further improve care and services for the patients we serve and improve the experience of our staff.

As highlighted above, the recent visit of the Secretary of State for Health and Care was a timely opportunity for the Trust to not only set out how we are responding to current challenges on the hospital site, but also to establish our credentials as an anchor institution in West Norfolk in a fully sustainable, integrated and patient focussed health and care system. The Trust has started to develop a Strategic Outline Case for a new hospital, which is due to be completed at the end of the year. I look forward to keeping you briefed on these important and exciting developments.