The Queen Elizabeth Hospital King's Lynn
NHS Foundation Trust

Meeting:	Board of Directors (in Public)		
Meeting Date:	2 August 2022	**Agenda item:**	7
Report Title:	Acting Chair's Report to the Board		
Author:	Graham Ward, Acting Chair		
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	N/A	
Significant risk register	N/A	
	Y/N	If Yes state impact/ implications and mitigation
Quality	N	
Legal and regulatory	N	
Financial	N	

Assurance route

Previously considered by:	N/A

Executive summary

Action required:	Approval	**Information**	Discussion	Assurance	Review

Purpose of the report:	The purpose of the report is to inform the Board of key external/internal events and activities in June and July 2022.
Summary of Key issues:	This report summarises activity during June and July 2022, which includes updates on: 1. QEH's contribution to system working and the Integrated Care System 2. Acknowledging the significant contributions of our CEO, Caroline Shaw, after over three-and-a-half years at QEH 3. How we are working more closely with our Governors to further strengthen relationships with the Board of Directors 4. Acting Chair's diary 5. Looking ahead – including our continued focus on bringing a much-needed new hospital to King's Lynn and West Norfolk
Recommendation:	The Board is asked to note the paper.
Acronyms	N/A

Acting Chair's report – August 2022

1. **Outward-looking perspective**

Since my last update, the Norfolk and Waveney Integrated Care Board (ICB) has formally come into being. The ICB met formally in Public on the 1 July 2022. Chaired by the Rt Hon Patricia Hewitt, Chair of the Norfolk and Waveney Integrated Care System and Chair of the NHS Norfolk and Waveney ICB and supported by the members of the ICB, the meeting was well attended. The ICB is setting a clear direction of travel for the ICS and alongside colleagues within the Trust, I am working closely with partners across the Norfolk and Waveney Integrated Care System to influence the delivery of the ICS as the underpinning governance structures develop which realistic will take a little time. This is a very exciting time for us to work proactively with partners within the Norfolk and Waveney ICS, the Cambridgeshire and Peterborough ICS and the Lincolnshire ICS and a real opportunity for us to work even more collaboratively for the benefit of our patients and the local communities we serve.

The Norfolk and Waveney Hospitals Group Committees (N&WHGC) is meeting monthly with a confirmed delivery plan for 2022/23 which has been developed in light of the focus on delivery of the operational imperatives (Urgent and Emergency Care, Elective Recovery and Finance), existing longer-term plans to align with the priorities set for the year by NHS England and Improvement and plans agreed collectively across the Norfolk and Waveney Integrated Care System. On 25 June 2022, an Away Day was held for the N&WHGC. Excellently facilitated by Matthew Taylor, Chief Executive of the NHS Confederation and attended by members of the N&WHGC and the Chair of the ICS the day focused on developing relationships between the N&WHGC members and delivery of agreed strategic priorities in order to develop mutual value within the Norfolk and Waveney ICS. The outcomes of the day will build upon the organisational best practice which is already in place within the three acute Trusts within Norfolk and Waveney as we collaboratively work towards delivery of our agreed operational priorities.

Detailed updates on the work of the N&WHGC are being provided to the three Boards of Directors and the Councils of Governors.

The framework for development of an Acute Clinical Strategy between the QEH, Norfolk and Norwich and James Paget Hospitals has been agreed. Driven by the over-arching Norfolk and Waveney Clinical Strategy and through robust engagement with the N&W Integrated Care System, the Acute Clinical Strategy will be developed in two phases, with the first phase – development of the strategic framework to set the vision and aims – aiming for completion by September 2022. Detailed work is underway with the Norfolk and Waveney Integrated Care System to identify opportunities for vertical integration alongside ensuring that we are collectively and collaboratively maximising the benefits of acute collaborative opportunities and optimising the use of acute hospital estates.

Importantly, work continues at a local level in relation to the development of Place-Based Care with an agreed Trust workplan in draft and strong Director-level engagement with and attendance at the West Norfolk Health and Wellbeing Partnership and the West Norfolk Place Board. The first meeting of the West Norfolk Place Board will take place on 9 August 2022.

2. Norfolk and Waveney, Health and Wellbeing Board

The Norfolk and Waveney Health and Wellbeing Board met on 8 June 2022 and more recently on 21 July 2022 followed immediately by the first meeting of the Norfolk and Waveney Integrated Care Partnership (ICP). Councillor Bill Borrett was confirmed as the Chair of the N&W ICP. Detailed discussions took place around the wealth of evidence which is available via the recently-published Joint Strategic Needs Assessment which will be fundamental in driving forward our collaborative work at a Partnership and Place level. In addition, an update on the development of the Integrated Care Strategy was given with clear agreement that the Integrated Care Strategy will provide the framework for delivery within the system.

3. Appreciating the significant contributions of our outgoing Chief Executive, Caroline Shaw

Last week the Trust announced that our current Chief Executive, Caroline Shaw CBE, will be leaving QEH to take up a new role as Chief Operating Officer of innovative global digital health and wellbeing company Evergreen Life.

Caroline joined QEH as CEO in January 2019 to put in place the foundations that would ensure sustainable changes and create a culture of continuous improvement. The Trust's CQC report and ratings published earlier this year, which saw the Trust exit 'special measures' and rated 'Good' for Caring, Well-Led and Effective, provided external endorsement of QEH's progress.

Caroline has led QEH superbly over the last three-and-a-half years and has been instrumental in putting in place the foundations that are necessary to ensure sustainable change for our patients, their families and staff.

Among Caroline's impressive achievements including seeing her vision for a new School of Nursing in King's Lynn become a reality and the delivery of a £44m capital programme last year which is changing the face of QEH, including the opening of the new West Norfolk Eye Centre, Emerson (outpatient) Unit and soon our state-of-the-art Endoscopy Unit. This of course follows the successful acquisition of the Sandringham Unit. She has superbly led work that has seen the Trust develop a national reputation for research and innovation, staff engagement and wellbeing and openness and transparency. Caroline has been at the forefront of pushing the Trust's compelling case for a new hospital on the local, regional and national stage. Caroline's influence and compassionate leadership has benefitted patients across Norfolk and Waveney, Lincolnshire and Cambridgeshire. She has successfully led the Elective Recovery programme for Norfolk and Waveney, with impressive results. And last but by no means least, Caroline has championed and role-modelled the Trust's values of kindness, wellness and fairness and has ensured the Trust and Team QEH have had a relentless focus on the delivery of safe and compassionate care to patients and their families. Recognising August's Board will be Caroline's final meeting with the Board of Directors, on behalf of the Board, I extend my appreciation to Caroline, and wish her well for the future in her new and exciting role. I look forward to working with Alice Webster, our Chief Nurse, who will step up into the Acting CEO role from 1 October 2022, until a substantive appointment is made.

4. Board and Governors' time-out session

Last month we held a really productive Board and Governors' time-out session where we took the opportunity to review our approach and strategy and focus on how we can work together even more closely to develop more effective relationships between the Governors' Council and the Board of Directors moving forward. We have agreed three really clear areas of focus that Executive Directors, Non-Executive Directors and Governors look forward to working on together in the months to come. These are:

1. Streamline Governors' agendas and meetings
2. Clarify all roles and responsibilities
3. Clarify the governors' link with outside organisations

5. The Acting Chair's diary

I was privileged to attend and speak at the formal opening of the Maternity Bereavement Suite (the Butterfly Suite) with Caroline at the beginning of July 2022 alongside families who had raised money for the suite.

I was pleased to Chair the interview panel for the substantive Director of Estates and Facilities post, and we look forward to making an announcement on this important appointment very soon. I was also asked to participate in the stakeholder panels for the appointment of the new Chair at Norfolk Community Health and Care NHS Trust.

I attended June's Health and Wellbeing Board/Shadow ICP, undertook a quality tour of the Women's and Children's Division with the Chief Nurse, the Urgent and Emergency Care areas with the Deputy Medical Director and visited the rapidly developing new Endoscopy Unit with members of the Divisional Leadership Team.

I attended the Governor`s Council meeting as well as the Governors' Business Committee meeting and had a number of 1-2-1 meetings with our Lead Governor to take forward Trust business.

I attended the Finance and Committee meeting and People Committee in July 2022. I also took part in the regional CEO and Chairs' session in addition to the Committees in Common away day with Caroline (as described above) and meetings in June and July 2022.

6. Looking ahead

Looking ahead to autumn, we are expecting the Government to announce the new hospital programme and the outcome of our bid. A new hospital is vital for our local community and for our staff if we are to continue providing the best possible care to our patients in a facility that is fit for 21st century care – for QEH it is particularly imperative given our Reinforced Autoclaved Aerated Concrete (RAAC) hospital status and the increasing challenges this presents on so many fronts – including the detrimental impact on patient and staff experience, safety and the operational running of our hospital.

While we await the Government announcement, we are continuing to make the very best use of our current estate and building work continues on the new Endoscopy Unit which is on track to open in September 2022 to patients. We were delighted to welcome the new Secretary of State for Health and Social Care to QEH in July 2022 so soon into his new role to update him on our work to digitise and modernise our estate and keep the hospital safe, and share with him the compelling case for a new hospital, which was recognised and welcomed.