Agenda item: 9e

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:	2 August 2022
Title of Report:	Assurance Report from the Hospital Management Board (HMB)
Recommendation:	For information
Chair:	Caroline Shaw, CEO
Purpose:	The report summarises the assurances received, approvals, recommendations and decisions made by the Hospital Management Board at its meeting on **6 June and 20 June 2022.**
Background:	The Hospital Management Board meets twice a month 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. Meetings were not held in July due to a clash with the Board development session on 4 July and operational pressures related to the response to the heatwave on 18 July.
Item for assurance	**Strategic System Update** 6 June 2022: - HMB noted the detailed update as with HMB attendees relating to the Integrated Care Board governance and committee structures and Place Based care priorities for delivery. 20 June 2022: - HMB noted the approach to the development of the Acute Clinical Strategy across the three trusts in Norfolk and Waveney. The QEH Director of Strategy and Integration will be the SRO for the development of this strategy and a detailed implementation plan is in development.
Item for assurance	**Norfolk and Waveney Integrated Care System strategic roadmap and digital transformation plan (20 June)** - HMB noted how the three-year Digital Transformation Strategic Plan and Roadmap and investment priorities will be developed for the Norfolk and Waveney ICS and the direction of travel. - It was noted this will be a system wide approach incorporating primary and community care, and will be important to ensure effective patient and staff engagement. - The QEH Digital and Data Strategy will be adapted as necessary to ensure alignment with the system strategy.

Item for assurance	**Business Planning 2022/23** 6 June 2022: - HMB noted the requirements for a further submission on 20 June 2022 and the clear organisational implementation of robust controls for key areas including agency / premium bank staffing costs etc. 20 June 2022: - HMB recognise the risk associated with the requirement to submit a breakeven plan and the significant work to deliver the plan.
Item for assurance	**Elective Recovery** 6 June 2022: - HMB noted the detailed update as provided by Janice James (N&W ICS Deputy COO : Elective Recovery) at the 6 June meeting. 20 June 2022: - HMB noted progress on elective recovery. **Elective Improvement Plan (20 June)** - HMB noted the progress of the key objectives for each of the workstreams in the Elective Improvement Plan including outpatients, diagnostics and theatres. The action plan will be used to monitor programme delivery. Further work will include linking with the ICS, particularly in relation to theatre reporting.
Item for assurance and escalation	**Operational update** 6 June 2022: - HMB noted the detailed update as provided in the reports (6 June). 20 June 2022: - HMB noted the improved sickness absence position in May, which, following concerted efforts, reduced from 7.1% in April to 5.89% in May, and 5.41% with COVID removed). - HMB requested a report on the work being undertaken in divisions, and cross divisional learning, to ensure feedback is communicated to staff on SIs and issues raised through Datix.
Item for assurance and escalation	**UEC Improvement Plan – performance update** 6 June 2022: - HMB requested clear visibility of the planned performance improvement trajectory and for the inclusion of detailed divisional actions which will enable the required performance improvement. 20 June 2022: - HMB requested further work on trajectories and assumptions, divisional ownership of and engagement in the UEC Improvement Plan. Divisions were asked to ensure they have

	actions in place to achieve an 80% target for Type 1 performance by the end of March 2023.
Item for assurance	**Divisional representation at sub-committee / group level meetings (6 June 2022)** - HMB noted and supported the detail as included within the paper, clarifying the required Divisional representation at HMB, the Executive Groups and reporting fora.
Item for assurance and escalation	**Management of CAMHs patients on Rudham (6 June 2022)** - HMB noted the detail as included within the paper and supported the grading of the risk recognising that detailed work continues with colleagues from NSFT to provide further mitigations.
Item for assurance	**Staff Survey quarterly report (6 June 2022)** - HMB noted the detail as included within the report and thanked all teams for completion of action plans. - HMB noted that the themes from the listening events will be shared to enable triangulation of outcomes.
Item for assurance	**High Performing Teams update (6 June 2022)** - HMB noted the detailed update as provided in the report and the launch of cohorts 1 and 2 on 6 June 2022.
Item for assurance	**Inflation and Cost of Living Increase – QEH response (6 June 2022)** - HMB noted the detail as included within the paper and the additional support mechanisms which have been put in place by the Trust to offer support to all members of staff including development of a Finance Health Clinic in partnership with the Money Advice Hub in Kings Lynn - HMB requested that specific thought is given to communicating the availability of support within the organisation
Item for assurance and escalation	**Update from Strategic Estates Projects meeting** 6 June 2022: - HMB noted the detailed work which is underway to ensure alignment of all strategic estates work within the Trust and that a detailed plan would be provided to HMB on 20 June 2022 20 June 2022: - HMB **approved** the Strategic Estates Projects 12-month plan which joins up the schemes spanning the RAAC programme, capital programme and new hospital programme to ensure alignment of all main strategic estate projects for the remainder of 2022/23. - HMB requested a core Strategic Estates Project team meets weekly to ensure plans remain on track.

Item for assurance and escalation	**Emerson Unit action plan (6 June 2022)** - HMB noted the action plan and work which has been completed in this area. HMB requested that urgent actions are taken to ensure that immediate areas of concern are resolved relating to snagging and remedial actions.
Item for assurance	**Smart Evacuation (6 June 2022)** - HMB noted the detail as included within the paper and requirements for training.
Item for assurance	**Capital Schemes 2022/23 (20 June 2022)** - HMB noted the capital schemes requested for 2022/23 and the timescale and process for prioritisation. HMB requested a meeting with the Divisions to further clarify schemes on the capital programme.
Item for escalation	**Finance Update Month 2 (20 June 2022)** - HMB noted the financial headlines on the Trust's financial performance as at the end of May 2022. - HMB discussed remedial action required to bring performance back to plan. The Trust has a good CIP programme, with key areas of focus being drugs, non-pay, procurement and workforce, including sickness reduction and overseas nursing costs.
Item for assurance	**Workforce run rate controls (20 June 2022)** - HMB considered workforce run rate control processes to mitigate the current pay expenditure position. HMB requested weekly operational finance meetings to ensure robust grip on spend. Meetings to take place with executive leads for professional groups to review and strengthen pay expenditure control mechanisms.
Item for escalation	**Performance review meetings (20 June 2022)** - HMB noted concerns regarding the resilience of the informatics services function, data quality and reporting issues. A deep dive is to be held. Plans are in place to address cultural, reporting, capacity and capability issues.
Risks to refer to risk register	None
Items for assurance to the Board of Directors	HMB noted assurance in relation to the following items; 6 June 2022: - Elective Recovery programme delivery and prioritisation from a system perspective - Confirmation of divisional representation at Board sub-Committees and Groups - Work on-going in relation to the response to the staff survey and rolling out of the High Performing Leaders programme - Alignment of Strategic Estates projects to enable clear visibility across the Trust - Support mechanisms in place for staff in relation to cost of living

	20 June 2022: - Consideration being given to how to engage patients and staff in ICS work on digital transformation. - Progress being made on Elective Recovery. - Improved sickness absence levels in May 2022.
Items of Escalation to the Board of Directors	HMB confirmed escalation of the following items; 6 June 2022: - Management of financial position including strengthened controls in relation to agency and bank spend - UEC Improvement plan – specifically the request for clear trajectories for improvement - Management of CAMHs patients on Rudham noting the increased grading of the risk on the risk register - Management of snagging issues in relation to the move to the Emerson Unit and actions in place to resolve immediate staff concerns and manage communications 20 June 2022: - UEC Improvement Plan – further work required on trajectories and assumptions, and divisional involvement and ownership - Strategic estates – a joined up approach, requiring more grip and a weekly meeting to ensure plans remain on track - Financial position – off plan for months 1 and 2. Remedial actions agreed. - Concerns regarding Information Services – plans in place to address cultural, reporting, capacity and capability issues. - HMB requested a report on the work being undertaken in divisions, and cross divisional learning, to ensure feedback is communicated to staff on SIs and issues raised through Datix.

Attendance record

6 June	**20 June**
Caroline Shaw	Caroline Shaw
Laura Skaife-Knight	Laura Skaife-Knight
Jo Humphries	Jo Humphries
Chris Benham	Chris Benham
Carly West-Burnham	Carly West-Burnham
Lou Notley	Lou Notley
Raghu Govindan	Frankie Swords
Karen McGuire	Alice Webster
Amanda Price-Davey	Nichola Hunter
Nicola Berns	Denise Smith
Nick Redwood	Nicola Berns
Nichola Hunter	Nick Redwood
Anthony Baines	David McPartlin
Kerry Broome	Elizabeth Barker
Sarah Jones	

Apologies	*Apologies*
Denise Smith	Andrea Prime
Alice Webster	
Frankie Swords	
Andrea Prime	
In attendance	*In attendance*
Lisa Le Count	Lisa Le Count
Janice James (item 6)	Sarah Harvey (item 9)
Amy Cordy	Nigel Hall (item 17)
Donna Oakes (item 14)	Gary Hardy (item 17)