The Queen Elizabeth Hospital King's Lynn
NHS Foundation Trust

Meeting:	Board of Directors (in Public)		
Meeting Date:	1 June 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.				
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 – June 2021

1. Recovery and restoration update

QEH continues to see more familiarities as we move further into our restoration and recovery programme. In the week commencing 10 May we returned to a single Emergency Department and the following week we welcomed the reopening of the Day Surgery Unit in the Arthur Levin Centre.

The Endoscopy Unit, along with the Sandringham Unit continue to operate as our elective surgical facilities, with both theatres in use, and we're making good progress reducing our elective waiting lists.

The Trust has a clear People Recovery and Restoration Plan in place, which sets out how we will maximise support for our staff during this period, including 7/7 access to clinical psychology support and ensuring the wellness of our staff, which we are addressing through our Staff Engagement and Culture Programmes.

QEH is now on the national booking system for vaccinations. Our Downham Market site has had a brief closure due to shortages of both staff and vaccine. We are vaccinating both Astrazeneca and Pfizer vaccinations at QEH and hoping to introduce Pfizer at our Downham Market site soon. The Trust has now administered over 48,000 COVID vaccinations to patients and healthcare workers, including our own staff, at these sites.

Visiting restrictions for inpatients remain partially lifted and patients can continue to receive one visitor per day, for one hour.

We also continue to work through plans to safely reintroduce some volunteers on-site starting with priority roles, mindful of the positive impact our volunteers have on both patient and staff experience. We will update further on this matter in the weeks to come.

2. Our performance

Four-hour performance in April 2021 was 82.08% compared to 89.25% in March 2021. Ambulance handover within 15 minutes increased from 58.78% in March 2021 to 60.72% in April 2021. Regrettably, there were three 12-hour trolley waits in April 2021, all due to lack of beds for mental health patients.

Eighteen-week referral to treatment performance in April 2021 was 61.1%. At the end of April 2021, the total Trust waiting list was 16,783 and the total backlog of patients waiting more than 18 weeks was 6,531. I am pleased that I have been appointed as the Senior Responsible Officer for elective recovery for the Integrated Care System which will help ensure the required focus and co-ordination across the three hospitals in Norfolk and Waveney.

Performance for April 2021 declined to 50.2% against the standard of 99%. There were 3,495 breaches in month, of which 1,062 were in Cardiology – echocardiography.

The Trust achieved five of the seven cancer waiting time standards for March 2021. Performance decreased from 73.81% in February 2021 to 65.81% in March 2021, against the 62-day cancer standard of 85% and trajectory of 83.33%. There were 58.5 treatments, of which 20 were not within 62 days from referral.

3. Board Assurance Framework

We continue to review and refine our risk management processes following the positive finding of "Significant Assurance" from our internal auditors Grant Thornton. Any changes to risks associated with our Key Strategic Objectives (KSOs) will be highlighted under the relevant agenda sections at June's public Board meeting. However, to note that KSO 1 and 5 were reviewed at the Quality Committee on 25 May 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 19 May 2021. The current risk level for each KSO principal risk is summarised below.

	Quarter 2 20/21	**Quarter 3 20/21**	**Quarter 4 20/21**	**Target Risk**
KSO 1 - *Safe and compassionate care*	16	16	16	1-5
KSO 2 - *Modernise hospital and estate*	16	16	16	6-10
KSO 3 - *Staff engagement*	12	12	12	12-16
KSO 4 - *Partnership working, clinical and financial sustainability*	16	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. New Appointments

Our new substantive Chief Nurse, Alice Webster, joined QEH in May, bringing over 20 years' experience in nursing and leadership, including working across acute, community, mental health and ambulance services, and meaning the Trust now has a fully substantive Executive Team.

We are also pleased to welcome Kerry Broome, our new Associate Director of Planned Care, who will lead on ensuring the Trust has robust and effective systems, processes and governance in place regarding the delivery of the NHS planned care access standards – RTT, Cancer, and Diagnostics. Kerry will also lead on the delivery of restoration plans for planned care, in terms of outpatients, elective and diagnostics.

Asher Dino is our Acting Divisional General Manager for Surgery while Jo Donovan continues her secondment to lead the important COVID-19 Duty of Candour work programme, which is demonstrating our commitment to consistently discharging our Duty of Candour responsibilities by being open and transparent with our patients and their families.

We are also delighted to confirm the appointment of Dr Alan Wiles, QEH Gastroenterology Consultant, who will take over from Dr Zaheer Babar as our Guardian of Safe Working from 1 July 2021. Dr Wiles brings a wealth of experience to this role and has already played a key part in improving the educational experience of junior doctors at QEH. Thank you to Dr Babar for the important contribution he has made, and for being an important part of our work to create a Speak Up culture at QEH, as one of our Freedom to Speak Up Champions.

5. Our League of Friends shop reopens

I'm delighted to report that the well-loved League of Friends shop reopened in May after closing for the safety of the volunteers at the height of the pandemic. The shop is open 8am-4pm Monday-Friday, 9am-4pm on Saturdays and 10am to 4m on Sundays. The team of volunteers running the shop hope to expand these hours in the coming weeks.

Like all areas of the Trust, all visitors, patients and staff will be required to observe social distancing, wear a face covering and follow additional hygiene measures.

6. HEAL-COVID research study – a UK first for QEH

QEH has become the first NHS Trust to start a UK-wide study to reduce the number of people who die in the months following a stay in hospital with COVID-19. The clinical trial – called HEAL-COVID – also aims to cut the number of patients being readmitted to hospital with complications as a result of having COVID-19.

Our research team at the Trust will enrol patients when they are discharged from hospital, following their first admission for COVID-19. They will be randomised and given one of two drugs already licenced for other uses, and their progressed tracked. This is a fantastic opportunity for QEH, and we're honoured to be the first site to be able to open this important trial.

7. Awareness day support for staff

May has been a really busy month for marking a series of awareness days, which provide an important opportunity to say thank you to Team QEH. On 5 May 2021 we celebrated the International Day of the Midwife and the following week marked International Nurses' Day. While we couldn't hold events like we would have liked, our social media pages were full of appreciation for our nurses and midwives. A huge thank you to our incredible nursing and midwifery teams.

14 May 2021 marked Operating Department Practitioners Day and our ODPs created an excellent video explaining their role which is relatively unknown yet vital to the theatre journey. You can watch all of these videos on our website.

We also promoted Week Mental Health Awareness Week (commencing 10 May 2021). We'd like to thank our Mental Health team who ran daily teaching and support sessions surrounding good wellbeing, as well as promoting a daily wellbeing walk.

The same week, we highlighted Equality, Diversity and Human Rights Week. The Trust is fully committed to creating an inclusive culture for everyone where diversity and differences are celebrated and embraced. Thank you to the staff who shared their stories with us.

Dying Matters Week is another important awareness event that we highlighted in May, giving us the chance to open up the conversation around dying, death and bereavement. Thank you to our Palliative Care Team, who alongside the Norfolk Hospice and NCHC, ran a stand at the main entrance for the week, giving advice, information and support on dying, death and bereavement.

And finally, but by no means least, on 20 May 2021, we celebrated International Clinical Trials Day, by hosting a fantastic online event which saw speakers from inside and outside the Trust sharing their experiences of research. I was delighted to speak at this event and thank our award-winning research team.

8. QEH chosen to pilot phase 2 of the Rainbow Badge programme

The Trust has been selected as one of just ten Trusts nationally to take part in the national pilot for phase 2 of the Rainbow Badge.

The second phase of the scheme looks at benchmarking and awarding NHS organisations for their work on LGBT+ inclusion; ensuring Trusts are implementing the relevant staff training, monitoring, inclusive policies and support for LGBT+ staff and patients to drive a supportive work and clinical environment.

This is a great opportunity for QEH to build on the excellent work to date through our LGBT+ Staff Network, which is going from strength to strength. This Network is one of the many developments we have made over the last 12-months to create an inclusive culture for everyone across our hospital.

9. Thanking our staff with a wellness day

The global pandemic created unprecedented challenges for all members of Team QEH, both professionally and personally, and it's important we recognise the phenomenal efforts and personal sacrifices each member of Team QEH has made.

As a token of our appreciation, all staff have received an extra day of annual leave for a wellness day, giving them time to spend relaxing and doing what they enjoy to help staff to switch-off from work.

We look forward to hearing from our staff how they are spending their wellness day, as part of our Staff Engagement programme, and continued focus on kindness, wellness and fairness.

10. Cavell Nursing Trust

As part of QEH's ongoing commitment to supporting staff wellbeing and thanks to support from the QEH Charity, the Trust has launched an exciting partnership with The Cavell Trust – supporting nursing professionals, midwives, nursing associates and healthcare assistants through personal or financial crisis.

The Cavell Trust offers the opportunity for colleagues to talk in confidence, receive advice about the benefits available and how to access them, and grants to relieve financial hardship.

11. Digital developments

Last month, the Trust successfully rolled-out Electronic Prescribing and Medicines Administration (EPMA) and Single Sign On to its early pilot wards, West Newton and West Raynham, following much preparation and planning, marking a significant step forward for the Trust when it comes to improving our digital maturity.

EPMA is a fantastic development for the Trust and will make a huge difference to the way we work on wards and will have a positive impact on patient safety. EPMA will be rolled-out across the Trust by the end of September 2021.

12. Closing remarks

I am pleased to report that Year Two of our corporate strategy has got off to a strong start with some very positive external feedback received recently about QEH's improvements and team work.

This started with a visit from Sue Holden, NHS England/Improvement Director for Intensive Support who visited the Trust with Peter Cutler, the system's Improvement Director on 19 May 2021 to review informally the progress we are making as we continue our journey of improvement. The feedback we received from Sue was incredibly positive, notably the impact and influence of compassionate leadership, team spirit and togetherness, a culture of care and respectful language and behaviours. There was also specific reference to our openness and kindness to patients, for example around the Duty of Candour Programme for patients we cared for with COVID-19, which was described as exemplary.

It was followed by positive feedback from Ed Garratt, Chief Executive for NHS Ipswich and East Suffolk Clinical Commissioning Group (CCG), North East Essex CCG, West Suffolk CCG and Executive Lead for Suffolk and North East Essex Integrated Care System following a visit to QEH on 20 May 2021. Ed described the teamwork and welcome he received form staff as impressive, along with the cultural change that was evident.

I was pleased to speak to Tracey Wickington, our new Inspection Manager for the Care Quality Commission (East Anglia Area Team) with Lou Notley, our Director of Patient Safety, for a catch-up call to update on our improvements, progress and refreshed quality improvement plans. We will ensure Tracey and team are kept regularly briefed, proactively, on QEH developments and updates.

We have also received positive feedback following a visit from NHS England/Improvement and the Norfolk and Waveney Clinical Commissioning Group which focuses on the improvements we have made in relation to Infection, Prevention and Control (IPC). The feedback we have received highlighted, among other things, real changes in the way we deliver IPC across the Trust, good leadership, staff speaking passionately about our IPC journey, especially during the pandemic and closer working relationships that have been developed. This external validation of our progress as a Trust is extremely gratifying.

I was delighted to join a virtual call with Lady Philippa Dannett, Lord Lieutenant of Norfolk, and Ian Razzell, East of England Lead for the Veterans Covenant Healthcare Alliance to discuss the Trust's recent accreditation as a Veteran Aware Hospital for the class-leading work we do to support service families and veterans. I was so proud to here from Ian that QEH is leading the way nationally in this field.

I would also like to highlight particularly this month plans that we are putting in place in response to really clear feedback we have received from patients and staff about such things as the way we make ward changes and the need for co-locating services. Having listened carefully we are now starting to implement numerous changes and improving the way we do things across the Trust. This will help us to ensure that we continue to provide safe and compassionate care for our patients and create a positive working environment for our staff.

With our next visit from the CQC potentially only a few months away our attentions turn to preparing staff and making sure that the improvements we are starting to embed and sustain across the Trust are fully visible at all levels. I will report more on this and our continuing work to improve the quality of care and our services next month.