The Queen Elizabeth Hospital King's Lynn
NHS Foundation Trust

Meeting:	Board of Directors (in Public)		
Meeting Date:	4 October 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: *[highlight **one in bold**]*	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 August and September 2022.
Summary of Key issues:	This report summarises activity during August and September 2022, which includes updates on: - Honouring the late Queen Elizabeth II - An outward perspective, including an update on Norfolk and Waveney system developments - Welcoming and supporting our new Acting CEO - Latest on Modernising our Hospital, our bid for a new hospital and plans for a new car park, including patient, local community and staff engagement events
Recommendation:	The Board is asked to note the paper.
Acronyms	N/A

Acting Chair's report – October 2022

1. Honoring the late Queen Elizabeth II

On behalf of the Board of Directors, Governors and all staff at QEH, we were deeply saddened to hear of the death of Her Majesty The Queen.

We ensured that our patients and staff had the support that they might need, including through our Chaplaincy Service. We also placed books of condolence in our main entrance area and Sacred Space which was filled by our patients, visitors and staff.

It was important to us to ensure that our patients had access to coverage of the funeral on Monday 19 September 2022, and therefore and we put in place free of charge access to televisions and mobile devices and were grateful to Hospital Radio Lynn for broadcasting on the day of the funeral for the benefit of our patients.

2. Outward looking perspective

We continue to be a strong partner in the Norfolk and Waveney Integrated Care Board (ICB) which is setting a clear direction of travel for the Integrated Care System in Norfolk and Waveney. I am working closely with partners across the Norfolk and Waveney Integrated Care System (ICS) to influence the delivery of the ICS as the underpinning governance structures further develop. This is a very exciting time for us to work even more proactively and collaboratively with partners in the Norfolk and Waveney ICS, the Cambridgeshire and Peterborough ICS and the Lincolnshire ICS for the benefit of our patients and local communities we serve.

The Norfolk and Waveney Hospitals Group Committees (N&WHGC) is meeting monthly (alternating between formal and informal meetings) with a confirmed delivery plan for 2022/23 which has been developed in light of the focus on delivery of the operational imperatives including Urgent and Emergency Care, Elective Recovery and Finance. This work is underpinned by a clear focus on Culture which will incorporate some of the excellent learning from the Trust recognising that improvement journey which we are on. Two informal meetings of the N&WHGC have taken place in recent months within which a detailed review of both the ICS led Elective Recovery Programme and the ICS led Urgent and Emergency Care Programme have taken place. This has enabled robust discussion and challenge in relation to delivery in these priority areas. Alongside this, there has been a clear presentation around the implementation of the Electronic Patient Record which, subject to formal business case approval, will provide us with a real opportunity to transform the way in which we deliver services for the benefit of our patients and will further accelerate the much-needed digitisation needed in health and care across Norfolk and Waveney.

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 Norfolk and Waveney ICS, the Acute Clinical Strategy will be developed in two phases. The first phase – development of the strategic framework to set the vision and aims – has been completed. In collaboration with the Norfolk and Waveney ICS, Norfolk Community Health and Care NHS

Trust and wider Primary Care, work is now underway to identify the 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.

Work also continues at a local level in relation to the development of Place-Based Care. A useful discussion around the organisation's strategic commitment to the delivery of Place-Based Care and delivery of a co-ordinated action plan in relation to Health Inequalities took place in early September 2022 at a Board development session with reconfirmation that this is a clear priority area for the Trust working in collaboration with all local Partners. The first meeting of the West Norfolk Place Board took place on 9 August 2022 with agreement of the underpinning governance and high-level priority areas for delivery. Work is underway in collaboration with the West Health and Wellbeing Partnership to develop one aligned plan for delivery within this key area. In addition, the Trust continues to engage with both Cambridgeshire and Peterborough ICS and Lincolnshire ICS with specific partnership projects underway focusing on improvements in care for our patients.

3. Welcoming our new Acting CEO

I'd like to take this opportunity to wish our new acting CEO, Alice Webster, who formally commenced her role last Monday 26 September 2022, all the best in her new role.

Recognising our requirement to sustain our recent progress and maintain momentum, Alice's leadership will ensure there is continuity as we enter the next stage of our exciting future.

A warm welcome to Helen Blanchard, who joined the Trust as our Interim Chief Nurse on 26 September 2022 whilst Alice takes on the position of Acting CEO. Helen, an experienced registered nurse with a clinical and leadership career spanning over 30 years, will ensure the continuity of our improvement journey and continued focus on the delivery of safe and compassionate care.

4. Our 2022 Annual Members' Meeting

The Trust's Annual Members' Meeting took place on Tuesday 6 September 2022, and we were very proud to host this as a face-to-face event for the first time in three years. We held the meeting at the College of West Anglia which is very important to us as it is the home of our new School of Nursing.

At the meeting we not only looked back at some of the many achievements from 2021/22, and how we are making continuous improvements, but we also used this as an opportunity to look ahead to the future and describe our ambitions and priorities for 2022/23 and beyond.

We welcomed one of our patients who spoke about their experience and how we got them home sooner due to our flexible approach to their care. We also answered questions from the public on various topics including our case for a new hospital and our learning from the COVID-19 pandemic.

We welcomed colleagues from across the Trust to showcase some of the important work that we do ahead of the meeting, including Equality, Diversity and Inclusion, Catering, Recruitment, Occupational Health, Quality Improvement, and Research and Innovation.

5. QEH is shortlisted for Trust of the Year

I am delighted to report that QEH has been shortlisted for the prestigious Trust of the Year award in the HSJ Awards 2022. This recognises the Trust's outstanding contribution to healthcare. Our selection was based on our ambition, outcomes, value, involvement and working together, as well as how our success could be replicated elsewhere in the country improving patient and staff experience. It is a huge achievement to be shortlisted by such a highly influential and respected judging panel within the healthcare community.

6. Modernising our Hospital – an update

We continue to make vital improvements to our current estate and facilities for the benefit of our patients, visitors and staff, which are consistent with our plans for a new hospital and also our Corporate and Clinical Strategies which set out our longer-term vision.

Two weeks ago the Trust opened its brand new £12m Endoscopy Unit, which is a vital element in modernising QEH, and will further enhance patient and staff experience.

Emergency work was undertaken on our main operating theatre corridor in Summer 2022 following concerns raised by staff about a dipping ceiling. The issues with the ceiling meant we needed to temporarily close three of our six elective operating theatres. Thanks to the vigilance and swift actions of our theatres and estates teams, this was only for a few days.

Work to install support props took place over a weekend and all planned operations were rearranged to take place in other QEH operating theatres. We have now accelerated the theatre failsafe works to address and prioritise the immediate risks identified in this area. There is a more detailed paper on this and the impact on our Elective Recovery Programme in the Modernising our Hospital paper later on the Board agenda.

7. Plans for a new on-site multi-storey car park

In September 2022, we held events with our patients, local community and staff to share plans for a new multi-storey car park (MSCP) to support our compelling case for a new hospital.

As well as being an integral part of our plans to bring a new hospital to King's Lynn and West Norfolk, our MSCP proposal helps to address ongoing and well-recognised parking challenges and further improve the experience of patients, visitors and staff. Ensuring that there is adequate car parking during the building works and once the new hospital is open is a particular focus for us so that we are 'investment ready' for securing much-needed Government funding as part of the national New Hospital Programme.

The plans for a new MSCP help to address the short-term challenges we face with parking, as well as being a vital part of the delivery of a new hospital. To secure the £862m of Government funding we need for a new hospital, we must show we have plans in place to address any disruption that a major build on our existing site could bring by providing adequate car parking both during the building works and once the new hospital is open.

Our car park proposal is in line with the majority of new hospital schemes across the country which include plans for multi-storey car parks, recognising that for patients, visitors and staff, good access to parking has a significant impact on their overall hospital experience.

Subject to funding and planning approvals, we could commence construction in 2023 and complete the new car park by early 2024.

8. The Acting Chair's diary

I was privileged to host our in-person Annual Members' Meeting at the College of West Anglia, which included a tour of the School of Nursing and a special goodbye to our CEO, Caroline Shaw. I chaired extraordinary Board meetings earlier in September to sign off the Full Business Case for the Diagnostic and Assessment Centre and Outline Business Case for the Electronic Patient Record.

I have attended the Norfolk and Waveney Acute Hospital group alongside regional CEOs and Chairs. I also attended the Norfolk and Waveney ICB Finance Committee meetings, visited the James Paget Hospital as part of a rolling Chair programme of visiting the local hospitals and attended QEH's New Hospital Programme Board meeting to stay close to our progress.

I attended two Place forums run by NHS Providers and the Good Governance Organisation, Eastern Region Chair and CEO Conference, Norfolk & Waveney ICB Chair Forums, as well as visiting the West Norfolk Eye Clinic, Endoscopy and North Cambs Hospital, which highlighted the improvements made in those areas.

I have met with our Lead Governor, Esme Corner, to discuss QEH matters and system developments. I also attended an informal Governors' meeting with our Deputy CEO and Chief Nurse, met new Interim Chief Nurse, Helen Blanchard, and met the incoming Director of Estates and Facilities, Paul Brooks for introductory meetings.

I was also pleased to be able to attend our recent REACH meetings and see the ideas being discussed and progress made.

9. Looking ahead

We are expecting the Government to announce an update and whether QEH has been successful in being added to the New Hospital Programme in the months to come, and we remain confident that we have developed a compelling case and done everything possible to secure funding and deliver a new hospital by 2030.

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 as described in our Board papers today – including the detrimental impact on patient and staff experience, safety and the operational running of our hospital.