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:	4 October 2022
Title of Report:	Assurance Report from the Hospital Management Board (HMB)
Recommendation:	For information
Chair:	Laura Skaife-Knight, Deputy CEO
Purpose:	The report summarises the assurances received, approvals, recommendations and decisions made by the Hospital Management Board at its meeting on **15 August 2022 / 5 September 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.
Item for assurance	**Strategic System Update (15 August 2022)** - HMB noted the verbal update as presented including the recent establishment of the West Place Board and planned priorities aligned to the West Health and Wellbeing Partnership - HMB considered the paper in relation to Digital Histopathology and **approved** the direction of travel, including sharing of a strategic letter of intent with NNUH **Strategic System Update (5 September 2022)** - HMB noted the verbal update as presented including the planned Board level discussion on 6 September around Place and Health Inequalities - HMB noted that the Diagnostic Assessment Centre Full Business Case was approved by the Board of Directors on 2 September 2022 and would now proceed for Regional and National approval - HMB noted the update in relation to the Community Diagnostic Centre (CDC) development within Norfolk and Waveney and Cambridgeshire and Peterborough. HMB noted the plans for development of a full CDC at the North Cambridgeshire hospital (NCH) site in Wisbech and the work which is now underway led by the Clinical Support Services Divisional team to ensure clarity around

	future service provision at NCH with a planned update paper to be presented to HMB on 3 October 2022.
Item for assurance	**Estates and Facilities workplan 2022/23 (5 September 2022)** - HMB noted the detail as included within the Estates and Facilities workplan for 2022/23 and **approved** the workplan subject to minor additions - HMB requested the addition of reference to the National Staff Survey and the response to latest results within the Workplan under the Engagement session
Item for assurance	**Quarterly Clinical Strategy monitoring (5 September 2022)** - HMB noted the update as included within the Quarterly Clinical Strategy monitoring - HMB requested further work to underpin the monitoring of the Clinical Strategy including confirmation around KPIs and deliverables on a quarterly basis
Item for assurance	**Domiciliary Care proposal (5 September 2022)** - HMB noted the detail as included within the paper and **approved** the direction of travel, including an update to the Use of Resources Executive Group and Finance and Activity Committee once sufficiently worked up. - HMB requested that further work needs to be undertaken on the required business case prior to it being presented to Committees for formal approval including detail around practical implementation of the scheme and detailed clarification around the workforce and financial models including the opportunities to work more closely with Integrated Care System partners
Item for assurance	**Operational priority areas** **Urgent and Emergency Care (15 August 2022)** - HMB noted the UEC reset presentation and the detail included within it. HMB reinforced the revised top 3 priorities included within the paper where internal improvements are needed for our patients, including (1) the focus on non-admitted performance, (2) pre-noon discharges and (3) reducing ambulance handovers. HMB noted that progress will be monitored and tracked against clear trajectories. HMB requested robust patient and staff engagement within the work. - HMB received confirmation from all Divisions that they agree with the proposed priorities. HMB received detailed updates from all Divisional teams providing clarity around the specific actions to support delivery of the 3 agreed overarching priorities. HMB requested visibility of the detailed monitoring of performance – to be provided via the regular monthly updates.

	Cancer (15 August 2022) - HMB noted that the Trust has been placed within Tier 2 nationally in relation to Cancer performance. - HMB confirmed agreement in relation to the two proposed areas of focus included within the paper including (1) 62-day/104-day backlog and (2) the 28-day faster diagnosis standard. - HMB received confirmation from all Divisions that they agree with the proposed priorities. HMB received detailed updates from all Divisional teams providing clarity around the specific actions to support delivery of the 2 agreed overarching priorities.
Item for assurance	**Improvement Plans and Operational update** **Operational Update (15 August 2022)** - HMB noted the detail as included within the report. - HMB noted the significant work which has been underway in relation to ensuring timely management of complaints and good quality responses and thanked the Divisional teams for their ongoing support. **Operational Update (5 September 2022)** - HMB noted the detail as included within the report. **Elective (15 August 2022)** - HMB noted the detail as included within the paper and reinforced the actions which are underway in relation to Elective Recovery aligned to the previous discussion. **Elective (5 September 2022)** - HMB noted the detail as included within the paper, including the plans for full validation of the Trust's waiting list. - HMB noted the impact of planned and unplanned leave on the delivery of the elective activity and recovery programme. - HMB noted the national view in relation to 104-week waits which includes a zero tolerance for any breaches and requested that all Divisional teams ensure that robust pre-assessment and booking processes are in place to ensure that the national standards are met. - HMB noted that the DM01 waiting list has increased alongside an underpinning increase in the number of patients being added to the waiting list. HMB noted the current position in terms of capacity across all modalities and requested urgent action from the Divisional teams to ensure that clear plans are in place to deliver improvements in performance. - HMB requested additional clarity in relation to plans to deliver the elective programme including improving utilisation alongside alignment of the Sandringham business case / planned RAAC theatre closures etc.

	- HMB requested a deep dive into the overall elective recovery programme to take place at the 3 October meeting including a specific focus on DM01. **UEC (15 August 2022)** - HMB noted the detail as included within the paper and reinforced the actions which are underway in relation to UEC aligned to the previous discussion. **UEC (5 September 2022)** - HMB noted the decrease in COVID positive inpatients - HMB noted the positive impact of PDSA cycles within the UEC programme and the associated minor improvements in performance including ambulance handovers. - HMB noted the verbal Divisional updates around plans to improve the discharge processes across all ward areas and reinforced the importance of making sustained improvements in the agreed priority areas with a focus on pre-noon discharges and consistency in performance across all ward areas **Cancer (5 September 2022)** - HMB noted the detail as included within the report including the latest position in relation to performance against the planned trajectory. - HMB requested and received assurance from the Divisional teams in relation to the plans which are in place to improve performance across all specialties and supporting functions.
Item for assurance	**Emerson Unit learning (15 August 2022)** - HMB noted the detail as included within the paper including the clear actions taken to resolve outstanding issues within the Emerson Unit, acting on staff feedback. - HMB reiterated the importance of ensuring that learning is taken from the move of services into the Emerson Unit so that that future service re-locations are managed effectively with a clear emphasis on strong staff engagement and communication.
Item for assurance	**Finance update (15 August 2022)** - HMB noted the update as included within the paper and that the Trust remains on plan. - HMB noted the positive impact in relation to available monies associated with the Elective Recovery Fund. - HMB noted the risks in relation to delivery, specifically relating to delivery of the required activity plan and the need to ensure that robust processes are in place to enable delivery of a balanced plan by year-end. - HMB noted the latest position in relation to agency and bank expenditure and the recently published guidance – HMB reinforced that this must be a key area of focus for the Trust.

	- HMB noted the positive delivery of the Cost Improvement Programme to month 4 - HMB noted the latest position in relation to capital expenditure for the financial year
Item for assurance	**Finance update – workforce run rate controls (15 August 2022)** - HMB noted the detail included within the paper including the specific actions in place to ensure that robust, proportionate and timely controls are in place in relation to slowing pay and non-pay spend. HMB reinforced to need to ensure that processes are responsive and to reduce bureaucracy and unnecessary delays.
Item for assurance	**Recruitment incentives (15 August 2022)** - HMB noted the detail as included within the report. HMB recognised the rationale for development of the framework and proposed incentives. - HMB **approved** the options and criteria as included within the paper, requesting that further work needs to be done to confirm the processes required in order to ensure equitable implementation.
Item for assurance	**Improving staff engagement (15 August 2022)** - HMB noted the latest quarterly Pulse survey results and the suggested areas of focus and best practice as shared by the Director of People. - HMB reiterated the importance of ensuring that we remain focused on ensuring that we are consistently engaging with staff underpinned by improving quality of care which we deliver for our patients. HMB reiterated that all staff have a responsibility for communicating and using appropriate language with colleagues and team members which is clear of our purpose (ie we are here for patients). HMB also committed to visible leadership and role modelling the values and behaviours we expect of all of our line managers and teams.
Item for assurance	**Capital 2022/23 (15 August 2022)** - HMB noted the detail as included within the paper and agreed that an updated paper would be presented to the 5 September 2022 HMB meeting reflecting the Board approval to proceed with the Emergency Department expansion associated with improving facilities in relation to ambulance handover **Capital 2022/23 (5 September 2022)** - HMB noted the detail as included within the report
Item for assurance	**Multi Story Car Park feasibility study (15 August 2022)** - HMB noted the detail as included within the paper including the plan to hold all staff briefing sessions and public meetings in future weeks to enable wide ranging

	visibility of the plans within the organisation and wider local community.
Item for assurance	**Modernising the Estate Programme Quarterly update (15 August 2022)** - HMB noted the decision to move the theatres failsafe programme forward in-year in response to the recently highlighted RAAC issues. HMB requested that an update was brought through in September clearly articulating the impact of the planned theatre closures on the Trust's elective recovery programme so that this is clearly understood.
Item for assurance	**Programme for accelerated theatre failsafe programme and impact on the elective activity programme (5 September 2022)** - HMB noted the detail as included within the paper - HMB **approved** bringing the theatres failsafe work forward within the overall RAAC delivery plan in-year recognising the clear patient safety issues. - HMB requested further detail in relation to the operational impact on delivery of the elective programme of the required theatres closures including on longer waiting patients. - In order to make an informed decision on feasibility and timescales, HMB requested that the General Manager for Surgery leads on an urgent piece of work with support from Comms and Engagement, Workforce, Finance and Estates to enable clarity around delivery by 9 September 2022 - Alongside this work, HMB requested an overarching paper covering the work which has been done to date and the rationale for the decisions which have been made including the future plan for delivery which could be shared with key internal and external stakeholders - HMB requested a review of the existing governance structures in order to ensure that they are robust.
Item for assurance	**RAAC funding update – year 2 Programme Cost Plan (15 August 2022)** - HMB noted the detail included within the report including the impact of moving the Theatres failsafe work forward within the RAAC delivery programme.
Item for assurance	**RAAC 2022/23 update including Theatres (15 August 2022)** - HMB noted the detail included within the report.
Item for assurance	**Significant Risk Report – monthly (15 August 2022)** - HMB noted the detail as included within the report and that the Trust currently has 16 significant risks. - HMB **approved** the proposed changes to the organisation's top 3 risks. - HMB requested that the wording of the top 3 risks is reviewed by relevant Executive Director leads to ensure

	consistency and that the risks are well articulated and understood.
Item for assurance	**Performance Review meetings – issues for escalation (15 August 2022)** - HMB noted the update from the Corporate Performance Review meetings and that a Chair's Assurance Report would be circulated after the meeting.
Item for assurance	**Sandringham business case (15 August 2022)** - HMB **approved** the business case to recruit to additional staffing to enable the Sandringham to operationally deliver elective services 5 days a week.
Item for Assurance	**Briefing note on establishing Private Practice (5 September 2022)** - HMB noted the detail as included within the briefing note. - HMB noted the current limitations which are in place in relation to the Trust delivering Private Practice in a manner which could compromise our ability to deliver services to NHS patients. - HMB agreed to defer implementation of Private Practice recognising that immediate actions and communications are required within this area. - HMB supported establishing a working group to focus on developing a feasible solution moving forward.
Item for Assurance	**ISP capacity at St James Medical Practice (5 September 2022)** - HMB noted the detail as included within the report including the proposed recommendations. - HMB **approved** the recommendations as outlined including confirmation that the Trust would continue to engage with St James Medical Practice.
Item for Assurance	**New Hospital Programme Update (5 September 2022)** - HMB noted the verbal update and the forthcoming internal and external briefing and engagement events in September 2022 which are planned in relation to development of the Multi-Storey Car Park to seek feedback from patients, the local community and staff, recognising the Multi-Storey Car Park is a key enabling scheme for the new hospital.
Item for Assurance	**Strategic Estates Project Update (5 September 2022)** - HMB noted the detail as included within the report
AoB	15 August 2022 – HMB **approved** the system-wide approach to recruitment of System wide Patient Safety partners.
Items for assurance to the Board of Directors	HMB noted assurance in relation to the following items; 15 August 2022 - Agreement of the strategic letter of intent in relation to Histopathology services

	5 September 2022 - Alignment of the DAC and CDC developments to the wider NHP - Approval of the Estates and Facilities workplan for 2022/23 - Noting of the Quarterly Clinical Strategy update - Noting that the Trust's Capital programme is on track for delivery
Items of Escalation to the Board of Directors	HMB confirmed escalation of the following items; 15 August 2022 - Detailed work is being undertaken to reset the due dates for delivery within the Diagnostic Improvement plan - Continued focus on Urgent and Emergency Care with the agreement of three clear revised priority areas and strong Divisional ownership - The Trust is on plan for month 4 from a financial perspective, but clear organisational focus is required to ensure that this position is maintained - HMB approved the proposal in relation to implementation of recruitment incentives with agreement that the detail around consistent implementation needs to be worked through - HMB confirmed the clear organisational focus on staff engagement and listening to and responding to feedback from staff at all levels of the organisation as highlighted in the latest Trust Pulse survey - Agreement to revisit and reword the Trust's 3 top risks in line with the current organisational position - HMB approved the Sandringham business case for onward consideration by Finance and Activity Committee and the Board of Directors 5 September 2022 - Consideration of the implementation of the Domiciliary care proposal subject to further internal and external discussions with key stakeholders - The impact of bringing the Theatres failsafe work forward within the RAAC delivery programme and the additional work which is required to quantify and mitigate the impact of the required work - Deferral of the implementation of Private Practice but clear next steps agreed including communication with Consultants, with an agreement that we must take forward and agree a clear plan in the months to come - Clear focus on improving elective planned performance – led by the Divisional Leadership Teams specifically focusing on improving delivery within UEC / Elective Care and Cancer

Attendance record

15 August 2022	5 September 2022
Laura Skaife-Knight	Laura Skaife-Knight
Denise Smith	Denise Smith
Raghu Govindan	Raghu Govindan
Jo Humphries	Jo Humphries
Alice Webster	Alice Webster
Carly West-Burnham	Carly West-Burnham
Lou Notley	Tracy Wickington
Robin Andrews	Chris Benham
Nichola Hunter	Nichola Hunter
Hannah Lodge	Ben Fox
Anthony Baines	Anthony Baines
Karon Strong	Shiva Ugni
Syed Hyder	Syed Hyder
Andrea Prime	Andrea Prime
	Kerry Broome
	Sarah Jones
Apologies	*Apologies*
Caroline Shaw	Caroline Shaw
Chris Benham	Lou Notley
David McPartlin	David McPartlin
In attendance	*In attendance*
Ellie Mann	Lisa LeCount
Louise Wright	