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DELIVERED BY EMAIL

Our reference: INS2-11767054501

Caroline Shaw
Chief Executive Officer
The Queen Elizabeth Hospital King's Lynn NHS Foundation Trust
Gayton Road
Kings Lynn
PE30 4ET

9 December 2021

CQC Reference Number: INS2-11767054501

Dear Caroline

Re: CQC inspection of The Queens Elizabeth Hospital King's Lynn NHS Foundation Trust

Following your feedback meeting with myself and Mark Heath, Inspection Manager on 8 December 2021, I thought it would be helpful to give you written feedback as highlighted at the inspection and given to you and your colleagues Alice Webster and Denise Smith at the feedback meeting.

This letter does not replace the draft report and evidence log we will send to you, but simply confirms what we fed-back on 8 December 2021 and provides you with a basis to start considering what action is needed.

We would encourage you to discuss the findings of our inspection at the public session of your next board meeting. If your next board meeting takes place prior to receiving a final or draft inspection report and evidence log, this correspondence should be used to inform discussions with the board.

An overview of our feedback

The feedback to you was:

Core service inspections of critical care and medical care were carried out in full, a focused methodology was used for urgent and emergency care services. In addition, we are inspecting a number of different services within the system to understand the

patient experience and quality of care delivered across urgent and emergency care within the Norfolk and Waveney system.

This inspection and the report you receive, will follow our usual methodologies and processes. However, the urgent and emergency care report will also reflect a summary of our findings in relation to UEC services in your area to help inform system partners and patients that use your services.

Critical Care

Concerns

- The inspection team noted patients remain within the critical care unit longer than required at times due to the capacity within the trust. Staff were acutely aware of pressures within the trust and where appropriate patients were discharged directly home.
- Concerns were raised following the announcement that the Clinical Director is leaving which will leave the unit with six consultants and although there is active recruitment, it is difficult to recruit into these roles. Consultants were doing additional hours to cover and ensure patients remained safe. The concern was around the sustainability of this of the staff group. Although during the feedback, you confirmed a plan had already been put into place regarding the replacement of the Clinical Director.

Positives

- The leadership for both nursing and medical teams appeared to be robust and strong, supporting innovation. Staff were clear that there was a proactive approach to innovation and research.
- The inspection team heard how staff felt engaged, were happy and provided a good support network for each other. Staff explained how the caring café, introduced pre COVID-19 supported their wellbeing.

Urgent and Emergency Care

Concerns

- The inspection team noted triage times and the four hour target were not met, although patients were reviewed and safeguards were in place.
- The inspection team also noted the 12 hour target was not always being met.
- There was a concern regarding the capacity for paediatrics due to the increase in the number of children testing positive for COVID-19.
- Flow from the emergency department to the rest of the hospital was a concern, although it was noted the trust was at 100% capacity, with no outliers and no cohorting. The inspection team, again, noted safeguards were in place.

Positives

- The inspection team noted all risk assessments reviewed were completed in full.
- The inspection team noted improvements had been made against all existing shoulds.
- Compassionate care was observed by the inspection team.

- Good infection practice and control measures were in place throughout the department.

Medical Care

Concerns

- Within the Endoscopy Unit, noted staff do not use NEWS2 tool although observations are taken. There are plans in place for when the new endoscopy unit is open to use NEWS2.
- Young people over the age of 16 are seen within the Endoscopy Unit, however staff have not received safeguarding children training.

Positives

- Staff reported a positive culture and enjoy working at the trust.
- Staff also reported management are supportive and everyone works as a team.
- The inspection team observed positive interactions between patients and staff and particularly from the family liaison officers.

A draft inspection report will be sent to you once we have completed our due processes and you will have the opportunity to check the factual accuracy of the report. I am also copying this letter to NHS Improvement.

Could I take this opportunity to thank you once again for the arrangements that you made to help organise the inspection, and for the cooperation that we experienced from you and your staff.

If you have any questions about this letter, please contact me through our National Customer Service Centre using the details below:

Telephone: 03000 616161

Write to: CQC
Citygate
Gallowgate
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If you do get in touch, please make sure you quote or have the reference number (above) to hand. It may cause delay if you are not able to give it to us.

Yours sincerely

Zoe Robinson

Interim Head of Hospitals Inspection

c.c. Professor Steve Barnett
NHS Improvement / England
CQC regional communications manager