The Queen Elizabeth Hospital King's Lynn
NHS Foundation Trust

Meeting:	Board of Directors (in Public)		
Meeting Date:	1 February 2022	**Agenda item:**	7
Report Title:	Chairman's report		
Author:	Professor Steve Barnett, Trust Chairman		
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 informs the Board of key updates and developments during December 2021 and January 2022.
Summary of Key issues:	This report summarises activity during December 2021 and January 2022, which includes updates on progress with system working, the National Children and Young People's Patient Experience Survey results, the launch of the Trust's Dementia Care Appeal, and an update about our Governors' Council Elections.
Recommendation:	The Board is asked to note this update.

Chairman's Report – February 2022

1. An outward-looking perspective

The Norfolk and Waveney Hospitals Group Committees (N&WHGC) met in December 2021 and January 2022. Detailed discussions continue to take place around key cross-system programmes of work focusing on the delivery of improvements within Urgent and Emergency Care and Elective Care as well as the New Hospital Programme at both the Queen Elizabeth Hospital and James Paget University Hospital.

Under the direction of the Norfolk and Waveney Hospitals' Group Committee (N&WHGC), work continues to define the governance framework, parameters and structures as we move forward with Acute Provider Collaboration. QEH has an important part to play in these discussions and we're working with the Norfolk and Norwich Hospital and James Paget Hospital to further improve clinical outcomes and patient experience for the whole of Norfolk and Waveney.

Regional NHS England and Improvement notified the N&WHGC that it is planning a checkpoint process to assess and assure the Hospitals' Group plans. The checkpoint is likely to focus on reviewing the Case for Change and the functioning of the Committees in Common (CiC) as well as broader stakeholder engagement, which is welcomed given the significance of this development.

A Programme Director has been appointed to support the work who is focused on the Case for Change as well as developing a clear programme plan for delivery. The Case for Change is currently in draft and sets out the purpose of the Norfolk and Waveney Hospitals' Group: to better manage the high-level challenges of consistency and sustainability of services; to improve staff recruitment and retention and to enhance efficiency and productivity. Metrics will be developed to measure progress and performance of the Hospitals' Group work.

Alongside this, detailed work is underway to develop an acute Clinical Strategy for Norfolk and Waveney. This key underpinning workstream will support all hospitals to move forward with greater collaboration and integration.

Detailed updates are being provided to the three Boards of Directors and the Governors' Councils. The Governors' Forum continues to meet regularly and is providing an opportunity for Governor representatives from each of the three acute hospitals within Norfolk and Waveney to discuss and agree effective communication and engagement with Governors in relation to Acute Provider Collaboration.

Work continues at a local level in relation to the development of Place-Based Care with an outline framework for delivery developed in partnership with Norfolk and Suffolk NHS Foundation Trust, Norfolk Community Health and Care NHS Trust, Primary Care and the Norfolk and Waveney Integrated Care System. This will provide QEH with the key deliverables, aligned to local, regional and national priorities, to further improve the health and care of our local population. The positive work which is being done within West Norfolk in relation to health inequalities and population health management will feed into the developing Place- Based Care priorities to ensure that we are focused on meeting the needs of our local population.

2. 2020 National Children and Young People's Patient Experience Survey results

The 2020 National Children and Young People's Patient Experience Survey results were published shortly before Christmas. They show that the care and experience of children and young patients is improving at the Trust, while highlighting where there is more to do.

The results are really encouraging and are testament to the hard work of our staff, having achieved improved scores in a number of areas compared to the 2018 results. For example, QEH performed better than other Trusts where respondents were asked whether staff introduced themselves to the children they were caring for.

As well as sharing where the Trust has improved, the survey importantly highlights where additional improvements can be made to further improve the experience of children and young patients in our care. The Women and Children's Division are now working together with relevant teams to create a focused action plan to support further improvements in care delivery and patient experience.

These results are really encouraging as were all patient survey results in 2021 – which showed improvement and provided further evidence that the Trust is making good progress in its determination to become the best rural District General Hospital for patient and staff experience.

3. Dementia Care Appeal

In January 2022, the Trust launched its brand-new charity appeal, the Dementia Care Appeal, which focuses on further improving hospital services for patients living with Dementia.

The Dementia Care Appeal will run throughout 2022 and into 2023 with an initial target to raise £40,000. The money will be used to upgrade and purchase specialist equipment and meaningful activities such as listening to poetry or music and taking part in games to improve the care and wellbeing of patients living with Dementia.

The appeal will fund additional Reminiscence Interactive Therapy and Activities (RITA) devices and upgrade our existing ones. The devices support staff and volunteers to engage patients in activities such as those described above which play an important role in helping patients feel more at ease during their hospital stay.

The Trust also hopes to purchase a number of hand-picked activity packs which would include games, reminiscence cards and jigsaw puzzles, to entertain, boost confidence and independence, as well as 25 Dementia-friendly calendar clocks for each bay of the hospital's 18 wards. The calendar clocks can reduce confusion and support patients living with Dementia to easily access the day, date and time.

While the Appeal recognises that patients of all ages can experience Dementia, it also echoes the Trust's Corporate and Clinical strategies which outline its ambition to become a leader in caring for the elderly.

4. Trust Matters

The Winter 2021 edition of our Governors' newsletter, *Trust Matters*, was published in early December 2021 and printed copies have been distributed to our public members.

The latest edition features the Trust's preparations for winter, strengthening support for international nurses and QEH's campaign to bring a new hospital to King's Lynn and West Norfolk.

In this edition we also celebrate the one-year anniversary of the Sandringham Unit, receiving a national award for patient safety innovation and the Bronze Rainbow Badge Award for LGBTQ+ support.

5. Governor's Council Election

Voting for the Governor elections closes at 5pm on Thursday 27 January 2022. Contested seats are in the following categories and staff groups:

- West Norfolk
- Breckland, North Norfolk and Rest of England
- Hospital Clinical Staff
- Hospital Staff Non-Clinical

We look forward to announcing the successful candidates in the weeks to come.

6. The Chairman's diary

Last month I sat on an interview panel for the Norfolk and Waveney Integrated Care System (ICS) to appoint three independent Non-Executive Director members to the NHS Norfolk and Waveney Integrated Care Board (ICB). The successful members will be announced shortly and will provide independent oversight and constructive challenge to help to support the establishment of the system's new statutory arrangements.

I attended the ICS's Acute Hospital group meeting and chaired an informal Trust Board meeting, as well as the Trust's Charitable Fund Committee over this last period. We will also hold a further Trust Board development session at the end of January 2022, which will include a discussion and review of Board and Committee governance structures and arrangements as we prepare to continue our journey of improvement in 2022/23.

Caroline and I, along with other members of the Board and Senior Leadership Team, engaged fulsomely with the Care Quality Commission's recent Well Led interviews and feedback sessions – and initial feedback from our Regulator is extremely encouraging. It's fair to say that the CQC have recognised the Trust's progress and journey of improvement over the last three years, balanced with the work it still has to do to both sustain and embed the improvements. Further detail is included in the Chief Executive's report and a separate paper on the public Board agenda in February 2022. We expect to receive the formal report by mid-February 2022.

7. Looking ahead

The Trust is excited to host its third Leadership Summit next month on 15 March 2022 which will focus on teamwork, resilience and inclusion. It will bring together leaders from across the Trust and a range of external experts to discuss and share experiences on what leadership looks like in a progressive and caring organisation, how to empower leaders and look at barriers and enablers to moving forward together.

We look forward to celebrating the fifth West Norfolk Day on 14 February 2022 which is focused on the theme of 'celebrating and protecting our beautiful West Norfolk environment'. It will provide an opportunity to highlight the natural beauty of West Norfolk, as well as some of the ways that individuals and organisations can protect the environment – and how this can improve our health. It's a great opportunity to celebrate why West Norfolk is such a great place to work, live and play and to demonstrate QEH's own commitment to the green and sustainability agenda.