Care Quality Commission
Citygate
Gallowgate
Newcastle Upon Tyne
NE1 4PA

Telephone: 03000 616161
Fax: 03000 616171

www.cqc.org.uk

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

13 January 2022

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 Fiona Collier, Inspection Manager on 12 January 202, I thought it would be helpful to give you written feedback as highlighted at the inspection and given to you and your colleagues Professor Steve Barnett 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 12 January 2022 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.

Please do pass on our thanks to your teams for supporting us over the last two days and for their candour during interviews.

An overview of our feedback

- The inspection team noted leaders had the capacity and capability to deliver care. They were visible and approachable and there was a clear focus on embedding improvements that are sustainable.

- We noted leaders used measurable outcomes and there was evidence of impact being monitored and cascaded throughout the organisation. All those we spoke with were very clear of the risks of the trust moving to a group model within the system and had given thought how to mitigate risk therefore demonstrating a living strategy.
- We noted an open and honest culture whereby people were encouraged to be brave and speak out against inappropriate behaviours. The inspection team noted good progress had been made regarding organizational culture, although recognized there were some pockets where culture still needed to be developed and improvement plans were in place. The inspection team also heard how some staff felt middle management did not always take concerns seriously. Staff knew if concerns were raised through the freedom to speak up function, it would have executive scrutiny and were assured action would be taken. This level of confidence was not consistent at middle management level.
- The inspection team heard and saw clear governance and reporting arrangements in place.
- Risk management arrangements were fit for purpose and the executive team were responsive to any risk escalated with action taken.
- The inspection team noted there was a good use of statistical process control charts to review information.
- There was a clear plan in place regarding both internal and external engagement. Systems and processes were in place to gauge how people felt in real time.
- We heard how quality improvement had been embedded throughout the organisation and research was encouraged.

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
Newcastle upon Tyne
NE1 4PA

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