Agenda item 10

NHS
The Queen Elizabeth Hospital King's Lynn
NHS Foundation Trust

# CORPORATE *Strategy*

## YEAR 3 PRIORITIES
2022/23

THE BEST *is yet to come*

# OUR VISION AND MISSION

## OUR VISION

OUR VISION IS TO BE THE BEST RURAL DISTRICT GENERAL HOSPITAL FOR **PATIENT AND STAFF EXPERIENCE.**

## OUR MISSION

WORKING WITH PATIENTS, STAFF AND PARTNERS TO **IMPROVE THE HEALTH AND CLINICAL OUTCOMES OF OUR LOCAL COMMUNITIES.**

# National and local context

2021/22, which was year two of our five-year Corporate Strategy, has been an exceptional year for QEH and the wider NHS with a continued response to the impact of the COVID-19 pandemic and unprecedented pressures on urgent and emergency care services.

There has been a relentless focus on four top priorities across the region in response to the challenges the health service has faced: (1) addressing the waiting lists that have built up for our planned (elective) patients, (2) the ongoing COVID vaccination programme, (3) providing timely urgent and emergency care and (4) staff health and wellbeing. Alongside this, we have sustained our clear focus on our continuous improvement journey and delivery of our Integrated Quality Improvement Plan, against which we can evidence further considerable progress for our patients, their families and staff.

Recovery from the pandemic will dominate our attention for many years, recognising that it has created significant and lasting change for QEH and the wider healthcare system. We will continue to embed and sustain the significant improvements we have made, including more virtual and integrated care, working with our patients and partners to enable system-wide improvements and transformation wherever possible.

When developing our priorities for year three of our Corporate Strategy, we have taken into account:

- Feedback from our Care Quality Commission (CQC) report (published in February 2022)
- Feedback from our 2021 National Staff Survey and Medical Engagement Survey
- Patient, carer and volunteer feedback which we receive throughout the year, including that from Healthwatch, complaints and the Friends and Family Test
- COVID-19 and the agreed transformation priorities for Norfolk and Waveney, as well as Lincolnshire and Cambridgeshire
- Collaborative working with local acute health care hospitals, primary care providers, community providers, mental health provider and social care and the emerging Norfolk and Waveney Integrated Care System
- 2022/23 operational planning guidance
- Priorities outlined within QEH's Clinical Strategy (approved February 2022), and
- QEH's Green Plan (approved January 2022)

## CQC report - February 2022

The Trust has seen significant progress over the last three years which has been recognised by the CQC who have rated the Trust as 'Good' in all of the Core services which were inspected and recommended that the Trust moves out of the recovery support system (formerly special measures.) The Trust is now CQC 'Good' in three domains – Caring, Well Led and Effective – and rated as 'Requires Improvement' overall.

The CQC feedback is the result of a huge amount of hard work and focus by all staff (Team QEH) with the underpinning aim of continuously improving care and services for our patients and their families. We recognise that we continue to have areas of focus and improvement as we move into 2022/23 and are revising our underpinning compliance plan in order to ensure that we deliver upon the key 'Must' and 'Should Do' actions (which reduced from 206 in our 2019 inspection to 13 in 2022).

## National Staff Survey feedback

In 2021, response rates to the National Staff Survey increased for the third consecutive year, albeit modestly, but remained below target.

The results for 2021 do demonstrate some clear improvements in a number of areas, specifically in relation to staff health and wellbeing. However, in line with the overall results nationally, results have either declined slightly or remained static, recognising the challenging year it has been. We are working with our Divisional and Service Leads to develop our 2022/23 Staff Engagement Programme that will respond to these results, which will have a focus on leadership development for our middle and local managers front and centre.

## Operational planning guidance

There are clear themes which are included within the 2022/23 Operational planning guidance and priorities which the Trust is focusing on delivering. The themes align with the Trust's Strategic Objectives and the work which is already underway and which is embedding within the organisation.

**INVEST IN OUR WORKFORCE**

with more people and new ways of working, and by strengthening the compassionate and inclusive culture needed to deliver outstanding care

**RESPOND TO COVID-19 EVER MORE EFFECTIVELY**

delivering the NHS COVID vaccination programme and meeting the needs of patients with COVID-19

**DELIVER SIGNIFICANTLY MORE ELECTIVE CARE**

to tackle the elective backlog, reduce long waits and improve performance against cancer waiting times

We are committed to reducing the time that patients have to wait for their planned care procedures and are working with our wider system partners to deliver transformational change in order to ensure that we make improvements in this area. Delivery of this work is monitored via the Trust's internal and ICS governance processes.

**IMPROVE THE RESPONSIVENESS OF URGENT AND EMERGENCY CARE**

keeping patients safe and offering the right care, at the right time, in the right setting

We are committed to providing our patients with rapid access to responsive urgent care whenever they need it, in order to achieve this, we are is working in partnership with all key stakeholders within the Integrated Care System to develop a full and robust response to the pressures which we see in relation to our urgent and emergency care pathways. Performance against these actions is monitored via the Trust's internal and ICS governance processes.

- Continue to develop our approach to population health management, prevent ill health and address health inequalities
- Exploit the potential of digital technologies to transform the delivery of care and patient outcomes
- Make the most effective use of our resources
- Establish Integrated Care Boards and collaborative system working

## QEH's Clinical Strategy

Aligned with delivery of our Strategic Objectives, the Trust's Clinical Strategy, which was approved in February 2022, sets out our key areas of focus for Team QEH to deliver the high-quality services and best possible patients experience that our population need and deserve.

Within the strategy, we have agreed six clinical priorities which will act as a compass to ensure that everything we do is focussed on addressing these biggest challenges:

1. Provide safe alternatives to emergency admissions and to focus admissions on patients who need them most
2. Improve the quality of inpatient care including End of Life Care by modernising in line with 7-day services, NHS England/ Improvement (NHSE/I) advice, using our technology and focusing on what our population really needs
3. Optimise length of stay for all patients (elective and emergency)
4. Improve maternity care in line with national recommendations
5. Transform outpatient services using technology to become a more responsive, patient focused service
6. Improve access and reduce inequalities of access for patients on waiting lists, improve cancer outcomes and address the pandemic related backlog including development of an elective hub

These clinical priorities underpin delivery of our Corporate Strategy and will be a clear focus for us in 2022/23.

## Green Plan

We are aspiring to ensure the long-term sustainability of our Trust so that we can continuously improve the quality of our care, make a positive contribution to our communities and the local economy and minimise our impact upon the environment. In support of this, the Trust has published its Green Plan (February 2022) which demonstrates our commitment to reducing our carbon footprint in order to help to create a greener NHS by embedding sustainability into our core operational activity.

### OUR GREEN PROMISE

- Reduce energy usage across our estate, eliminating the use of fossil fuels and increasing use of renewable energy sources by 2032
- Support a shift to electric and ultra low emission vehicles in our own fleet and ensure easy access to vehicle charge points for patients and staff
- Help our suppliers switch to electric vehicles by exploring how we can include them in our transport plans and contracts
- Implement the National Institute for Health and Care Excellence (NICE) guidelines on medicines optimisation and reduce our use of anaesthetic gases which are harmful to the environment
- As part of our Digital Strategy, continue to reduce our reliance on paper-based systems and to enable improvements in the quality of clinical decision making thorough the use of digital aids such as electronic prescribing, reducing the likelihood of unnecessary length of stay and admission to hospital
- Where clinically appropriate, develop our clinical pathways, with our local and regional partners so that they provide both quality and sustainable care for our patients by prioritising care closer to home, reducing readmissions and length of stay which we will develop into low carbon pathways
- Use our local influence to set environmental, social and governance standards in our local contracts in line with the NHS Supplier Road Map. We will use the sustainability and social value provisions in national frameworks to maximum effect to reduce emissions in our supply chain
- We will ensure that there is leadership for sustainability at every level of the organisation and that staff are empowered through our benefits provision and in embedding sustainability into our everyday practice
- We will be sustainability leaders in our community. Our Board will engage with our patients, workforce and local community through participatory forums and other mechanisms to maintain and improve our Green Plan, accelerating our journey to net zero where possible
- To work with local health, social care, government and other agencies to create a system wide approach to adaptation to climate change to minimise the effects of climate hazards on our local community

The Trust has reflected its commitment to delivery of the Green Plan within the underpinning priorities for Strategic Objective 2 and Strategic Objective 5 recognising that broader reporting of progress of the Green Plan will be undertaken within the Trust's annual plan and Integrated Performance Report.

## Operational performance reporting

Our performance against the main operational performance updates will be reported bi-monthly at our public Trust Board meetings in our Integrated Performance Report - spanning access, workforce and financial standards.

# PRIORITY 1
## Quality

# Context

Our latest CQC report (February 2022) recognises the considerable progress and improvement the Trust has made since 2019. It also highlights where we should focus in the next stage of our improvement journey and Year 3 of our Corporate Strategy, including middle management development and a focus on the timeliness of urgent and emergency care for our patients.

Recognising the importance of effective communication with patients and their families and carers we have made significant changes and improvements in the way in which we respond to and learn from patient and family/carer feedback. We have strengthened our formal and informal complaint process with a focus on local resolution of concerns which is enabling learning from every interaction. In response to feedback, we have embedded our team of Family Liaison Officers within the Trust to improve communication with patients and their families, recognising the impact of restricted visiting as a result of the pandemic, and we are proud that this model has been rolled-out across the Norfolk and Waveney system as good practice and recognised by the CQC.

Alongside this, we improved in each of the national patient surveys in 2021/22, including Urgent and Emergency Care, Inpatients, and Children and Young People surveys, which will inform our newly developed Patient Experience Strategy which will be launched in 2022.

We are increasing capability and capacity in the organisation with Quality Service Improvement and Redesign Training and Quality Fundamentals training for all staff.

QEH was the first Trust in the country to undertake a Duty of Candour exercise to inform the 349 patients and next of kin who definitely/probably acquired COVID-19 in our care and to apologise. At the end of this four-month exercise, we published our 'Learning from COVID-19 Pandemic' report to demonstrate our commitment to openness and transparency.

In 2020/21, the Trust has started a significant programme of estate modernisation. We continue to develop the Strategic Outline Case (SOC) for a new hospital and the Trust submitted two Expressions of Interest in a bid to become one of the eight further new hospitals to be announced in 2022.

Alongside this work, we have received significant national capital funding to ensure the safety of our hospital which is reaching end of life, notably related to issues with our roof which relate to Reinforces Autoclaved Aerated Concrete (RAAC). We have developed a detailed fail-safe plan for the investment which will enable us to address and mitigate a proportion of the known RAAC risks on a rolling basis by creating ward and theatre decant space, whilst modernising our current estate with new state of the art facilities for Endoscopy and Outpatients, and a new Eye Centre. QEH will receive £80m for RAAC 2022/23-2024/25 (3 year) RAAC capital programme, which is £70m less than the quantum of funding required to ensure the current hospital is fully safe and compliant. We continue to lobby for further national capital to close this gap.

As we move forward with development of the SOC, we will prioritise future areas for capital investment focussing on areas such as improvements in our ED footprint.

We continue to work collaboratively with the Norfolk and Norwich University Hospitals NHS Trust (NNUH) and the James Paget University Hospital NHS Trust (JPUH) to develop a compelling case for a Diagnostic Assessment Centre to support patients receiving treatment for cancer.

We have ambitious digital priorities for 2022/23, building on our progress in 2021/22, which includes the roll-out of phase one of a new Radiology Information System (RIS), Electronic Prescribing and Medicines Administration (EPMA) to the whole organisation and Single Sign-On. We have also made significant progress in relation to our Cyber Security Improvement Plan and have strengthened clinical engagement with our digital programme.

Looking to year three of our Corporate Strategy, we are determined to build on the foundations that are now in place so that we can consistently deliver safe, timely and compassionate care to our patients and their families.

# PRIORITY 1
## Quality

### STRATEGIC OBJECTIVE 1:
To consistently provide safe and compassionate care for our patients and their families.

Executive Lead - Chief Nurse

## YEAR 3 PRIORITIES (2022/23)

**To progress on our journey towards CQC 'Good' by:**

- Consistently sharing learning from complaints, near misses, never events, incidents, mortality and learning from deaths by:
  - Further improving phase 3 Duty of Candour in relation to sharing learning from Serious Incident investigations with evidence of thematic review both intra and inter-divisionally
  - Improving the closure of actions in relation to Serious Incidents incrementally with evidence of a quarterly reduction
- Reducing the number of falls and those resulting in serious harm incrementally with evidence of a quarterly reduction
- Improving our capability for implementing the introduction of The Liberty Protection Safeguards - This will provide protection for people aged 16 and above who are or who need to be deprived of their liberty in order to enable their care or treatment and lack the mental capacity to consent to their arrangements
- Delivering year-on-year improvements to patient experience measures (measured via surveys and complaints) with demonstrable evidence of changes in practice

# PRIORITY 1
## Quality

### STRATEGIC OBJECTIVE 2:
Modernising our hospital (estate, digital infrastructure and medical equipment) to support the delivery of optimal care.

Executive Lead - Deputy CEO

### YEAR 3 PRIORITIES (2022/23)

- Launching an integrated 3-year Digital and Data Strategy
- The management and delivery of Cyber Security risk and assurance through a Business as Usual annual workplan approach which will be monitored by the Digital and Information Forum
- Further improving the Trust's digital maturity by implementing Patient Observation Management Systems, Chemo Prescribing and Wristband replacement
- Working both internally and with partners on the preparation for a system-wide Electronic Patient Record
- Further modernising our estate by:
  - Getting added to the New Hospital Programme and moving from Strategic Outline Case to Outline Business Case stage for a new build
  - Securing the required quantum of capital funding for a 3-year programme to maximise safety and compliance of the Trust's current estate
  - Increasing car parking capacity via a deck or multi-storey solution to ease pressure
  - Aiming to improve energy efficiency and in turn reduce the carbon footprint for all estates improvement projects
- Completing a Full Business Case for the Diagnostic and Assessment Centre
- Full engagement with wider ICS estates developments, including maximising the opportunities at North Cambridgeshire Hospital, developing an on-site Elective Hub, and progressing the Primary Care Hubs and Community Diagnostic Centre developments

# PRIORITY 2
## Engagement

# Context

## Staff engagement and culture

Building on our learning from the COVID-19 pandemic, we have further strengthened our staff engagement programme to ensure that we are creating an open culture for our staff and one where colleagues feel valued, listened to and supported.

We will build upon the results of the 2021 Staff Survey with a clear focus on the areas of improvement which are required, ensuring that there is broad engagement in the delivery of change across the organisation.

We have embedded our Trust-wide culture transformation programme to bring our values to life across the organisation and to create a kind and inclusive culture. There are four main improvement areas where bespoke culture support is in place, including Radiology, Maternity, Ophthalmology and Information Services. There are wider improvement plans in place in Urgent and Emergency Care and Elective Recovery.

Our behavioural standards - called 'The QEH Way' - give absolute clarity to the standards we expect and our values and behaviours (kindness, wellness and fairness) continue to be a significant focus, recognising there is more to do. We further strengthened our Freedom to Speak Up offering by appointing three Freedom to Speak Up Guardians to work alongside our Freedom to Speak Up Champions, increasing support from our Guardians from 30 to 120 hours per month.

We have embedded our nationally-recognised Staff Engagement Programme which includes our Health and Wellbeing Programme with dedicated posts to support our staff.

We will continue to build on the opportunities which have been created by the pandemic including; flexible and home working, physical and psychological health and wellbeing, faster decision-making, staff benefits, greater collaboration with voluntary and other care sectors and the development of a range of staff networks. We have made good strides with our work to create a fair and inclusive culture, including via the introduction of black, Asian and minority ethnic, and gender balanced interview panels for all band 7 and above appointments.

## Collaboration

As a key partner in the Norfolk and Waveney health and care system and an anchor institution in West Norfolk, we continue to work proactively with our partners to further improve care and services for our patients and local community.

Underpinning this is our commitment to collaborate more closely with JPUH and NNUH in order to improve the quality of care for people living across Norfolk and Waveney.

We are proactively developing plans which are reflective of our key priority of responding to the health inequalities within our local population, alongside prioritising system, collaborative working as the Integrated Care System moves towards a more formal footing, shared decision-making and the development of an Acute Provider Collaborative.

Underpinning this work will be the development of a Norfolk and Waveney acute Clinical Strategy within 2022/23 which, from a Trust perspective, will be based on outputs of the Trust's new Clinical Strategy. The development of the acute Clinical Strategy will be closely aligned to the deliverables of the Norfolk and Waveney Clinical Strategy which was approved in March 2022.

We will build stronger relationships with all of the organisations that work with us so that we can provide the most effective services together. We continue to further strengthen external relationships with a clear focus on West Norfolk partners but also robust engagement with primary care, community care, our local mental health provider, Local Authority stakeholders, Cambridgeshire and Peterborough Clinical Commissioning Group (CCG) and Lincolnshire CCG to ensure we are at the heart of decision-making in relation to the development of Integrated Care Systems and Place-Based Care which will impact upon pathways of care for our patients.

# PRIORITY 2
## Engagement

### STRATEGIC OBJECTIVE 3:
Strengthening staff engagement to create an open culture with trust at the centre.

Executive Lead - Director of People

### YEAR 3 PRIORITIES (2022/23)

- Implementing a strengthened staff Health and Wellbeing Programme to drive continuous improvement in staff engagement, morale and wellbeing - which will be evidenced by:
  - Being above average for National Staff Survey and quarterly pulse survey results in questions related to staff health and wellbeing, morale, feeling listened to and engagement
  - A reduction in the proportion of staff leaving the Trust within 12 months of employment to 10%
- Aiming for a 50% response rate to the national and quarterly staff surveys
- Embedding kindness, wellness and fairness as the Trust's new values
- Improving the Trust's performance in the Workforce Race Equality Standard indicator 6, relating to acting fairly with regard to career progression and promotion by 10% on the 2021/22 baseline

# PRIORITY 2
## Engagement

### STRATEGIC OBJECTIVE 4:
**Working with patients and system partners to improve patient pathways and ensure future financial and clinical sustainability.**

Executive Lead - Director of Strategy and Integration

### YEAR 3 PRIORITIES (2022/23)

- In collaboration with all local Partners, leading on the delivery of Place-Based Care for the benefit of our local population - with outputs in 2022/23 being:
  - Developing a clear collaborative workplan outlining key priorities and anticipated outcomes
  - Delivering key projects to support elective recovery aligned to the use of Protect Norfolk and Waveney (Protect NoW)
  - Improvements in system wide pathways of care to support delivery of Urgent and Emergency Care priorities
- Implementing the agreed steps with the three acute Trusts within Norfolk and Waveney to deliver Acute Provider Collaboration. This includes:
  - Strengthening the role of the Norfolk and Waveney Acute Hospitals Committees to ensure collective effective and robust delegated decision-making
  - Contributing to the development of an acute clinical strategy across QEH, NNUH and JPUH fully informed by the Trust's new Clinical Strategy which will lead to the identification of clear priority areas for closer collaboration.
- Strengthening organisational sharing of data, knowledge and experience to deliver, safe effective, value for money services within the Trust and across the Norfolk and Waveney ICS focusing on delivery of the Trust's financial plan, capital programme and £8 million Cost Improvement Programme in 2022/23

# PRIORITY 3
## Healthy Lives

# Context

Within West Norfolk, as for other parts of the system, there is an expected growth in our local population. We recognise that in order to meet our patients needs we must work differently with our local Partners.

We aspire to make the best use of our significant presence within our local area, acting as an 'anchor institution.' We are a large local employer with strong links to many local services which means that we can positively impact upon our local communities.

We are clear that there is further work which we can do in partnership with our patients and staff to ensure we are tackling health inequalities for our local population, and we will build on the learning which has come from the pandemic to enable us to focus our resources on the key areas which will have an impact such as smoking cessation support for our patients and staff.

We remain fully committed to the development of Place-Based Care via the emerging Alliance, Place-Based Care Board and other forums and will continue to ensure that there is a clear focus on research and innovation in everything that we do.

We will continue our priority of supporting and listening to our staff and acting on their feedback. We have seen huge changes in this area in the last year which provide us with an excellent baseline as articulated in the Trust's People plan, from which we will grow with a clear focus on introducing and embedding a staff wellbeing service which is fit for the future as well as focusing on leadership, development and training opportunities which are available for our staff to ensure that they achieve their true potential.

At the heart of our Strategy is our commitment to continuous improvement, a key part of which is investing in our staff via Quality, Service Improvement and Redesign (QSIR) training and leadership development. We are committed to continually improving services through supporting and empowering staff, volunteers, patients, carers and other partners to make and be supported to achieve changes.

The School of Nursing which is being delivered in partnership with the College of West Anglia, and will be completed in 2022, will provide us with a clear opportunity to create a faculty of education to harness the talents of our people.

As we move into year three of our strategy, the key underpinning theme for the Trust relates to continued recovery, with a clear focus on health and wellbeing and creating a kind and inclusive culture alongside a commitment to robust and effective engagement with partners in our local health and care community.

# PRIORITY 3
## Healthy Lives

### STRATEGIC OBJECTIVE 5:
Supporting our patients to improve health and clinical outcomes.

Executive Lead - Medical Director

### YEAR 3 PRIORITIES (2022/23)

Supporting population health management, to prevent ill health and to address health inequalities by:

- Delivering flu and COVID-19 vaccinations
- Supporting smoking cessation for our patients and staff:
  - Documenting the smoking status of all inpatients and maternity patients,
  - Offering nicotine replacement therapy to all inpatients,
  - Working with Public Health partners to make smoking cessation support available for all who need it in West Norfolk
  - Signposting all inpatient and outpatients who are identified as smoking, to appropriate smoking cessation support
  - Supporting inpatients, staff and all visitors to our site to stop smoking by becoming a smoke-free site
- Addressing the pandemic related backlog in elective activity with system partners
- Promoting prehabilitation and optimising the health of patients on our waiting lists

Promoting long-term health by implementing the Trust's Green plan:

  - Completing a baseline assessment against the NHS green plan contract
  - Encouraging patients and staff to walk or cycle to promote short-term health
  - Reducing direct and indirect CO emissions to promote long-term health
- Embedding research and innovation delivery by considering research in every clinical encounter by:
  - Increasing the number of specialties with active research
  - Increasing the number of Principle Investigators, targeting nursing and AHPs and non-consultant medical staff
  - Recruiting 1,000 patients to National Institute for Health Research (NIHR) trials

# PRIORITY 3
## Healthy Lives

### STRATEGIC OBJECTIVE 6:
Maximising opportunities for our staff to achieve their true potential so that we deliver outstanding care.

Executive Lead - Director of Patient Safety

### YEAR 3 PRIORITIES (2022/23)

- Creating a Quality Improvement (QI) Team which will drive our continuous improvement, increase QI capabilities Trust-wide and house our safety faculty
- Further increasing capability across the organisation, with a target of 15% of staff completing QI training by year-end with each of these staff engaging in local change projects
- Launching and implementing the NHS Patient Safety Strategy
- Creating a Faculty of Education to harness the talents of our people
- Developing a leadership development framework and implementing middle to senior management development programmes focused on: Leadership, Relationships, Teamwork and Performance Management for 120 staff
- Improving the outcomes of General Medical Council and Health Education England learner surveys by a 5% reduction in current outliers alongside an increased provision of external professional courses and examinations

# Appendix - Policy context

The NHS Long-Term Plan was published in 2019, setting out the strategic objectives for NHS England.

Following consultation on it, the Health and Care Bill was introduced to Parliament in July 2021 with proposals falling under the following themes:

- Removing barriers to integration
- Reducing bureaucracy
- Ensuring appropriate accountability arrangements
- Allowing support of social care and public health measures, improving safety, and implementing worldwide reciprocal healthcare agreements

As part of the integration process, the Bill sets Integrated Care Systems on a statutory footing. They will replace and take over healthcare commissioning by July 2022. They are intended to improve outcomes, reduce inequalities, enhance productivity and support broader economic and social development within communities. They will be formed of:

- An Integrated Care Board with responsibility to plan, allocate resources to and track delivery of health services
- An Integrated Care Partnership to act as a forum with local authorities and non-NHS Partners, facilitating joint action
- Place Based partnerships (Alliances) and Provider Collaboratives to work together to support local services

**The Queen Elizabeth Hospital**
King's Lynn NHS Foundation Trust
Gayton Road, King's Lynn, PE30 4ET

**01553 613613**