The Queen Elizabeth Hospital King's Lynn
NHS Foundation Trust

Meeting:	Board of Directors (in Public)		
Meeting Date:	5 October 2021	**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 September 2021.				
Summary of Key issues:	This report summarises activity during September 2021, which includes updates on the ongoing work in relation to Place-Based Care, the Provider Collaborative and collaborative work underway across Norfolk, Lincolnshire and Cambridgeshire. It also includes updates on key Trust developments.				
Recommendation:	The Board is asked to note this update.				
Acronyms					

Chairman's Report – October 2021

1. An outward-looking perspective

A meeting of the Norfolk and Waveney Hospitals Group Committees took place on 13 September 2021. Work continues to define the governance parameters and structures as we move forward with acute Provider Collaboration in Norfolk and Waveney. Learning is being taken from other systems which have already implemented closer collaborative ways of working to ensure that we are fully sighted on how best to move forward. We will be undertaking further work to strengthen the role of the Norfolk and Waveney Hospitals Group Committees to ensure that the Committee is taking appropriate decisions to drive forward key programmes of delivery.

The Board is asked to note that the first of the Governor Forum meetings took place on 20 September 2021, which is a welcome development, ensuring engagement with Governors across the three acute Trusts as work in relation to the Provider Collaborative progresses. A single, aligned update will be presented to the three Councils of Governors in due course to ensure consistency of messages and full visibility of discussions and decisions.

A further tri-Board meeting between ourselves, Norfolk and Norwich and James Paget University Hospitals is planned for October 2021. We intend to use this meeting as an opportunity to finalise the case for change for the acute Provider Collaboration alongside the high-level workplan and a preferred governance model. The Board and Governors' Council will be kept updated with these discussions as they develop.

The interim ICS Partnership Board have confirmed the outcomes of the Norfolk and Waveney Integrated Care System (ICS) engagement exercise on Place configurations. It has been agreed that five local health and care alliances will be created based on current health localities alongside the establishment of local health and well-being partnerships. We will be fully engaged in the next stage of the work as this now moves forward to implementation.

2. Our 2021 Annual Members Meeting

Last month the Trust held its Annual Members' Meeting in which Trust members, Governors, patients, our local community, volunteers and Trust staff had the opportunity to hear from our Chief Executive and Executive Team about the Trust's progress during 2020/21 and our ambitions for the year ahead.

In addition, the meeting also featured presentations from Trust experts on our response, learning and innovation from the COVID-19 pandemic and looked ahead to the Trust's 2021/22 priorities, including our determination to bring a new hospital to King's Lynn and West Norfolk which is no more than our patients, local communities and staff deserve.

3. Introducing our Divisional Workplans

To support delivery of QEH's Year Two (2021/22) Corporate Strategy, the Trust is introducing a series of underpinning organisational workplans, including People, Estates, Clinical Services and Digital strategies. The Divisions also have clear plans and priorities, which support the delivery of the Trust's overarching priorities.

The launch of these workplans underpins the delivery of the vital work taking place to support our ambition to become the best rural District General Hospital for patient and staff experience.

This is an exciting step forward as we continue on our improvement journey.

4. Maternity Bereavement Suite building work commences

We are delighted that building work has started to create a new Maternity Bereavement Suite at QEH.

The Butterfly Suite will provide a much-needed safe and homely environment for parents and their families who experience this tragic loss during pregnancy, birth or shortly afterwards. The facility will support families to create precious memories with their baby, and will really make a difference to the standard of care we are able to deliver.

The Suite is due to open this winter. We had originally worked towards an opening date of April 2021, however, as a result of COVID-19, and the limited availability of supplies, the opening of the suite has regrettably been delayed.

We know from both patient and Care Quality Commission feedback that a dedicated Bereavement Suite is very much needed, and as such we are extremely pleased to see this project move forward.

5. New Endoscopy Unit building work commences

Building work has started on a new state-of the-art Endoscopy Unit that will improve patient and staff experience, improve clinical outcomes and ultimately provide much-needed modernisation of our hospital.

This important work is part of a much wider programme to modernise the Trust's ageing estate. The new state-of-the-art Endoscopy Unit will be big enough to enable all endoscopies to be undertaken in it, and will mean patients receive care in modernised surroundings, and staff benefit from working in brand new facilities.

This development is possible thanks to the £20.6m of national emergency capital the Trust has received in 2021/22. In addition to modernising the Trust's facilities, this funding is allowing the installation of failsafes (to reduce the risk of RAAC plank failures) which will improve the safety and delivery of services.

6. National award recognition

Very many congratulations to Team QEH for receiving national recognition at a number of awards in September 2021 – including:

Winners of Health Service Journal Patient Safety Innovation of the Year Award
QEH has won the Patient Safety Innovation of the Year Award at the HSJ Awards 2021, for the pioneering anaesthesia device SAFIRA® (SAFer Injection for Regional Anaesthesia) developed by clinicians at the Trust in partnership with Medovate Ltd.

This is a fantastic achievement for Team QEH and we want to extend huge congratulations to our clinicians behind the development of the SAFIRA® device - Consultant Anaesthetists Dr Peter Young, Dr Emad Fawzy, Dr Joseph Carter and Dr John Gibson.

Digital Award – Imprivata Return on Investment Award
This national award for QEH is associated with the recent work to implement a Single-Sign-On solution within the Trust. This solution, directly supports our Electronic Prescribing and Medicines Administration (EPMA) deployment through improved interaction with our computers (reducing login and authentication delay). The Trust was praised for one of the quickest and most successful deployments in recent years. Imprivata applauded the Trust for its innovative integration of the Imprivata ConfirmID and WellSky Electronic Prescribing and Medicines Administration (EPMA) applications in the Pharmacy department.

Bronze Rainbow Badge Award for LGBTQ+ support
One of ten national pilot sites for the second phase of the NHS Rainbow Badge, the Trust has received the Bronze Rainbow Badge Award recognising its dedication to improving access to healthcare for LGBTQ+ people and creating an inclusive culture.

The Bronze Rainbow Award recognises a number of positive actions the Trust has taken to create a more inclusive culture, including training on the needs of LGBTQ+ service users, launching a Transgender Policy, and the Trust's volunteer-run LGBTQ+ and Allies Network which works to encourage respect and equality for everybody working at QEH.

7. The Chairman's diary

I contributed to the Stakeholder Panel meeting in September 2021 for the recruitment exercise for the ICS Chair, I chaired the latest Committees in Common meeting and attended the ICS Partnership Committee and Governors' Business Committee meeting.

I Chaired the Trust's Annual Members' Meeting last month and also hosted its second successful Leadership Summit.

I met with the new Voluntary Services Manager, Joshua Pearce, and newly-elected Governors for an introductory meeting.

I was also involved in the shortlisting for the Chairman and CEO Award for the 2021 Team QEH Awards.

8. Looking ahead

The Trust has submitted its two expressions of interest to the Department of Health and Social Care to press our case to bring a new hospital to King's Lynn and West Norfolk. As we await the outcome of the long-listing process, we are proceeding at pace with the completion of the Strategic Outline Case for a new hospital, so that we are ready to proceed, pending an announcement on the eight further new hospital schemes. Thank you to our health and care partners across Norfolk, Lincolnshire and Cambridgeshire, to key external stakeholders and our local community for their continued, fantastic support to bring a much-needed new hospital to West Norfolk – a case we will continue to campaign for given the very urgent need at QEH.

Following approval at the Quality Committee, the Trust has published findings from its Learning from COVID-19 exercise. The report concludes a four-month reflection into our delivery of care during the first and second waves of COVID-19.

QEH is believed to be the first Trust in the country to conduct such an exercise and has received widespread praise from colleagues at NHS England and Improvement, the Department of Health and Social Care and other Trusts for the way in which we have

approached and conducted this exercise, demonstrating our commitment to openness and transparency.

The Trust is expecting its regulator, the Care Quality Commission, to visit in the autumn of 2021 for a full inspection, which we look forward to and will embrace, seeing this return visit as an opportunity to share the considerable improvements made at the Trust and take further learning to inform the next phase of our improvement journey.