The Queen Elizabeth Hospital King's Lynn
NHS Foundation Trust

Meeting:	Board of Directors (in Public)		
Meeting Date:	7 December 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 November 2021.				
Summary of Key issues:	This report summarises activity during November 2021, which includes an outward-looking perspective, the forthcoming CQC inspection, national recognition for QEH's digital innovations and the National Cancer Patient Experience Survey results.				
Recommendation:	The Board is asked to note this update.				

Chairman's Report – December 2021

1. An outward-looking perspective

The Norfolk and Waveney Hospitals Group Committees met in November 2021. Detailed discussions took place around the key cross-system programmes of work which are in place focusing on delivery of improvements within Urgent and Emergency Care and Elective Care as well as the New Hospital Programme at both QEH and James Paget Hospital.

Under the direction of the Norfolk and Waveney Hospital Group Committee, work continues to define the governance framework, parameters and structures as we move forward with Acute Provider Collaboration. A Programme Director has been appointed to support the work and is focusing on finalising the case for change as well as developing a clear programme plan for delivery. Detailed updates are being provided to the three Boards of Directors and the Councils of Governors. The Governors' Forum continues to meet 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 Norfolk and Waveney Integrated Care System. This will provide us with the key deliverables, aligned to local, regional and national priorities, for our local population. The positive work which is being done within West Norfolk in relation to health inequalities and population health management will be threaded through the developing Place-Based Care priorities to ensure that we are aspiring to meet the needs of our local population.

Earlier this month and following engagement events earlier in the year which QEH participated in, Norfolk County Council published its new and ambitious four-year strategy, called 'Better Together, for Norfolk', setting out the priorities for the county. A number of follow-up events are being organised by the Council to explore how partners can work together to accelerate change across Norfolk, making the most of opportunities for recovery, renewal and resilience and the Government's levelling up and environmental agendas as part of the next phase of this important work. The strategy can be accessed via the Council's website here: www.norfolk.gov.uk/togetherfornorfolk.

2. Forthcoming Care Quality Commission (CQC) inspection

QEH is expecting its regulator, the Care Quality Commission, to visit this winter for a full inspection, which the Trust welcomes and will embrace, recognising further feedback will inform the next phase of the Trust's improvement journey.

In October 2021, QEH also had a further three of the seven Section 31 conditions previously in place for its Maternity and Midwifery Services and Emergency Department lifted by the CQC.

To have these lifted is an extremely encouraging sign and demonstrates the confidence that the CQC has in QEH and the Trust's determination to get it right for our patients. We are confident that when our CQC colleagues return to visit QEH, which we expect will be before Christmas, that the remaining four Section 31 notices will also be lifted.

3. National recognition for QEH's digital innovations

QEH was awarded the Imprivata Return on Investment award for its implementation of Electronic Prescribing and Medicines Administration (EPMA) and Single Sign-On (SSO) at the Trust. This provides a safer method of prescribing along with ease of access, which reduces login and authentication delays for clinical teams and helps to further improve overall patient and staff experience.

QEH was credited by Imprivata as one of the quickest and most successful Single Sign-On developments seen in recent years, and the Trust was applauded for its innovative integration of EPMA across the hospital, which is nearing completion. The project's critical success factor was in leveraging optimised secondary authentication when clinicians were e-charting, e-signing, and e-witnessing patient medication.

4. National Cancer Patient Experience Survey results

The 2020 National Cancer Patient Experience Survey results were published last month and show that QEH has achieved its highest average rating in five years. To achieve this in the most challenging year in the history of QEH and the NHS, is a fantastic achievement.

The average rating from patients receiving cancer treatment at QEH is now 9 out of 10 for their care. This is a testament to the hard work and dedication of our cancer and patient experience teams and provides further evidence that patient experience is improving at QEH:

- Ensuring an appropriate length of time for cancer care appointments
- Providing sufficient information to explain radiotherapy and chemotherapy treatments
- Making it easy for patients to contact their Clinical Nurse Specialist

The survey highlights areas for further improvement, and the following work is already underway:

- The Personalised Care Project has commenced to improve patient experience
- The introduction of a Cancer Care Patient Navigator team to help patients receive the right support for their individual needs
- The improvement of written information to support patients when leaving hospital including details about who to contact if they are worried about their condition

Patients are already benefiting from a state-of-the-art Cancer Wellbeing and Support Centre which opened in July 2021 following a £625,000 redevelopment funded by the Trust's Charity. The facility provides a dedicated space for patients to access non-clinical support following cancer diagnosis.

The National Cancer Patient Experience Survey invited 353 patients receiving cancer treatment at QEH between April and June 2020. The response rate was 64% (higher than the 59% national average). QEH was one of only 55 Trusts in the country to have voluntarily taken part in this survey.

QEH's ambition is to become the best rural District General Hospital for patient and staff experience and these results are encouraging as we continue on our journey of improvement. We are extremely proud of Team QEH for making this progress possible.

5. Governors' Council Election

Last month QEH invited staff and members of the public to nominate themselves as a Governor to represent their constituency, as part of the three-year cycle of Governor Elections. Nominations will close on 15 December 2021 and voting packs will be distributed on Friday 7 January 2022, ahead of the successful candidates being announced on 28 January 2022.

6. Unveiling our Tap to Donate Wall

Last month QEH unveiled an interactive 'Tap to Donate' donation wall, making it easier for people to make donations to the Trust's Charitable Fund via a contactless donation box facility offering people the opportunity to make a £3 donation.

The wall, which is situated in the main entrance of the hospital, also promotes the Charitable Fund's important contribution to improving patient experience at QEH which includes funding vital equipment, enhanced facilities, staff development and experience, and education and research.

The Trust's Charitable Fund supports many much-needed developments for patients and their families. Among the projects which have benefited from its support are the Cancer Wellbeing and Support Centre which opened in July, as described above, and a new Maternity Bereavement Suite which is due to open later in 2021/22.

7. The Chairman's diary

I attended the interim Integrated Care System Board Partnership meeting last month as well as a Committees in Common meeting. Caroline and I also attended the Acute Provider Collaborations briefing, joined by other Executive Directors, to keep Governors updated.

I chaired the Governors' Council meeting last month and joined a briefing with the Trust's Non-Executive Directors, CEO and Executive Director leads for an update on operational pressures at the Trust and work to bring a new hospital to King's Lynn and West Norfolk.

I met with the Trust's new Lead Freedom to Speak Up Guardian, Kayleigh Daring, who gave me an updated overview of the measures the hospital is taking to ensure staff feel safe to speak up.

This month I joined the photo-call for our £12.5m investment in a new state-of-the-art Endoscopy Unit for QEH, with Caroline and I visiting the site where preparatory groundwork is underway. I also joined the Trust's Fundraising Executive, Laurence Morláas, for the unveiling of our new Tap to Donate Wall situated in the main entrance of the hospital.

8. Looking ahead

The Trust continues to invest in the modernisation of its estate and digital infrastructure and this is central to the Trust's Corporate Strategy and achievement of its vision to be the best rural District General Hospital for patient and staff experience.

Work is also underway on a new Outpatient Unit which will open in January 2022, and will provide an enhanced environment and a better experience for patients and staff. The new unit follows £20.6m national emergency capital investment to further enhance our facilities

and experience for patients, their families and staff. It will include a unit which will bring together a number of outpatient services, including Urology, Pain Service, Rheumatology, Gynaecology, Antenatal Care, Obstetric Ultrasound and a Day Assessment Unit for pregnant women.

In the meantime, thank you to each and every member of Team QEH for continuing to go above and beyond and maintain a focus on the delivery of safe and compassionate care as the Trust faces unrelenting operational challenges.