The Queen Elizabeth Hospital King's Lynn
NHS Foundation Trust

Meeting:	Governors' Council (in public)		
Meeting Date:	21 February 2023	**Agenda item:**	14
Report Title:	External Stakeholder Analysis Review Autumn 2022		
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Executive Sponsor:	Alice Webster, Acting CEO		

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	**KSO3** – To strengthen staff engagement to create an open culture with trust at its centre. **KSO4** – Working with patients and system partners to improve patient pathways and ensure future financial and clinical sustainability.	
Significant risk register	None.	
	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:	To update the Governors' Council on the results of the repeat External Stakeholder Analysis Review which was carried out by Grant Thornton on behalf of the Trust in Autumn 2022 (the first such review was completed in Autumn 2020).
Summary of key issues:	The Trust's 2019 Care Quality Commission inspection report showed that significant work was needed to improve relationships with external partners and stakeholders and to ensure that the Trust was more fulsomely contributing to the Norfolk and Waveney system agenda. Much work has been done over the last 3-4 years to improve this position through a clear approach to managing relationships and engaging with partners across Norfolk and Waveney and more

	recently in Lincolnshire and Cambridgeshire. In the Summer of 2020, the Trust proactively commissioned an External Stakeholder Perception Review via Grant Thornton to assess its progress in this area. Such a review is a recognised component of a mature and well-led organisation and provided the Trust with an independent perspective of what our partners and key external stakeholders think of QEH and how we interact with them/are perceived. The results have been key to informing our ongoing improvement journey. Two years on, and following good practice, QEH commissioned a second External Stakeholder Analysis survey in Autumn 2022 in order to assess progress in this important area and to ensure the Trust has a baseline against which to measure itself in this area on an ongoing basis. The 2022 review consisted of 1-2-1 interviews with key external stakeholders and a stakeholder survey. The Trust provided Grant Thornton with a list of 23 external stakeholders, who were asked for a one-hour structured interview. In total, 17 external stakeholders took part. It should be noted that all were from the Norfolk and Waveney Integrated Care system, which in itself perhaps signals that relationships in Cambridgeshire and Peterborough and Lincolnshire ICS's remain in their infancy. Nonetheless, this is a positive response and take-up rate for such an exercise. There were a further 15 responses to the survey, which was sent to 42 stakeholders. **The headline feedback from the 2022 survey** **1. Key strengths to the Trust's engagement approach** • Executive-level sponsorship • Consultation on key areas of interest • Transparency with regard to sharing data on performance and outcomes **2. Key areas for development** • Maintaining outward-facing focus through transition of the Trust leadership • Taking a more proactive leadership role within the Norfolk and Waveney ICS • Embedding Place-Based Care arrangements • Reviewing how the Trust shares its performance information • Better engagement across all levels of the organisation **3. Next steps:** • Share a summary of key findings and observations with stakeholders involved in the review

	• Following a Trust Board discussion, development of an action plan and timescales for implementation • Agree specific engagement activities with individual stakeholders and stakeholder groups to address recommendations • Present a final action plan arising from the review to the Trust Board for approval and share a progress report
Recommendation:	To note the high level findings of the external stakeholder analysis review and the emphasis to continuing to strengthen relationships with our stakeholders across Norfolk & Waveney, Cambridgeshire & Peterborough, and Lincolnshire.
Acronyms	Integrated Care System – ICS