The Queen Elizabeth Hospital King's Lynn
NHS Foundation Trust

Meeting:	Governors' Council (in public)		
Meeting Date:	21 February 2023	**Agenda item:**	7
Report Title:	Chair's Report		
Author:	Chris Lawrence, Trust Chair		
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	N/A	
Significant risk register	N/A	
	Y/ N	If Yes state impact/ implications and mitigation
Quality	N	
Legal and regulatory	N	
Financial	N	

Assurance route

Previously considered by:	Board of Directors (in public) – 7 February 2023

Executive summary

Action required: *[highlight **one in bold**]*	Approval	**Information**	Discussion	Assurance	Review

Purpose of the report:	The purpose of the report is to inform the Governors' Council of key external/internal events and activities in December 2022 and January 2023.
Summary of Key issues:	This report summarises activity during December 2022 and January 2023, including updates on: - Our top priorities - An outward-looking perspective and how we are working with system partners across Norfolk and Waveney, Peterborough and Cambridgeshire and Lincolnshire to improve care and services for our patients - Recruitment to the substantive CEO post
Recommendation:	The Governors' Council is asked to note the paper.
Acronyms	N/A

Chair's report – February 2023

1. Outward looking perspective

We continue to be a strong system partner, as the Norfolk and Waveney Integrated Care Board (ICB) sets a clear direction of travel for the Integrated Care System within Norfolk and Waveney. Recent focus has continued on Urgent and Emergency Care, recognising the extreme challenges across the system over the Christmas and New Year period, mirroring the wider NHS. We continue to work collaboratively with all partners within the Integrated Care System to focus on the development of meaningful solutions for the issues which are impacting on our delivery of timely Urgent and Emergency Care pathways specifically in relation to discharge and the recently announced national funding in this area. I would like to thank Team QEH for their continued focus on the delivery of safe and compassionate care during this hugely challenging period when demand on our services has been unrelenting.

The Norfolk and Waveney Acute Hospital Collaborative continues to meet monthly with a clear focus on our most pressing priorities, which includes Urgent and Emergency Care, Elective Recovery, Finance and implementation of cross Trust-wide programmes, including the Diagnostic Assessment Centre and the Electronic Patient Record. Detailed updates on the work of the Acute Hospital Collaborative are being provided to the three Boards of Directors on a regular basis.

Driven by the overarching Norfolk and Waveney Clinical Strategy and through robust engagement with the Norfolk and Waveney Integrated Care System, the framework for development of an Acute Clinical Strategy between the QEH, Norfolk and Norwich and James Paget Hospitals is in place. In collaboration with the Norfolk and Waveney Integrated Care System, Norfolk Community Health and Care NHS Trust and wider primary care colleagues, work is now underway to identify the opportunities for vertical integration alongside ensuring that we are collectively and collaboratively maximising the benefits of acute collaborative opportunities and optimising the use of acute hospital estates. This work is aligned to our annual planning cycle and we will be in a position to look at the detailed outcomes in quarter one of 2023/24.

Work continues at a local level in relation to the development of Place-Based Care driven by the West Place Board in Norfolk. Within the Place Board there is an agreed focus on Urgent and Emergency Care pathways and workforce sustainability. We are also working in partnership with the West Norfolk Health and Wellbeing Partnership to focus on health inequalities and our short and longer-term actions to proactively support our local communities. In addition, the Trust continues to engage with both Cambridgeshire and Peterborough and Lincolnshire Integrated Care Systems, with specific partnership projects underway focusing on improvements in care for our patients as we seek to further strengthen relationships between our organisations.

2. Modernising our Hospital

I was pleased to receive confirmation recently that the Borough Council of King's Lynn and West Norfolk approved our planning application to demolish the Inspire Centre and install two new modular units on-site to house the Vaccination Centre, day nursery and Unison offices. This is another important step forward for our work to modernise the current hospital and make way for the new hospital, which remains a priority to us to secure.

In the longer-term, the demolition of the Inspire Centre will create space for a new multi-storey car park (subject to planning approval which we anticipate will be received shortly) which is the key initial enabling step for our new hospital development.

We are pleased to hear that the critical nature of the situation at QEH with RAAC and our ageing estate is accepted and acknowledged nationally, including by the Secretary of State for health and social care. We are naturally disappointed that there has not as yet been a positive announcement about QEH being added to the New Hospital programme. However, we remain optimistic this will be confirmed in the not too distant future. In the meantime, we continue to press our case at regional and national level and work closely with the national New Hospital Programme Team. We are very grateful to James Wild MP and local councillors and campaigners who continue to do all they can to maximise their support for the new hospital, demonstrating the strength of support we have from our wonderful local community.

3. The Chair's diary

I was privileged in January 2023, to welcome David Hill, High Sheriff of Norfolk, for a tour of the hospital as well as meet the brilliant colleagues we have here at Team QEH. We also welcomed Kathryn Buscall, Deputy Lieutenant of Norfolk, to QEH and learnt more about the important work she does in Norfolk, particularly in education and young people.

James Wild MP visited me on Friday 27 January 2023. We discussed the continued need for a new hospital as well as the work we are undertaking to improve the timeliness of care for our emergency patients. We visited with the Same Day Emergency Care and Emergency Department expansions which are nearing completion.

I also had a productive introductory meeting with Councillor Jo Rust, who in addition to being a Borough Councillor, continues her staunch campaign of support for our new hospital campaign with our local community for which we are immensely grateful.

I was pleased to visit Matthew Jones, the CEO of the East Anglian Air Ambulance, for introductory meetings in-month also, at their main offices at Norwich Airport and discussed the close collaboration we enjoy with them.

I had the pleasure of awarding two of our Living Our Values winners their awards over the last two months. It was fantastic to meet both Phulmattie Mohan, Ward Sister and Sam Cook, Associate Practitioner ENT Lead, and congratulate them for the work they do and the positive difference they make to our patients and their families.

I have spent time since I was appointed meeting some of our Governors as well as the Chairs of the other acute hospitals that face similar challenges through our colleagues in the acute provider collaborative with NNUHFT and JPUHFT. I also have held two online sessions with Rt Hon Patricia Hewitt to discuss the ICB as well as various meetings with ICB colleagues across the county.

I enjoyed hosting with our Acting CEO Alice Webster, an informal breakfast session with the Division of Surgery and hearing firsthand of some of the challenges that they face and areas in which we can further improve moving forward and look forward to the sessions with our other Divisions moving forward.

4. Looking ahead

We are currently recruiting our substantive CEO, with the final interviews planned at the end of February 2023. I look forward to involving a range of partners, external stakeholders, Governors, Board members and staff in this important process. Following this process, we will go out to advert for the substantive Medical Director, Chief Operating Officer and Director of People and Culture roles.