The Queen Elizabeth Hospital King's Lynn
NHS Foundation Trust

Meeting:	Governors' Council (in public)		
Meeting Date:	21 February 2023	**Agenda item:**	8
Report Title:	Acting CEO's Report		
Author:	Alice Webster, Acting CEO		
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/January 2023.
Summary of Key issues:	The report summarises the Trust's performance and brings to the Governors' attention key activities of the Acting CEO and significant upcoming issues including: - Winter pressures - Our performance - Maternity updates – including latest Maternity patient survey results and QEH's submission for the Clinical Negligence Scheme for Trusts scheme - Modernising our hospital - Staff updates
Recommendation:	The Governors' Council is asked to note the paper.
Acronyms	N/A

Acting CEO report to the Governors' Council – February 2023

1. **Winter pressures**

Over the Christmas and New Year period the Trust was in Critical Incident – OPEL 4 status and was operating at full capacity. As a result, consistent with the wider health and care system in Norfolk, too many patients regrettably experienced unacceptably long waits for ambulance handovers and in our Emergency Department. This is not the experience that we would wish for our patients and their relatives and as always, during this time of significant pressure, our focus has remained on the delivery of safe and compassionate care.

In response to the extreme pressures our services were under, we enhanced our winter plan by introducing a Clinical Streaming Process at the start of January 2023 which, along with our GP front door service, ensured that patients who would previously have been booked into the Emergency Department were clinically streamed to the right service which helped reduce ED overcrowding and long ambulance handover delays.

To further improve flow through our hospital, we are adjusting the footprint of the expanded Same Day Emergency Care Unit to enable alignment with the Treatment Investigation Unit (TIU). In March 2023 we will be opening our new and dedicated ambulance handover area in ED. These will both positively impact patient flow and, in turn, improve the timeliness and experience of care, consistent with the aims of our Trust-wide Urgent and Emergency Care Improvement Programme, which remains a top priority.

Consistent with the wider Integrated Care System in Norfolk and Waveney, we continue to suspend patient choice of discharge location to help with flow through our hospital.

I would like to thank all of our staff for their hard work and focus recognising how challenging these last few weeks have been and express my pride in Team QEH.

2. **Our performance**

Four-hour emergency access declined from 59.08% in November 2022 to 55.84% in December 2022.

The number of occupied beds by a patient whose length of stay is over 21 days is 88 for December 2022. This is a reduction from 101 in November 2022 and compares to 97 in October 2022 and 83 in September 2022.

In December 2022, there were 637 patients waiting over 52-weeks for treatment - an improvement from November 2022 when 653 patients were waiting over 52-weeks for treatment. This compares to 716 in September 2022 and 667 in October 2022.

Performance in November 2022 was 72.41% against the 85% cancer 62-day national standard. This was a 10.03% increase from October 2022.

3. Latest national Maternity Patient Survey results show improvements

In January 2023, the Care Quality Commission (CQC) published the latest Maternity patient survey results which demonstrated progress and improvement to the birthing experience for women and their families at QEH.

The survey results showed that regionally, QEH was consistently among the top five performing Trusts. This included scoring the highest in the region across questions regarding antenatal check-ups and second for care during pregnancy. These results are a testament to the continued dedication and hard work of our Maternity Services who continue their improvement journey.

Importantly, the results also highlight where there remains further room for improvement, to ensure we consistently deliver the very best patient experience for women and their families. The areas we need to give greater focus are:

- Patients being given enough information on induction before being induced.
- Patients receiving help and advice from health professionals about their baby's health and progress in the six weeks after the birth.
- Patients being involved in decisions about their care during labour and birth.
- Patients being spoken to in a way that they could understand during antenatal care.
- Patients feeling that if they raised a concern during labour and birth it was taken seriously.

4. Clinical Negligence Scheme for Trusts (CNST) submission for QEH

I am pleased to report that following approval by the Board of Directors, that the Trust has submitted its compliance declaration form for the CNST, which is the Maternity incentive scheme for supporting the delivery of safer maternity care. The maternity incentive scheme applies to all NHS Trusts who delivery Maternity services. Following rigorous review, the Trust returned a declaration form in January 2023 which confirmed full compliance with the NHS Resolution CNST requirements, demonstrating further evidence of our improvements in this important service.

5. We have opened our new Education and Innovation Centre

At the start of the year, as part of our plan to support all staff with the ongoing development of knowledge, skills and behaviours, we opened the first floor of the Endoscopy Unit as a dedicated Education and Innovation Centre.

The Centre embraces the modernisation of clinical multi-professional education with digitalisation and access to the latest virtual meeting technology. In addition, this area provides access to training and teaching opportunities in a modern facility, which will further enhance learning. The Education and Innovation Centre includes new library and training rooms.

6. Modernising our hospital

Last month 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.

While the Inspire Centre has played a very important role in QEH life, not least in the delivery of the vital and successful COVID-19 vaccination programme in the last couple of years, it is affected by RAAC and has a limited life span. Patients, visitors, staff and local people will benefit from the installation of the modular units, which will provide a new, modern environment for ongoing COVID-19 and flu vaccination services, childcare facilities for our staff and the local community, and union offices.

In the longer-term, the demolition of the Inspire Centre will create space for a new multi-storey car park (subject to planning permission which we expect to hear about in Spring 2023) which is a key enabling scheme for our new hospital development. The new modular units arrived on site earlier this month and are located near to our new Endoscopy Unit. The demolition of the Inspire Centre will begin at the end of February 2023.

We disappointingly still await positive news about securing the funding we need to build a new QEH and as such, our commitment as a Trust to pressing our case at the highest levels for the new hospital we desperately need remains steadfast. Our case is compelling and demonstrates that we can deliver a new hospital by 2030 which is when our current hospital reaches end of life due to RAAC (Reinforced Autoclaved Aerated Concrete). We are also 'investment ready' to deliver our ambition of a new hospital which puts us in a very strong position.

As we have said many times before, building a new QEH is the only long-term sustainable solution to the well-documented and significant challenges we face with our buildings. Our hospital can no longer meet current or future forecast increases in demand. Our poor physical estate increasingly impacts the safety and operational running of our hospital, the experience of our patients and of Team QEH, as well as staff wellbeing and recruitment and retention.

7. Looking after our staff

We are continuing to provide staff with low-cost meals and hot drinks as part of our plans to maximise support for Team QEH in response to the cost of living crisis.

Staff have started to plan and book their free Wellbeing Day which is an extra day away from work to rest and recover to support good health and wellbeing allocated to every member of Team QEH in 2023.

8. Official opening of our new multi-faith rooms

In January 2023, we officially opened our new multi-faith rooms for our patients, local community and staff, marking another important step forward in our work to create an inclusive culture at QEH and providing further evidence of listening to and acting on patient and staff feedback.

These rooms are vital in supporting our local community to practice their faith, and provide a special place, in addition to our Sacred Space, for reflection, contemplation and prayer, recognising our patients and family are often with us during some of their most difficult moments in life. The multi-faith rooms consist of male and female prayer rooms as well as male and female toilet and ablution rooms.

The rooms were officially opened by Rev. Canon Stella Green, previous Lead Chaplin for QEH. In attendance on the day, were Laura Skaife-Knight, Deputy CEO, Dr Govindan Raghuraman, Acting Medical Director, Karen McGuire, Deputy Chief Nurse and Chelsea Kirk, QEH's Head of Equality, Diversity and Inclusion.

9. Engaging to develop our 2023/24 Strategic Objectives and Corporate Strategy

We are in the process of revising our Strategic Objectives and refreshing our Corporate Strategy for 2023/24, and these will be developed in finer detail in the coming weeks following more extensive engagement with our patients, Governors, local community, partners and external stakeholders and our staff. We look forward to these engagement sessions and to listening to everyone's feedback so that we can ensure we get this right and develop the right milestones and areas of priority and focus for the year ahead. We will bring the updated strategy to our April 2023 meeting for final approval ahead of its launch in the same month.

As we refresh our Strategic Priorities and Corporate Strategy, at the heart of these will be our continued focus on the following priority areas:

1. Urgent and Emergency Care
2. Elective recovery
3. Maintaining financial grip and control, recognising our challenge is getting tougher
4. A continued focus on improving our organisational culture (and more consistently living our values – of kindness, wellness and fairness)
5. Continuing our lobbying to bring a new hospital to King's Lynn and West Norfolk

10. Staff updates

At the end of January 2023, we said goodbye to our Deputy CEO Laura Skaife-Knight. I would like to thank Laura for her excellent leadership and commitment to QEH over the last three plus years, and for the important part she has played in our improvement journey during her time here, including the vital work she led to campaign and develop our case to bring a much-needed new hospital to King's Lynn and West Norfolk. On behalf of the Board of Directors, I wish Laura all the best in her new role as CEO at NHS Orkney – a well-deserved promotion.

I would like to congratulate Lou Notley, our Director of Patient on her promotion to the role of the new Director of Quality at East Coast Community Healthcare Trust after a successful 5 years at QEH. Lou has made a very important contribution to QEH's improvement journey, not least leading the delivery of the Trust's Quality Improvement

Programme, developing strong and trusted relationships with the CQC, leading the Trust's preparation for CQC inspections and leading the Trust's patient safety agenda, with results that have included safer management of incidents, improved quality of investigations and most importantly, how we learn as an organisation.

I would also like to congratulate Cath Castleton, our Deputy Director of People, on her promotion to Director of HR at Norfolk and Suffolk NHS Foundation Trust after 10 successful years at QEH. Cath will leave QEH at the end of February 2023.

At the beginning of January 2023, we welcomed Felicity Meyer as our Acting Deputy Medical Director to QEH. Felicity is a Vascular Surgeon who has worked at the Norfolk and Norwich University Hospital (NNUH) since 2004. While at NNUH, she was also Clinical Director for Vascular Surgery and Chief of Service for the Division of Surgery, as well as Trust Lead for Consent, Robotics and Private Practice. She brings vast leadership experience in managing medical staff and shaping their roles to aligning with organisational priorities.

I would like to welcome Sara Dean, as our Associate Director of Communications, Engagement and Fundraising. Sara joins us from Oxford Health NHS Foundation Trust where she was the Associate Director of Communications for more than four years.

11. Looking ahead

We hope to hear good news about being selected for the Government's New Hospital Programme soon and share everyone's frustrations that we remain without a decision to date despite all of the work and campaigning we have done with the fantastic support of our local community and local politicians. In the meantime, please be reassured that we continue to press and push our case on every front.