The Queen Elizabeth Hospital King's Lynn
NHS Foundation Trust

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| **Meeting:** | Council of Governors (in Public) | | |
| **Meeting Date:** | 14 December 2023 | **Agenda item:** | 6 |
| **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 - Quality** | **KSO2 - Engagement** | **KSO3 – Healthy Lives** |
| **Access to safe, compassionate and timely care for our patients** | **Improving our organisational culture and enabling staff to achieve their full potential** | **Transform how we work to deliver improved care and health outcomes for our communities** |

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| **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:** | N/A |

| **Executive summary** | | | | | |
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| **Action required:** *[highlight **one in bold**]* | Approval | **Information** | Discussion | Assurance | Review |
| **Purpose of the report:** | To inform the Council of Governors of key external/internal events and activities in October/November. | | | | |
| **Summary of Key issues:** | • Strengthening our Board<br>• Integrated Care & Collaborations<br>• Governance Review<br>• Partnership working<br>• New Hospital Programme<br>• Trust Strategy 2030 | | | | |
| **Recommendation:** | The Council of Governors is asked to **NOTE** the report. | | | | |
| **Acronyms** | N/A | | | | |

**Strengthening our Board**

The appointment panel for a Non-Executive Director (NED) with clinical experience to replace Dr Ian Mack has taken place successfully. The Nomination and Remuneration Committee of the Council of Governors (COG) has made a recommendation which will go forward to the Council of Governors in the private session of the meeting on 14 December 2023 for approval.

There was a choice of two very strong candidates in final interview, both of whom were appointable.

The interviews for the newly created Associated NED appointments have taken place. While these are non-voting developmental positions, the successful candidates all bring incredibly significant professional skills and experience from outside the NHS that are highly relevant to our work.

Strictly speaking these are not Governor appointments, but they have been fully engaged in the process. The new Associate NEDs will collaborate as closely with the Governors as they will with our full NEDs.

In terms of ongoing Board development, a workshop on safety and risk took place last month, which included formal fire training and safeguarding.

**Integrated Care & collaborations**

The Norfolk & Waveney Integrated Care Board (ICB) held a day-long meeting on the integrated care approach ***Improving Lives Together***, bringing together leadership from across the system – health social care, local government, voluntary, community and social enterprise sector – to debate, discuss and drive progress.

We have continued to collaborate closely with Healthwatch Norfolk and the outputs of their on-site review. Their work with our Governors was presented at the last CoG.

**Governance review**

The governance review led by Jill Hall has largely been completed with the creation of the post of Director of Corporate Affairs which will bring structure, clarity, and effectiveness.

The revised Board Assurance Framework (BAF), risk registers and committee terms of reference have all been agreed and are already in use. The group reviewing the Trust constitution has completed its work to ensure that it is both up to date and reflects best practice. It is submitting its recommendations to CoG for approval.

I have been actively engaged with NHS Providers and with Alice Webster and Jill Hall, attended the annual conferenced in Liverpool. Both here and in London with PwC I was able to hear Wes Streeting Shadow Secretary of State for Health and Social Care, whose focus is very much on ensuring the sustainability of the NHS with an emphasis on community-based care wherever possible and a desire to have greater clarity over the roles of the various elements of the health and care system.

**Partnership working**

Our Committees in Common (with NNUH and James Paget), Integrated Care Board and Tri-Board meetings have taken place with an increasing focus on delivery of joined up care. This reflects an increasing investment of resource in advancing the integrated care agenda. However, ahead of winter pressures and the work on reducing waiting lists, progress continues to be challenging. The Joint Forward Plan continues to be the overarching framework and the role of the ICB as convenor is essential.

The Norfolk and Waveney Acute Hospital Collaborative (N&WAHC) continues to meet monthly with a clear focus on our most pressing priorities which includes implementation of cross Trust wide programmes including the Acute Clinical Strategy, the Diagnostic Centre and the Electronic Patient Record. Detailed updates on the work of the N&WAHC are being provided to the three Boards of Directors

**New Hospital Programme**

There has been a considerable focus on the NHP following the visit from Lord Markham and the NHP senior team. We have been very well supported by James Wild MP and NHS England senior leadership.

With the arrival of our Project Director Peter Cox from the national team we are well placed to continue to make good progress with plans for our New QEH. The Government's recent Public Accounts Committee report was critical on the overall programme approach, and this has raised concerns.

**Trust Strategy 2030**

We are working on development of our Trust Strategy through to 2030. There have been significant changes since our existing strategy was developed three years ago and are taking the opportunity to reset the direction of travel for the organisation. The work is being collaboratively undertaken by our senior leaders, and the outputs will be shared back to the Board in February. We will be developing a wider engagement plan to ensure that we are linking in with partners as this work develops.