The Queen Elizabeth Hospital King's Lynn
NHS Foundation Trust

Meeting:	Council of Governors (in Public)		
Date:	14 December 2023	**Agenda item:**	7
Report Title:	Chief Executive's Report		
Author:	Alice Webster – Chief Executive		
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**

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					
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 2023.				
Summary of Key issues:	• Improved ED • New Hospital Programme • RAAC • CQC maternity inspection • Improving flow and patient experience • NHS Staff Survey 2023 • NHS Providers Annual Conference • Celebrating Success • QEH Going Green • System Update • December Activities				
Recommendation:	The Council of Governors is asked to **note** the paper.				
Acronyms	UEC Urgent and Emergency Care RAAC Reinforced Autoclaved Aerated Concrete QEHKL Queen Elizabeth Hospital Kings Lynn				

Improved Emergency Department

It was great to see our newly improved Emergency Department open to patients during October. This newly reconfigured area is the result of months of planning and hard work to improve this busy area of our hospital so patients can be assessed and treated faster.

By working closely with our clinical teams, who know best what their patients need, the new space has been designed to increase space for ambulance handovers, thus allowing paramedics and ambulance staff to smoothly transfer the care of patients to our emergency practitioners. The layout also makes it easier for staff to monitor and care for their patients.

An Open Event was held during the weekend prior to opening which allowed some of our Board, Governors, representatives from the League of Friends and many staff from across the Trust to be given a tour of the new area. Feedback was extremely positive, and our thanks go to the League of Friends for their financial support provided.

Improving flow and patient experience

The effort to improve patient discharges has been incredible and sustained, while reducing the number of people waiting in ambulances outside our Emergency Department. Both programmes are having a significant impact and are being spearheaded by the operational team.

It is evident that by refocusing our attention, working together, and modifying or tweaking some of our actions, we can support patients to move through the organisation safely and quickly. Importantly it allows ambulances to get back on the road to help those in the community who need them. Reducing ambulance waits and Home4Lunch will make a sustained difference to our patients and staff now and in the future.

New Hospital Programme

We are pleased to welcome Peter Cox, who has joined us as Project Director of our new Hospital Strategic Development Team. Peter joins the Trust from a regional role in the national New Hospital Programme.

Peter's extensive experience in both the NHS and private sector will be crucial in our journey towards our new hospital.

The Borough Council of King's Lynn and West Norfolk has given its approval for the planning application to relocate our helipad, which is a key step forward in our journey towards a new hospital. To the east of the hospital on the opposite side of the road along the B1145, farmland will replace the current location of the helipad at its top end of the hospital site. This will allow our multi-storey car park. We expect the relocation to take place in late 2024.

As always I encourage everyone to keep up with developments on our New QEH website.

RAAC and The QEH

Our ongoing Reinforced Autoclaved Aerated Concrete (RAAC) programme to maintain the safety of our building continues at pace and will, for the next 18 months, focus on wall panels with RAAC to prevent further corrosion. We are cognizant of the fact that this work is crucial, but it will also be noisy and disruptive. It will be accomplished throughout the hospital in 12-week increments.

To ensure the safety of our patients, staff, and visitors, we will do everything we can to minimise the impact where possible. Please see Appendix A for more details.

CQC Maternity inspection

Shortly after our last public Board Meeting, our Care Quality Commission (CQC) colleagues carried out a focused Maternity inspection at the QEH.

The CQC inspectors were very keen for me to pass on to the maternity team and the many others in Team QEH whom they met, for the tremendous warm welcome, support and help they received while carrying out their duties. The inspection was an opportunity for us to demonstrate our improvement journey to date and we await our inspection report.

NHS Staff Survey 2023

Both eligible substantive staff and bank workers in the midst of taking part in the annual NHS Staff Survey were observed in my previous Board report and that early indications show a marked improvement in our response rates.

I am delighted to report the survey closed on Friday 24 November with a response rate of just over 51% - one of the best responses from Team QEH. This is in marked contrast to the previous year when only 38.9% of staff engaged with it.

Though our final figure is yet to be fully confirmed by Picker, the independent organisation that runs the survey, let me tell you that an approximate increase of 12% deserves to be celebrated. It will generate incredibly important feedback in the New Year to help make The QEH the organisation we aspire it to become. We will take the actions needed and we will do this together as a Team.

Surveys like this are so important, not only to gauge and improve organisational mood, but also to demonstrate a public view on our organisation. There are more surveys in the pipeline, with the next quarterly People Pulse survey starting on Tuesday 2 January 2024 - a nationally mandated timeline.

NHS Providers Annual Conference & Exhibition, Liverpool

The Chair and I joined health leaders from across the country on November 14-15 to represent our Board at this major annual conference.

The theme was **Vital!** Despite the unprecedented challenges that have been faced in the NHS - industrial action, growing backlogs and waiting times among others – the focus was on the essential care that Trusts like ours deliver, the deep commitment of staff, and the importance of ensuring the health service is sustainable for the future for the communities we serve.

Celebrating two great TeamQEH individual success stories

This month, the Board celebrated two specific staff members.

QEH nurse, **Tincy Jose,** has been awarded the 'Best Nurse of the Year' Award from MalayalamUK. Tincy, a Charge Nurse in our Acute Medical Unit (AMU), was presented with her award for dedicating her life to improving the care of Parkinson's patients following her own diagnosis.

Aside from this accolade, in September and as a member of the NHS Professionals' Living and Working with Parkinson's group, Tincy and her colleagues won the HSJ's Patient Involvement in Safety Award in collaboration with the Parkinson's Excellence Network.

Tincy also had the opportunity to represent the Parkinson community at a ministerial meeting held at Westminster earlier this year, where she spoke with MPs about her important work to raise awareness of Parkinson's disease. I hope many of you will have seen Tincy's story brought to life in the TV news last week.

Our other notable team member is Feltwell Ward manager **Sam Jude,** who was invited to a Buckingham Palace reception for international nurses and midwives as part of celebrations to mark His Majesty the King's 75th birthday.

Sam, who is a valued member of our REACH Network, was absolutely thrilled and proud to have been invited. He not only joined in a rousing rendition of Happy Birthday but also got to speak with the monarch, with Sam talking about his work at QEH, the support for our international nurses and links with the Sandringham Estate, and also about plans for the New QEH.

In Sam's words: "The rarity of the encounter is an unforgettable experience."

We are delighted for both Sam and Tincy for their respective achievements.

QEH Going Green

The healthcare industry globally accounts for the fifth-largest share of carbon emissions. The NHS is now taking the lead by working towards becoming the first net-zero service by 2040.

QEH is dedicated to tackling the climate issue and we are currently working on various initiatives throughout the Trust as part of the QEH Going Green campaign. The campaign is to encourage staff to think about the environment in their day-to-day work.

The majority of our lights are now LED, saving 75% on energy and we've introduced more recycling bins across different areas of the Trust. The Hub is leading the way in reducing its carbon footprint, making our catering service more environmentally friendly. As well as no longer using any single use plastics, more recyclable containers are in use, suppliers are being locally sourced, metal cutlery has been reintroduced.

Other initiatives are being explored to further help us reach our aim of becoming a carbon neutral site, including the introduction of a food digester which could reduce our food waste by 80% and refurbishing the calorifiers, used to heat water, to make them more efficient.

We were one of the first hospitals in the UK to be powered by an on-site turbine and you'll notice that many of our new build areas have been fitted with solar panels to allow us to generate our own electricity.

Industrial Action – Junior Doctors

As I finalise my report for the meeting, it has just been announced that the Junior Doctors have agreed to more industrial action.

The first strike action will take place over three days from 7am on Wednesday 20 December to 7am on Saturday 23 December 2023.

The second walkout will be held over six days from 7am on Wednesday 3 January until 7am on Tuesday 9 January 2024.

The Executive team together with our system and operational colleagues will now work to keep disruption to a minimum and we have measures in place to ensure the safety and welfare of our patients and our staff.

System Working

Together with my Trust Board colleagues we participated in a Tri-Board meeting held in Norwich on Monday 20 November. This was followed up with a Tri Executive Meeting where we further discussed the role of the Norfolk and Waveney Acute Hospital Collaborative. Work is continuing to develop some principles to the way we work as well as the governance of key projects such as the acute clinical strategy, the New Hospital Programme and the Electronic Patient Records.

December Updates

I was pleased to visit our North Cambridgeshire site and present Long Service Awards to some of our staff about 210 years in total! It was an important step towards ensuring that our staff across all sites and community Hubs feel valued and part of the wider Team.

I would also like to extend a big thank you to Sandringham Estate, and our Team QEH Chair's Award winner, Lisa Moore proudly switched on our Christmas lights opposite the ambulance entrance. Staff joined our Head of Spiritual and Pastoral Care, Rev Lee Gilbert and myself in singing an impromptu carol to mark the occasion.

The Executive team are holding a '12-days of Christmas Raffle' for all staff with a range of donated prizes with proceeds going to Age UK Norfolk and The Pandora Project.