The Queen Elizabeth Hospital King's Lynn
NHS Foundation Trust

Welcome to our 2019 Annual Members' Meeting

WE ACT WE CARE WE LISTEN

TEAM QEH

You make us who we are

Introduction and Welcome

Professor Steve Barnett
Trust Chairman

Agenda

1.	**WELCOME & INTRODUCTIONS** – Prof. Steve Barnett, Trust Chairman
2.	**MINUTES OF THE 2018 ANNUAL MEMBERS' MEETING** (to agree) – Prof. Steve Barnett, Trust Chairman
3.	**LOOKING BACK – 2018/19** - Annual Report, Financial Accounts, Quality Report and Auditor's Opinion (to receive) - Caroline Shaw, CEO and Team
4.	**QUESTIONS** … for the Board
5.	**THE CONSTITUTION (to approve amendments) & THE MEMBERSHIP STRATEGY** – Prof. Steve Barnett, Trust Chairman
6.	**LOOKING FORWARDS** – Caroline Shaw, CEO
7.	**QUESTIONS** … for the CEO
8.	**CLOSE** – Prof. Steve Barnett, Trust Chairman

Minutes of our 2018 Annual Members' Meeting

Caroline Shaw CBE
Chief Executive

A review of 2018/19

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18/19 – At a glance

Number of Emergency Department Attendances

2018/19
68,677
2017/18
65,003

Number of Outpatient Visits

2018/19
280,745
2017/18
304,996

Babies born at the hospital

2018/19
2,197
2017/18
2,211

Number of Whole Time Equivalent Nurses, Midwives and Health-Visiting staff

2018/19
805
2017/18
825

Total Income

2018/19
£185.8m
2017/18
£186.4m

Number of Inpatients Treated

2018/19
41,080
2017/18
39,007

Number of Day Case Procedures

2018/19
32,374
2017/18
30,458

Total deficit incurred

2018/19
£35.8m
2017/18
21.97m

Total Number of Staff (WTE)

2018/19
2,818
2017/18
2,790

Number of Consultants and Doctors Employed

2018/19
339
2017/18
326

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2018/19 achievements

- Stroke Services best in region and 6th best in England
- 10% increase in patients recruited to research trials
- Strong patient experience scores
- Award-winning Cancer Research Team
- Closer working with Norfolk & Waveney health system

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2018/19 performance summary

- Achievement of national targets for cancer 2-week wait and 31-day standards
- Achievement of national target for Diagnostic 6 week standard for year end 2018-19
- Achieved delivery of our agreed year end RTT waiting list size target
- Achieved the highest rating for the national 90% on stroke unit metric

Libby McManus
Chief Nurse

Quality Overview 2018/19

Quality highlights

- Venous Thromboembolism exemplar site
- 50% fewer Clostridium difficile infections
- Reduction in inpatient falls

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CQC inspection - 2018

- Rated 'Inadequate' overall and returned to Quality Special Measures
- Issued two Section notices for Maternity Services during the 2018 inspection
- Full core services and well-led inspection undertaken in March and April 2019

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CQC Inspection results - 2019

SERVICE RATINGS

URGENT AND EMERGENCY CARE
Inadequate (Unchanged)

MEDICAL CARE
Inadequate (Unchanged)

SURGERY
Requires improvement (Unchanged)

MATERNITY
Requires Improvement (Improved)

GYNAECOLOGY
Requires Improvement (Not previously rated)

CHILDREN AND YOUNG PEOPLE SERVICES
Good (Unchanged)

END OF LIFE
Inadequate (Deteriorated)

OUTPATIENTS
Requires Improvement (Unchanged)

DIAGNOSTIC IMAGING
Inadequate (Deteriorated)

REVISED RATINGS

SAFE
Inadequate

EFFECTIVE
Inadequate (down from Requires Improvement)

CARING
Requires Improvement (down from Good)

RESPONSIVE
Requires Improvement

WELL-LED
Inadequate

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Our 9 Strategic Improvement Objectives

Priority	Progress
Investing and improving leadership development	• On target to have 90% substantive team by November 2019 • 3 new experienced Non-Executive Directors appointed • Board development programme in place • Senior leaders development programme • CEO and Chairman – shared objectives
Improving staff engagement and culture change	• **New Deputy CEO** (starts October: portfolio includes comms and staff engagement) • **Quality Service Improvement and Redesign (QSIR)** training programme supported by Sherwood Forest Hospitals
Strengthening clinical and corporate governance	**Review of governance** arrangements underway to inform improvements
Recruitment and retention	• **Successful international recruitment** (81 nurses joining throughout 2019) • **Higher nurse fill rates** • **Ward areas interviewing** for own post/vacancies • **Increase in mandatory** compliance rates
Improving ED environment and layout	• **Working with staff** to identify what needs to change • **Identifying capital funding**

Our 9 Strategic Improvement Objectives

Continued…

Priority	Progress
Closer working with external partners	**Playing a greater role** in the Norfolk and Waveney STP (system strategy)
Reviewing and improving our medical education	**Education Committee established**; Chaired by QEH Chairman
Improving End of Life care	• **Lead established** – Chief Nurse • **Agreed support** via NHS England • **90 day rapid improvement programme** to be agreed
Managing the acute and deteriorating patients	• **Lead established** – Chief Nurse • **Action plan agreed**

Liz Sanford
Acting Director of Finance

Finance Overview 2018/19

Performance overview

- £35.8m deficit (versus £21.1m planned deficit)
- Savings: £1.2m (versus £8.2m target)
- £4.8m Capital Programme
- Cash balance: £4.4m

Investments

Investments during 2018/19 include:

- Heating ring main - £781,000
- Medical equipment - £754,000
- Car park expansion - £665,000
- Fire alarm upgrade - £565,000
- Backlog maintenance - £381,000
- Ultrasound scanners - £308,000

Looking to 2019/20

- **£2.6m** deficit control total set for 2019/2
- On track to achieve as at end of Quarter 1
- **£5.5m** savings plan for 2019/20

Auditor's Report

KPMG

Queen Elizabeth Hospital Kings Lynn NHS Foundation Trust

– Audit Report 2018/19

- Presentation to the Annual Council of Governors Meeting
- September 2019
- Stephanie Beavis, KPMG LLP

Scope and Audit Approach

Key risks informing our audit approach and our findings

Financial Statements Audit

Approach

- Valuation of land and buildings (also a key area of judgement)
- Recognition of NHS income: main contracts, sustainability & transformation funding
- Recognition of non-pay expenditure
- Management override of controls: journals, controls and transparent reporting
- Key areas of judgement: provisions, accruals, deferred income, debtors provisioning, accrued income,, Valuation of land and buildings

Findings

- Qualified opinion; emphasis of matter regarding going concern
- There were no unadjusted/adjusted audit misstatements (PY: no adjusted audit misstatement)
- Number of minor disclosure changes required
- Annual Report is consistent with financial statements
- There were five new recommendations this year

Use of Resources: key issues arising

Value for Money

Key considerations identified at planning:

- Financial sustainability: in-year performance and future outlook.
- CQC rated Inadequate (September 2018)
- Use of resources: requires improvement

Findings

- Trust incurred deficit of £35.8m
- The Trust prepared a financial strategy setting out its plans and initiatives to improve its financial position.
- Trust in segment 2 of the NHS Improvement's Single Oversight Framework
- The Trust is reliant on further cash support from NHS Improvement in order to meet its obligations

Quality Accounts: key messages

Quality Report

- Achieved limited assurance opinion on content of Quality Report
- Clean opinion achieved on two mandated indicators ("A&E 4 hour wait" and "Cancer treatment – 62 day wait")
- No opinion required on local indicator ("SHMI"). No concerns over data.
- No new recommendations in the year

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Questions

The Constitution

Professor Steve Barnett
Trust Chairman

Membership Strategy

Our Foundation Trust, public membership currently stands at 7, 812. All staff are automatically FT members, unless they chose to 'opt-out.

Forthcoming Governor elections will begin with nominations in December for election to Governors' Council in February 2020.

Elections will be held in all areas:

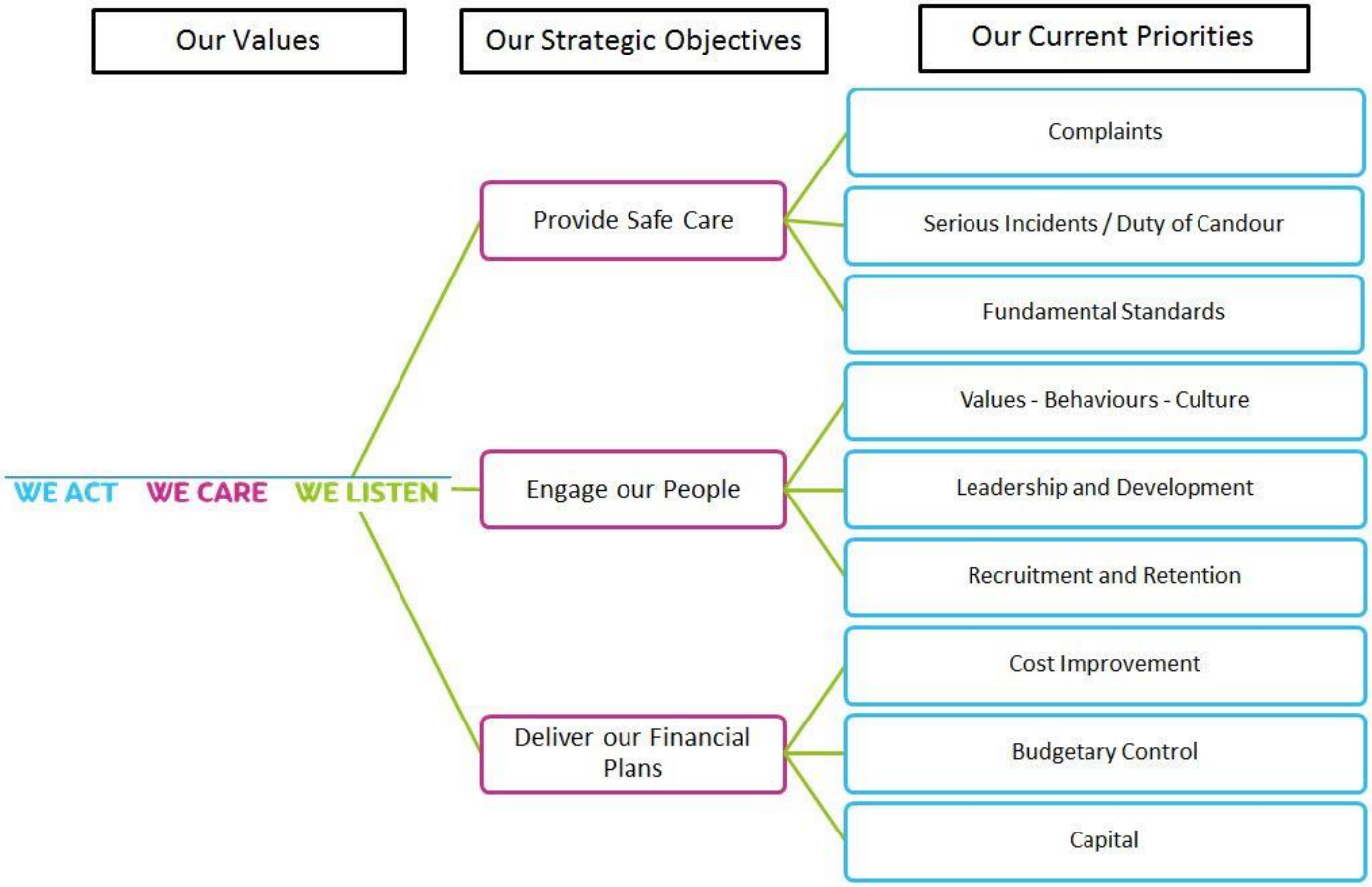
- West Norfolk
- Cambridgeshire
- Lincolnshire
- Breckland, North Norfolk & Rest of England
- Clinical Staff
- Non-Clinical Staff

To become a FT member or for information on how to nominate yourself for election as a staff or public governor, contact Mary – mary.denmark@qehkl.nhs.uk

Caroline Shaw CBE
Chief Executive

Moving forward into 2019/20

Values, Objectives, Priorities



Priority 1

Safe, consistent care

- New processes to ensure more rapid reporting of serious incidents, and improve how we share learning when things go wrong
- Revised processes, enabling faster ambulance handover times
- Improved mental health risk assessments for patients in ED
- 2- hourly safety rounds introduced to improve safety in ED
- Board-approved nursing staffing review
- Successful overseas recruitment campaign

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Priority 2

Staff engagement

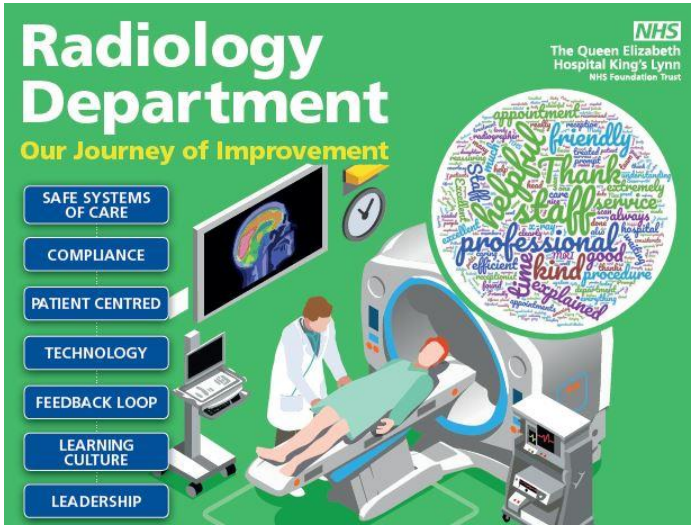
- Living our Values awards
- Visible senior/Board-level leadership on target
- Annual awards ceremony
- Listening events

Priority 3

Financial stability

- Ideas from staff to improve efficiency & reduce waste
- Increasing the understanding of our finances across the Trust
- On track to achieve 2019/20 financial savings plan (£5.5m)

Improvements 1



- Improved staff communications
- Learning from patient feedback & serious incidents
- Additional training
- All documentation reviewed in line with national guidance to ensure fit for purpose

- Focus on improving the experience of patients with mental health issues requiring emergency care
- Environmental improvements
- Safety huddles
- Additional nurses supporting triage to ensure timely care

Improvements 2

Surgical Extended Recovery Unit

- Improved patient experience
- Patients avoid risk of elective surgery being undertaken elsewhere
- Strong patient outcomes, post surgery

Maternity

- Opening of purpose-built hub at North Cambs hospital
- New dedicated area for women with gynaecological issues
- Improved staff training
- New e-referral process
- Enhanced staffing arrangements

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#BetterTogether

NHS
Norfolk and Norwich University Hospitals
NHS Foundation Trust

NHS
Improvement

Borough Council of King's Lynn & West Norfolk

NHS
James Paget University Hospitals
NHS Foundation Trust

The College of West Anglia

NHS
Norfolk Community Health and Care
NHS Trust

NHS
West Norfolk
Clinical Commissioning Group

NHS
Norfolk and Suffolk
NHS Foundation Trust

Norfolk County Council

healthwatch Norfolk

NHS
Sherwood Forest Hospitals
NHS Foundation Trust

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Questions

And finally…

Thank you

Close

Professor Steve Barnett
Trust Chairman

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