The Queen Elizabeth Hospital King's Lynn
NHS Foundation Trust

Meeting:	Board of Directors (in Public)		
Meeting Date:	1 September 2020	**Agenda item:**	8
Report Title:	CEO's update		
Author:	Caroline Shaw, CEO		
Executive Sponsor:	Caroline Shaw, CEO		

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		
Significant risk register		
	Y/N	If Yes state impact/ implications and mitigation
Quality	Y	
Legal and regulatory	Y	
Financial	Y	

Assurance route					
Previously considered by:	N/A				
Executive summary					
Action required: *[highlight **one** only]*	Approval	**Information**	Discussion	Assurance	Review
Purpose of the report:	The paper is to inform the Board of key external/internal events and activities.				
Summary of Key issues:	This report summarises the Trust's quality and financial performance and brings to the Board's attention key activities of the CEO and significant upcoming issues.				
Recommendation:	The Board is asked to note this update.				
Acronyms	CQC – Care Quality Commission				

CEO report to Board – September 2020

1. Winter funding

As part of the Government's announcement on winter funding we were awarded £1.9million for urgent and emergency care to support winter pressures. We will be using this funding to make further improvements to our urgent and emergency pathway so that we can ensure consistently timely and safe care for our patients in the busiest months of the year.

2. Our performance

Four-hour performance in July was 84.61% compared to 90.52% in June, and this reflects activity for ED attends, ambulance arrivals and bed occupancy returning to pre-COVID levels. Ambulance handover within 15-minutes decreased from 60% in June to 51.16% in July. I am pleased to report that there were no 12-hour trolley waits in July.

Eighteen-week referral to treatment performance in July was 46.67% against the 92% national standard. At the end of July 2020, the total Trust waiting list was 12,930 and the total backlog of patients waiting more than 18-weeks was 6,895.

Diagnostic performance for July decreased to 61.45% against the standard of 99%. There were 2,058 breaches in month, of which 1,122 were in Imaging and 438 were in Echocardiography.

The Trust achieved four of the seven cancer waiting time standards for June. Performance improved from 58.11% in May to 79.41% in June against the 62-day cancer standard of 85% and trajectory of 85.56%. There were 51 treatments in June, of which 10.5 were not within 62-days from referral.

3. Flu campaign

A vital part of our overarching winter plan is our annual flu vaccination campaign. This year there is a real focus on getting as many of our staff vaccinated as possible and we are trialling a new system called FluTrack which will allow us to more easily understand how many of our staff have been vaccinated, target key staff groups who might be more reluctant to get vaccinated and allow staff to book a flu jab online.

In addition, we will also be doing everything we can to make getting a flu jab as easy as possible for our staff. This includes introducing peer vaccinators to every ward and clinical department, running drop-in clinics and looking at ways we can educate and incentivise staff to get their jab, learning from best practice across the NHS where take-up of vaccinations has been higher.

4. National NHS Staff survey

As well as our annual flu vaccination campaign, we will also be launching our National NHS Staff Survey campaign in early September. While we improved in all areas in last year's survey, our staff response rate dropped. Our focus this year is very much on getting as many staff as possible to complete the survey and whilst the core questions remain the same, there are some specific questions about staff experience during COVID-19. Feedback from 2019 suggests one of the biggest barriers to filling in the survey was concern over whether it really was anonymous so our campaign will focus on making that really clear to allay any concerns in this area.

We are predominantly aiming for staff to complete the survey online (80%) but there will be paper-based surveys for staff who would prefer to complete the survey that way and support offered to those who require this. Our aim this year, consistent with the milestones in our Corporate Strategy, is a response rate of over 50%.

5. Appointment of new Associate Director of Estates and Facilities

We're pleased to announce that Nichola Hunter will be joining the Trust on 1 October as our new Associate Director of Estates and Facilities. Nichola joins us from the James Paget Hospital where she is currently Deputy Director of Facilities. She has many years of experience in managing and directing both facilities and capital works for the NHS. We look forward to welcoming Nichola to Team QEH in the months to come. We would also like to thank Mark Johnston-Wood who has been the Trust's Interim Associate Director of Estates and Facilities for much of 2020.

6. External stakeholders and visits

- Informal visit from CQC Chief Inspector, Professor Ted Baker
- National call on health inequalities (I am the Chief Executive Lead for this important matter for Norfolk and Waveney)
- Spent time working with our fantastic Domestic Team
- A positive meeting with the College of West Anglia and West Norfolk Borough Council with our Chief Nurse to take forward our plans for a new School of Nursing in West Norfolk

7. Closing remarks

Earlier this month we had an informal visit from Professor Ted Baker, Chief Inspector of Hospitals at the CQC. It was a good opportunity to show Professor Baker in person the improvements we have made and our current areas of focus, which remain more consistency delivering the fundamentals of care and culture and staff behaviours.