The Queen Elizabeth Hospital King's Lynn
NHS Foundation Trust

Meeting:	Board of Directors (Public)		
Meeting Date:	1 September 2020	**Agenda item:**	7
Report Title:	Chairman's Report		
Author:	Professor Steve Barnett, Chairman		
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		
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 informs the Board of key updates and developments during August 2020.				
Summary of Key issues:	This report summarises activity during August 2020, which includes an update on the Trust Board's commitment to reverse mentoring, system developments, regional priorities and preparing for winter.				
Recommendation:	The Board is asked to note this update.				
Acronyms	Electronic Patient Record – EPR Care Quality Commission - CQC				

Chairman's Report – September 2020

1. NHS People Plan

The NHS People Plan has now been published and provides a comprehensive guide for the NHS on how we are going to attract and retain the highest quality staff for our patients. Along with the NHS People Promise, it sets out what NHS staff can expect from us as leaders, but also from each other. It focuses on how we must all continue to look after each other and foster a culture of inclusion and belonging, as well as take action to grow our workforce, train our people, and work together differently to deliver excellent patient care.

The key objectives of the plan are:

- **Looking after our people** – with quality health and wellbeing support for everyone
- **Belonging in the NHS** – with a particular focus on tackling the discrimination that some staff face
- **New ways of working and delivering care** – making effective use of the full range of our peoples' skills and experience
- **Growing for the future** – how we recruit and keep our people, and welcome back colleagues who want to return

In response, as a Trust we are in the process of finalising our own People Plan for QEH which will incorporate the national objectives and ambitions, alongside regional, local and Trust aspirations. It will also set out how we will deliver the People aspects of the Trust's recently-published Corporate Strategy. Our People Plan will go to the People Committee in September 2020 and will return to the Board in October 2020 for approval following extensive internal and external engagement.

2. Reverse mentoring

We are in the process of developing a reverse mentoring scheme which will see Board members have the opportunity to be mentored by a more junior team member in the Trust, including those from under-represented groups, to get personal insight into their lived experience and to support learning, cultural awareness and exchanging of skills, knowledge and understanding. This is an important part of our culture change programme and one we are fully committed to as a Board. CEO, Caroline Shaw, has already started her reverse mentoring journey and is finding the process invaluable. We will be keeping the Board updated on the progress we are making and sharing how the insight is driving culture change, promoting diversity and breaking down barriers.

3. An outward-looking perspective

Hospital Services Strategy

I am pleased to report that the Board, at its August meeting, agreed to support progressing to the next stage of the procurement exercise for a system-wide Electronic Patient Record (EPR), recognising the significance of this digital development for the Norfolk and Waveney system. A system-wide EPR would be a digital

game-changer and one that would be very considerable benefits to our patients and communities we serve across the health and care system. We look forward to fulsomely contributing to the next stage of this process, with Dr Frankie Swords, QEH's Medical Director, and Alan Brown, the Trust's Vice Chair and Non-Executive Director Digital Lead for EPR, leading the Trust's contributions.

It was agreed earlier this Summer that a 'Committees in Common' would be established to enable and facilitate joint decision-making and greater strategic alignment between the three acute hospitals in Norfolk and Waveney – QEH, James Paget and Norfolk and Norwich Hospitals, which is a further welcome development, supporting closer working between the three organisations. The first 'Committees in Common' meeting will take place on 14 September 2020 and we continue to support greater collaborative working with system partners so that we can further improve care and services for the patients we serve.

Regional priorities

The priorities for the remainder of the year are clear from our Regulator, NHS Improvement/England, and include:

- A strong focus on COVID recovery (52-week waits, cancer and restarting our elective activity, with a target of resuming 70% of last year's elective surgical activity in August (we are at 74%), at least 80% in September and increasing to 90% in October). There will be a strengthened focus on mental health services, with these services seeing an increase in referrals in recent months
- Taking opportunities to accelerate system integration and collaboration, wherever possible so that we can do the best collectively and as a health and care system for the communities we serve
- In line with the recently-published national People Plan, a focus on tackling inequalities, including ensuring safe COVID care for all and maximising support for patients and staff who are coming out of a period of shielding
- Significant capital investment for the region to modernise our hospitals, which is in line with QEH's Corporate Strategy and priorities. We await the outcome of the Government's anticipated Comprehensive Spending Review to see what this means for QEH and the Trust's bid for a new hospital
- Workforce development
- Looking ahead to the next phase of healthcare transformation that will be necessary in 21/22

4. Looking ahead

The period between September and December is looking exceptionally busy for the Trust, with activity levels returning to pre-COVID levels for urgent and emergency care and as we hope to hear about our bid for a new hospital and move forward with the prospect of purchasing the Sandringham Hospital.

Our focus is now really on preparing for winter and any potential COVID-19 second wave. In addition, we are also ensuring we are ready for a Care Quality Commission (CQC) reinspection which we anticipate at some point in the autumn.

We are holding our Annual Members' Meeting on Wednesday 16, between 3–5pm via Microsoft Teams due to the current restrictions that remain in place, that unfortunately prevent a face-to-face meeting this year. The meeting will be an opportunity for our patients, partners, local community, volunteers and staff to hear about our achievements over the last year and our plans for 20/21. It is also an opportunity to summarise the important contributions of our Governors and members and related activity over the last year. People can ask questions to the Trust's Chief Executive and Executive Team both during the session via the chat function or in advance via communications@qehkl.nhs.uk. We hope you can join us, with more information on the agenda and our speakers now available via our public website.