The Queen Elizabeth Hospital King's Lynn
NHS Foundation Trust

Meeting:	Board of Directors (in Public)		
Meeting Date:	2 February 2021	**Agenda item:**	7
Report Title:	Chairman's report		
Author:	Professor Steve Barnett, Trust 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		
Legal and regulatory		
Financial		

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 January 2021.				
Summary of Key issues:	This report summarises activity during January 2021, which includes an update on the key activities happening within the Norfolk and Waveney healthcare system.				
Recommendation:	The Board is asked to note this update.				
Acronyms	NNUH – Norfolk and Norwich University Hospitals NHS Foundation Trust N&WCCG – Norfolk and Waveney Clinical Commissioning Group NHSEI – NHS England and Improvement ICS – Integrated Care System				

Chairman's Report – February 2021

1. An outward-looking perspective

Norfolk and Waveney Hospitals Group Committees

We continue to work in close partnership with our system colleagues with an immediate focus on the response to the second wave of COVID-19.

The development of the Norfolk and Waveney Clinical Strategy continues, with the key principles for the development of an overarching clinical strategy framework developed and agreed by the system CEOs. The work is being led by the Director of Strategy and Capital Projects, Norfolk and Norwich University Hospitals NHS Foundation Trust (NNUH), and the Director of Strategic Commissioning, Norfolk and Waveney Clinical Commissioning Group (NWCCG). This work has timescales for completion of April 2021. The Trust will be aligning the outputs of its internal business planning process with the system clinical strategy discussions.

Integrated Care System

On 26 November 2020, NHS England/Improvement (NHSE/I) published 'Integrating Care: Next steps to building strong and effective integrated care systems across England.' This document sets out the view of NHSE/I on the strategic direction of system working, including a consultation on two proposals to put Integrated Care Systems (ICS's) on a statutory footing. The Trust has responded to the consultation which ended on 8 January 2021 on its own behalf as well as feeding into the wider system response.

Work continues within Norfolk and Waveney Health and Care Partnership in relation to their progress towards becoming an ICS. In addition, the Trust is working proactively with local and system colleagues to further develop Place-based care plans within West Norfolk, so that we can fulfil our role as an anchor institution in our locality.

Working with West Norfolk Borough Council

I was pleased that our Chief Executive and Executive Director colleagues took the time to brief our local councillors and the Chief Executive and Leader of West Norfolk Borough Council on 20 January 2021 on how the hospital is responding to COVID-19, on the progress with the COVID vaccination programme and a range of wider Trust developments. Our partnership working with the Borough Council has been strengthened further during COVID, and we are grateful to the continued support we continue to receive from the local authority, including with workforce support. Six-weekly briefings between QEH and the Council have been agreed in the next period, which is a positive development to ensure our local councillors feel well briefed and informed.

2. The Chairman's diary

In January 2021, I presented December's Living Our Values Award to Julia Saunders, our Senior Practice Development Nurse, who was nominated for her passion and commitment in developing and supporting colleagues.

I had the privilege of speaking with all candidates for both the Director of People and Chief Nurse vacancies prior to their interviews and sat on the overarching panel for these important substantive Executive Director posts on 21 and 22 January 2021.

I Chaired a Board Seminar, where we discussed the Trust's response to the Ockenden Report, the results and response to an external stakeholder perception review, the structural integrity of the hospital roof and the Trust's management and response to wave two of COVID-19.

I also led an informal briefing session with our Governors which focussed on COVID-19, including the vaccination programme which commenced at QEH at the end of December 2020. I had a separate meeting with the Trust's Lead Governor, Esme Corner, to discuss the Trust's progress and how we will further strengthen relationships with our Governors going into 2021.

3. Looking ahead

We are delighted to be holding our first Leadership Summit on Tuesday 16 March and we will be inviting all leaders in the Trust to participate. We are absolutely determined to make kindness a defining feature of Team QEH and this event will be an important milestone in our continued journey towards 'Going for Good' and an occasion we hope will become an annual event starting this year.

Finally, I would like to thank every member of Team QEH for their hard work and focus on delivering the safest possible care to patients during what has been an incredibly challenging month for the hospital. I am so proud of the teamwork that I have observed and strong and co-ordinated response from the Trust to the pandemic.