The Queen Elizabeth Hospital King's Lynn
NHS Foundation Trust

Meeting:	Board of Directors (In Public)		
Meeting Date:	2 February 2021	**Agenda item:**	16
Report Title:	Strategic Project Update		
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Executive Sponsor:	Laura Skaife-Knight, Deputy 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	Modernisation of the hospital is set out within KS02 and KS04. The Board Assurance Framework updates are received and reviewed by the Finance and Activity Committee and the Senior Leadership Team prior to the Board of Directors.	
Significant risk register		
	Y/N	If Yes state impact/ implications and mitigation
Quality		
Legal and regulatory		
Financial		

Assurance route

Previously considered by:	Chief Executive's Leadership Team Senior Leadership Team – January 2021

Executive summary

Action required:	Approval	**Information**	Discussion	Assurance	Review

Purpose of the report:	The purpose of this paper is to provide the Board of Directors with an update on the key strategic projects which are underway within the Trust.
Summary of Key issues:	The Trust has three key strategic projects underway – including: (1) The School of Nursing (2) Maternity Bereavement Suite (3) Health and Wellbeing Centre This paper provides an update on progress/governance and anticipated timescales for delivery for these key projects.

Recommendation:	The Board of Directors is asked to **note** the update.
Acronyms	MBS – Maternity Bereavement Suite H&W Centre – Health and Wellbeing Centre CoWA – College of West Anglia

School of Nursing

The implementation of a School of Nursing in partnership with the College of West Anglia (CoWA) is a strategic priority for QEH as outlined in the Trust's Corporate Strategy that will lead to a range of benefits for patients and staff.

Following a successful bid co-ordinated by the Borough Council of King's Lynn and West Norfolk and the Town Deal Board, a grant of £597,000 has been secured to deliver the project that will result in high quality nursing training facilities being developed at the CoWA campus.

CoWA will deliver the Level 5 (foundation degree equivalent) Associate Nurse Apprenticeship to support the future workforce needs of QEH to enable talent to stay local and improve the quality and stability of the Trust's nursing workforce.

In order to support delivery of the School of Nursing, a business case was approved in late 2020 requesting funding for the recruitment of one Nursing Project Manager. The post is fixed-term for 18-months and will be managed by the College Principal of the CoWA. The post-holder will support the validation process, liaison with the Nursing and Midwifery Council and be involved in the selection of the inaugural cohort to start in September 2021. This post was part funded by the COWA which demonstrates the strength and commitment for this partnership.

Trust and COWA representatives interviewed for the Senior Nurse – School of Nursing during December 2020 and were successful in appointing. The post-holder will start in February 2021.

COWA have found that registering with the Nursing and Midwifery Council as a training provider is rather complex and protracted. To support the registration, COWA will be working in partnership with Anglia Ruskin University (ARU) and ARU will via the NMC register COWA as a spoke from ARU; this new development may delay recruitment to the programme slightly but the narrative and priority remains for recruitment to the Nursing Associate Programme to start in Quarter 4 2021/22.

Following the commencement of the Senior Nurse in post a detailed project plan including timescales and risks will be articulated and shared within the organisation for visibility.

Maternity Bereavement Suite

On 3 November 2020, the Board of Directors agreed that the Maternity Bereavement Suite (MBS) would be funded by two main sources: (1) charitable donations raised especially for the MBS (via the Lynn News Charity of the Year Appeal) and (2) money from the QEH Charity. The total needed for the project is £185,000; £40,000 received from charitable donations and £145,000 from the QEH Charity. This decision meant the development could be completed sooner for our patients and their families and work is well underway to realise the vision.

The Project Working Group, led by the Head of Midwifery, includes representatives from Maternity, Communications, Fundraising, Estates & Facilities and the PMO. A positive kick-off Working Group meeting was held on 13 November 2020 and the group will continue to meet fortnightly through to April 2021.

Patient involvement is central to the success of this project and a User Experience group led by the working group members will meet the week beginning 18 January 2021. The aim is for our patients and their families to have a strong voice in the project outcomes and ensure co-production for the appearance of the MBS, the furnishings, colour scheme and the name of the suite. This list is not exhaustive and will develop with the project.

A large list of suggested names for the MBS has been collated by the Fetal Medicine & Bereavement Midwife, from service users and staff. The User Experience Group will shortlist this list to three to five potential names. The shortlist will be circulated for a public vote via all media channels, to ensure the chosen name represents the community and staff. This decision is hoped to be reached early February 2021 to ensure the design and colour scheme of the suite match the name in time for the opening.

The final timescales for the MBS developments are pending Estates confirmation, however the technical designs have now been finalised for a client review commencing on 11 January 2021.

The project team are aiming for the MBS to be fully operational by April 2021, however, there are presently long lead times for certain materials due to the impact of COVID-19 on the construction sector, which are outside of the Trust's control. Long lead items such as doors and air handling equipment will be ordered at commencement and the phasing of the project is designed to avoid as much delay as possible to the opening of the MBS. The timescale for the completion of the works will be confirmed by week commencing 18 January 2021.

Fundraising for the MBS is to continue until April 2021 via the Lynn News and social media. Charitable donations are necessary to purchase the extras – the 'home comforts' and furnishings to provide a comfortable space for service users and families.

The next key steps for the Working Group are:

- To finalise the design plans and confirm phases and timescales for completion
- To appoint a fit-out contractor to the programme
- To run the User Experience Group
- To finalise the Public Relations timescales
- To promote the online auction and other potential virtual initiatives to support fundraising

Further detailed updates as the project progresses will be brought through the Innovation & Investment Committee, Senior Leadership Team and the Charitable Funds Committee on a regular basis.

Health and Wellbeing Centre

The Health & Wellbeing (H&W) Centre is a key strategic project for the Trust.
Its main purpose is to support cancer patients - in 2015 in West Norfolk there were 7,459 people who were living up to 21 years after a cancer diagnosis.

Evidence reported by the National Cancer Survivorship Initiative (NCSI, 2013) shows that many cancer survivors have unmet needs particularly at the end of treatment, whilst others are struggling with consequences of treatment that could be either managed or avoided.

The H&W Centre will provide a dedicated Cancer Health and Wellbeing Centre to act as a hub and focus for the delivery of the Health & Wellbeing Agenda described in the national document 'Achieving World Class Cancer Outcomes for staff and patients' in the QEH catchment area.

The project capital budget of £625,000 is being funded by Charitable Funds. The project was approved and underway prior to the COVID-19 pandemic but was halted due to the impact of the pandemic as well as the wider site master planning work aligned to possible HIP2 funding.

The project has been recommenced with agreement from the Charitable Funds Committee and a new project management framework in place. Work on the construction, fixtures and fittings commenced on-site week commencing 25 January 2021 and will continue for around 12-weeks subject to no material post-Brexit delays to window and steel deliveries.

New COVID-19 requirements for furniture have been introduced that mean a review is currently being undertaken to ensure that furniture and furnishings meet any new infection control requirements before orders are confirmed. This is particularly relevant for upholstery.

A weekly activity timetable has been drawn up showing how the new H&W Centre will be used and what (volunteer) staffing will be required to run it. Volunteer job specifications are being drawn up and a volunteer recruitment drive is planned to ensure there are sufficient staff in place to run the activities.

The intention is that the H&W Centre will be complete and operational by the end of April 2021. Due to some of the uncertainties around how the COVID-19 situation and lockdown may progress and the difficulties this will pose in scheduling activities, it is anticipated that use of the facility will develop over a period of months, rather than having a fully operation facility from day one.