The Queen Elizabeth Hospital King's Lynn
NHS Foundation Trust

Meeting:	Board of Directors (in Public)		
Meeting Date:	1 December 2020	**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 November 2020.
Summary of Key issues:	This report summarises activity during November 2020, 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	CQC – Care Quality Commission ENT – Ear, Nose and Throat IP&C – Infection Prevention and Control NNUH – Norfolk and Norwich University Hospitals NHS Foundation Trust STP – Sustainability and Transformation Partnership ICS – Integrated Care System NHSE/I – NHS England and Improvement PCN – Primary Care Network RAAC – Reinforced Autoclave Aerated Concrete

Chairman's Report – December 2020

1. An outward-looking perspective

Norfolk and Waveney Hospitals Group Committees

The Norfolk and Waveney Hospitals Group Committees met on Monday 9 November 2020 for its third meeting, with good discussion across the three acute Trusts in the region (QEH, James Paget and Norfolk and Norwich Hospitals). The main elements discussed included:

- ENT and Urology are progressing following the transfer of services pre the COVID-19 pandemic. The aim is for development and agreement of a single transformation plan for each service with discussion due to take place through the Clinical Oversight Group and the Hospital Services Strategy Board.

- Policy convergence and alignment is progressing well across the priority areas including Consent, Mandatory Training and IP&C policies.

- As updated last month, the work in relation to development of a Clinical Strategy Framework is continuing with the Director of Strategy from Norfolk and Norwich Hospital providing part-time support to the STP leadership. This will build on the information already available and a post COVID-19 review of the system response to the Long-Term Plan.

- A detailed communications and engagement strategy articulating the positive work which has been developed collaboratively to date with the three trusts was enacted in October 2020.

Integrated Care System

Nationally, all systems will become Integrated Care Systems (ICS) by April 2021. Norfolk and Waveney has submitted an expression of interest to NHSE/I to become an ICS. A response and feedback on the application is expected by the end of November 2020.

The rationale for the creation of a Norfolk and Waveney ICS is:

- To improve the health, wellbeing and care of people living and working in Norfolk and Waveney, and to reduce health inequalities and unjustified differences in care.
- To provide the best possible health and care services, integrated around the needs of individuals and families.
- To get the best value for the Norfolk and Waveney pound.

As a Trust we are working proactively with system partners to develop the underpinning governance structures for the ICS, while being clear that as an organisation, we need to ensure that we have a robust voice within the Norfolk and

Waveney conversations in relation to development of ‘place-based’ care which will inform the working of the ICS.

Locally, work is underway to define the emerging functions and purpose of ‘place’ with the development of a framework. Design principles have been agreed to guide the work along with the actions required and timescales for delivery. The Trust has identified key ‘place-based’ care priorities for development and we are engaging with the Local Delivery Group and the Clinical Directors of the four local Primary Care Networks (PCN) in West Norfolk to ensure that there is clarity around how we can align to, support and where appropriate, lead delivery of the key system and PCN priorities.

2. Maternity Bereavement Suite Appeal

Following our private Board meeting last month, I am pleased to report that the building of a much-needed Maternity Bereavement Suite has taken a significant step forward after our Charitable Fund agreed to make a significant donation towards the cost, meaning patients and their families will benefit from this important development sooner than planned.

The Maternity Bereavement Suite Appeal was launched in early 2020 as a joint venture between QEH and the Lynn News, who named the Appeal its charity of the year for 2020/21. Thanks to the generosity of the local community, over £44,000 had been raised towards the build to date. However, the COVID-19 pandemic has severely restricted the Trust and the Lynn News from fundraising in the normal way. This, coupled with the urgent need for this vital facility, has led the Trust to explore alternatives which will see the development being completed much sooner.

Fundraising for the suite will continue until April 2021 with any additional funds raised going towards ‘extras’ that will make the suite an even more homely, comforting and relaxing environment for patients and their families to say their fond farewells in.
I would also like to take this opportunity thank everyone who has helped us to raise money so far for their support and generosity. We will continue to share our progress with this important development in the month to come and aim to open the Maternity Bereavement Suite by Spring of 2021.

3. The Chairman’s diary

During November I attended meetings with the regional Trust Chairs where we discussed a number of issues, including COVID-19 and winter pressures.

I also attended a meeting with Chairs from other hospitals in the region who, like QEH, have a Reinforced Autoclave Aerated Concrete (RAAC) roof. This was a helpful meeting to ensure that we learn from one another regarding the actions Trusts are taking to mitigate and manage the roof risk, take a consistent approach to ensuring the safety of our hospitals and also discuss the need to argue a strong case for emergency national capital for short-term fail-safes to carry out repair works to our hospital to prolong its life and keep it safe for our patients, their families and our staff.

We held a QEH Board development session where we looked at three really important strategic areas. Firstly, the Trust's culture transformation programme, second the Trust's role as an anchor institution in West Norfolk in shaping and leading place-based care developments to bring benefits to health outcomes for our patients and the local communities we serve, and finally our campaign plans which will ensure we do all we can to bring a new hospital to the area in the decade to come.

I was pleased to join Caroline for a walkaround in the Sandringham Unit to recognise the fantastic efforts of our staff to open the unit so quickly and to see the new unit for myself, knowing the positive difference this superb facility will make to our patients and local community.

Finally, I had the pleasure of presenting two lots of Living Our Values Awards to members of Team QEH who really embody our values.

4. Looking ahead

December looks to be a month of celebration as we hold a virtual Team QEH Staff Awards ceremony on 16 December following a last minute postponement due to the change in Government restrictions on social gatherings. I am very much looking forward to shining a light on the many acts of fantastic patient care the awards highlight.

We are also expecting our latest CQC inspection reports to be published in December 2020 and we are hopeful that the reports will reflect and show the improvements the Trust has made over the last year as well as describe learning that will inform our areas of focus for the year to come.