The Queen Elizabeth Hospital King's Lynn
NHS Foundation Trust

Meeting:	Board of Directors (in Public)		
Meeting Date:	7 April 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 March 2021.
Summary of Key issues:	This report summarises activity during March 2021, which includes an update on the ongoing work in relation to the development of the Norfolk and Waveney Clinical Strategy, and also looking ahead at our journey of improvement as we look forward to launching our Leadership Masterclasses.
Recommendation:	The Board is asked to note this update.
Acronyms	CQC – Care Quality Commission ICS – Integrated Care System

Chairman's Report – April 2021

1. An outward-looking perspective

Norfolk and Waveney Hospitals Group Committees

The Norfolk and Waveney Hospitals Group Committees met on 8 March 2021 with positive discussions about the ongoing work in relation to the development of the Norfolk and Waveney Clinical Strategy and the emerging timetable for the Integrated Care System.

Detailed conversations continue in relation to the development of Provider Collaboratives, with further discussions planned to take place at the 12 April 2021 Norfolk and Waveney Hospitals Group Committees meeting following internal consideration by QEH (including with Board members and Governors), Norfolk and Norwich University Hospitals and James Paget University Hospitals.

The collaborative work continues to progress well a Place level to further improve pathways of care for our patients in West Norfolk and to enhance communication between ourselves and local partners. This includes the development of a new local clinical leadership group, in which the QEH will play an active and leadership role, with the development of terms of reference underway and the group to start meeting in the first quarter of 2021/22/

Care Quality Commission (CQC)

The CQC has committed to redeveloping its regulatory approach as part of its new strategy, which takes into account the context and learning from COVID-19, the importance of addressing health inequalities, and changes to the wider health and care landscape such as the shift towards system working and increased use of digital technologies. NHS Providers has responded saying it welcomes the CQC's commitment and the ongoing opportunity to feed into the development and implementation of the strategy.

2. 2021/22 priorities and operational planning guidance

NHS England and NHS Improvement (NHSE/I) published the 2021/22 priorities and operational planning guidance on 25 March 2021. The document outlines how the service intends to recover activity and build on the innovations seen throughout the COVID-19 pandemic.

There is a focus on ensuring that the wellbeing of frontline staff is prioritised by Trusts. Integrated Care Systems (ICSs) are expected to maximise capacity across hospitals and reduce the elective care backlog that built up during the pandemic. A £1bn Elective Recovery Fund (ERF) will be made available to systems that surpass activity levels funded from core system envelopes and £500m has been allocated to support mental health recovery across 2021/22.

More information on what this guidance means for QEH is available later on the agenda.

3. Consultation on the system oversight framework 2021/22

NHS England/Improvement has also published its consultation on a system oversight framework for 2021/22. It sets out an oversight approach for the coming year, with a stronger emphasis on system performance, local priorities, and a clearer framework for how the NHS England/Improvement national and regional teams will work with and through Integrated Care Systems (ICS) and Trusts to monitor and support performance.

The framework describes a new segmentation process for ICSs, Trusts and Clinical Commissioning Groups, which will be used to determine freedoms and autonomy for providers and ICSs, as well as identifying intervention and support needs. It also introduces a Recovery Support Programme to replace the special measures regime, with a stronger focus on peer support and clear criteria for entry and exit to the programme. The consultation is open until Friday 14 May 2021.

4. Maternity Bereavement Suite

Last year the Trust launched an appeal to bring a new Maternity Bereavement Suite to QEH. The suite will provide a much-needed safe and homely environment for parents and their families to create precious memories with their baby. The suite will support those who experience this unimaginable loss during their pregnancy, birth or shortly afterwards.

This important development is possible thanks to the dedicated fundraising efforts from our wonderful local community and £145,000 of support from the Trust's Charitable Fund.

The Trust has been working hard towards an opening date of Spring of this year. Unfortunately, as a result of some COVID-19 and Brexit-related delays, which have impacted on supplies and deliveries, the suite is now expected to open by Autumn 2021.

QEH continues to be committed to delivering this vital project as quickly as it is able, knowing from both patient and CQC feedback that a dedicated Bereavement Suite is desperately needed. The facility will make a significant difference to the standard of care we deliver to those families who are experiencing this tragic loss.

To ensure we have sufficient funds for furnishings that will ensure that our Maternity Bereavement Suite feels as homely and comforting as possible, our fundraising efforts continue, and we thank our local community to their ongoing support in helping us continue to raise funds.

5. The Chairman's diary

During March 2021, I attended the Norfolk and Waveney Healthcare Partnership Oversight Group, the Finance and Activity Committee and Audit Committee.

I chaired the Trust's latest Board Development Session and listened to some brilliant presentations from our Divisional Leadership Teams who shared their achievements over the last 12-months and set out their priorities for the year ahead. I'm pleased that our Governors will benefit from hearing from our Divisional Leadership Teams about what they are proud of and their areas of focus for 2021/22 at a Board-Governors' session on 31 March 2021, where we will also hear views about the current thinking for taking the Provider Collaborative work forward in Norfolk and Waveney.

Caroline and I had the pleasure of presenting Trudy Taylor with the Living Our Values Award for February 2021, having been nominated for her fantastic leadership and for always demonstrating a willingness to go above and beyond her duty - particularly recently with her involvement running the logistics and administrative arrangements for the Trust's successful COVID-19 vaccination programme.

I had great pleasure in being involved in the planning process and chairing the Trust's first Leadership Summit, which was the highlight of the month, and involved hosted presentations from a wide range of stakeholders and guests, including: Yvonne Coghill, Nurse and former lead for the NHS Equality and Diversity Council and Vice President for the Royal College of Nursing, Shaun Lintern, Health Correspondent for The Independent, and James Timpson, CEO of Timpson Group.

I had an induction meeting with Jo Humphries, our new Director of People, and welcomed Jo to QEH. Jo has a track record of developing and implementing successful people strategies and leading culture transformation and leadership performance programmes and I'm confident will be a real asset to QEH. I also met with our Lead Governor, Esmé Corner, and a number of our new Staff Governors.

I spoke with the Chair and CEO of the Lincolnshire CCG and former Secretary for Health, Patricia Hewitt. I also joined Caroline and a number of Executive Directors for a call with Edwards Argar MP and Minister of State for the Department of Health and Social Care and James Wild MP to discuss the short and longer-term solutions to ensuring King's Lynn and West Norfolk has a hospital that is fit for purpose. It was pleasing to hear Edward recognise the significant improvements in performance at QEH and acknowledge the progress the Trust is making.

Caroline and I were delighted to have a virtual meeting with Monica Vinader, a local jewellery entrepreneur who is based in West Norfolk, to thank her for raising over £90,000 for the hospital after launching an appeal to support frontline NHS staff after she was treated for COVID-19 at QEH earlier in the year. Monica's fundraising will support the funding of a further Clinical Psychologist for staff and will allow the purchase of vital medical equipment.

Caroline and I also spoke with the EDP news publisher about some of the great things the Trust has achieved as a team in the two years since Caroline joined QEH as Chief Executive and I took over as Chairman. We also discussed some of the profound challenges that still face the Trust as we move past the second wave of COVID-19.

6. Looking ahead

March 2021 started with the Board's agreement on our Year 2 priorities for our Corporate Strategy. Our attention now turns to the Trust's implementation of these priorities as part of a wider recovery programme for QEH, and as we start the next phase of our improvement journey. This will take place against a tight fiscal backdrop, as set out in the Government's budget, and will require innovation, engagement and a sharp focus on priorities at all levels of the organisation. There was no better time to host QEH's inaugural Leadership Summit held on 16 March 2021, which attracted nearly 450 participants and a strong cast of excellent and inspiring speakers. This prestigious event was the curtain raiser to a programme of leadership and behavioural culture events being organised over the next two months. Our Leadership Masterclasses in April 2021 will be followed by a series of interactive two-hour Values into Action workshops for all colleagues, starting in May 2021. The aim is to share experiences, learning and evidence-based practical tools so that we can more consistently live our values with our patients and each other, every day.

The continuing need for running repairs on the Trust's estate, especially the roof structure, has drawn media attention over the last month and the Trust continues to press the case to secure the required significant national capital funding to build a new hospital. In the meantime, the Trust welcomed the £20.6m of capital awarded to fund the short-term fixes and improvements needed to ensure patient and staff safety as surveys increasingly identify failings with the roof planks, indicating more rapid deterioration of the hospital's estate. We are grateful to our local media (including the EDP and Lynn News), our local MPs and our local community for their support and for campaigning to bring a new hospital to King's Lynn and West Norfolk in the years to come so that there is a longer-term, sustainable solution, and so that our patients and those we serve have a hospital that is future proofed - which is no more than they deserve.