The Queen Elizabeth Hospital King's Lynn
NHS Foundation Trust

Meeting:	Board of Directors (in Public)		
Meeting Date:	6 October 2020	**Agenda item:**	8
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 September 2020.				
Summary of Key issues:	This report summarises activity during September 2020, which includes an update on the Trust's recent Care Quality Commission inspections and key system developments.				
Recommendation:	The Board is asked to note this update.				
Acronyms	Care Quality Commission – CQC				

Chairman's Report – October 2020

1. CQC inspections

The Trust recently welcomed Inspectors from the Care Quality Commission (CQC) for two unannounced visits over two weeks. There will be full detail on the visit in a dedicated report as part of this Board meeting, however, it would be remiss of me not to mention it and pass on my thanks and praise to all staff for their hard work and dedication which is very clearly paying off and now being externally recognised. Though overall feedback from the CQC was very positive, there is also important learning for us to reflect on, giving the Trust clear priorities for the next phase of our continuous improvement journey.

2. An outward-looking perspective

I was pleased to chair the inaugural formal meeting of the Norfolk and Waveney Hospitals Group Committees which was held on 14 September 2020. At the meeting, positive conversations took place and formal approval of the final Terms of Reference for James Paget Hospital and QEH by their respective Trust Boards was noted. The Norfolk and Norwich University Hospitals NHS Trust has discussed the Terms of Reference in principle at their Board and will share any material amendments prior to final Board ratification at the start of October. The three Trusts look forward to more information being shared about the Hospitals Group, decision-making and progress via public meetings in the months to come.

Work continues on the key priorities which have been agreed in relation to the Hospital Services Strategy, notably:

Specialty redesign

- The workstream scope has been updated to incorporate the nationally-agreed priority specialties, as well as the locally- identified priorities.
- The Hospital Services Strategy Board on 11 September 2020 approved the scope for the system-wide Dermatology transformational work which will now be moved forward, led by the Norfolk and Waveney Clinical Commissioning Group.
- Urology - work to develop the service development and transformation plans for the integrated services will be taken forward through their respective Performance Management Groups and monitored and reported through the Hospitals Services Strategy Programme and Clinical Oversight Group.

Policy convergence

- Consent and pre-operative procedures - the group held an Accelerated Design Event on 28 September 2020.
- Mandatory Training – the three acute Trusts are working collaboratively to scope an aligned draft mandatory training policy.
- Infection Prevention and Control - the three Trusts are working collaboratively to scope an aligned draft Infection Prevention and Control policy.

Cross-cutting strategic projects

- Development of a system-wide waiting list with a co-ordinated referral management process is ongoing.
- The workstream is looking at supporting a step-change improvement in digital capability via the implementation of an Electronic Patient Record.

3. The Chairman's diary

Internal:

It has been a bumper month of internal engagements including:

- Extra-ordinary Board and Governors Council meetings to consider and approve (1) the BMI Sandringham Hospital purchase and (2) the Trust's case which has been submitted to NHS England/Improvement for a new hospital.
- Our first virtual Annual Members' Meeting which provided an opportunity to share our progress, success stories and priorities for 2020/21.
- I sat on the interview panels for Care of the Elderly and Paediatric consultant appointments.

External:

- Externally (as above) we held our first Committees in Common meeting with James Paget Hospital and Norfolk and Norwich Hospitals and we met with Professor Sir Chris Ham on the development of the Norfolk and Waveney Integrated Care System.

4. Looking ahead

The recent acquisition of the BMI Sandringham Hospital really represents an exciting opportunity for the Trust and sets the tone for what the Trust is looking to achieve over the next 12-months; notably reducing our waiting lists and ensuring that we can continue to provide safe, timely care for our patients. This purchase will also really help us over the winter period, including by reducing on-the-day elective procedure cancellations or postponements with the introduction of a ring-fenced elective treatment centre for our patients.

We have submitted an exciting and compelling case for a new hospital to our Regulator as part of the NHS's response to the Comprehensive Spending Review and we await an announcement in relation to whether QEH will be added to Health Infrastructure Plan Two after much detailed work and lobbying to modernise and future proof the QEH for the decades to come.