The Queen Elizabeth Hospital King's Lynn
NHS Foundation Trust

Meeting:	Board of Directors (in Public)		
Meeting Date:	6 October 2020	**Agenda item:**	9
Report Title:	CEO's update		
Author:	Caroline Shaw, CEO		
Executive Sponsor:	Caroline Shaw, 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		
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 is to inform the Board of key external/internal events and activities.				
Summary of Key issues:	This report summarises the Trust's quality and financial performance and brings to the Board's attention key activities of the CEO and significant upcoming issues.				
Recommendation:	The Board is asked to note this update.				
Acronyms	CQC – Care Quality Commission				

CEO report to Board – October 2020

1. CQC Inspections

During September we welcomed Inspectors from the Care Quality Commission (CQC) to the Trust for two unannounced visits.

We had been expecting an inspection as the CQC had a statutory duty to return to the Trust within a year of the last Inspection – although this has been slightly delayed due to COVID-19.

During this visit the CQC focussed on key areas within the Trust, and largely those where we have Conditions and Notices in place following our 2019 inspection. These inspections took place over two visits (totalling six days) rather than a longer, Trust-wide inspection which the CQC would normally carry out.

The CQC visited the Trust's Emergency Department, Maternity Services, departments within the Medicine Division, End of Life Care, Surgery and Theatres, and Radiology.

I am very pleased to say that the initial verbal feedback from the CQC was very positive. The CQC stated that the organisation feels very different, staff are more engaged and were proud to share their improvements. The CQC cited clear examples of where care for our patients and their families has improved since their visit in 2019. Most importantly, the CQC letter which summarised Inspectors' initial findings, said: "throughout all clinical areas, we observed kind and compassionate care from all staff. Patients were treated respectfully and included in treatment planning." See agenda item 10 for fuller details about the CQC's feedback.

This assessment is an important step forward for the Trust and I am really pleased that the hard work of our staff is being recognised externally by the CQC.

Overall, I think the feedback it accurately describes the progress we have made, whilst acknowledging that we have more work to do to ensure greater consistency in a number of areas, including documentation and MCA and VTE assessments.

The full reports into the two visits will be published later this year and we will of course be sharing these at Board and responding publicly once they are available.

The CQC has published its transitional regulatory approach that remains responsive as the situation with COVID changes, and which comes into effect from early October 2020. This is available here. The transitional approach includes a strengthened approach to monitoring, with clear areas of focus based on existing Key Lines of Enquiry, use of technology and local relationships to have better direct contact with people who are using services, their families and staff in services and inspection activity that is more targeted and focused on where the CQC have

concerns, without returning to a routine programme of planned inspections. The CQC is also considering longer-term changes to how it regulates, which will be explored further through engagement on the CQC's future strategy in the months to come.

2. BMI Sandringham Hospital purchase

On 24 September 2020, our Board of Directors approved our purchase of the BMI Sandringham Hospital, a decision which was endorsed by our Governors' Council.

This means that on 30 September 2020, we will formally take over the BMI Hospital, with 76 staff transferring to QEH. We look forward to welcoming these colleagues to the Trust, and to learning from the good practice at the BMI.

This is a really exciting strategic development for the Trust and the patients we serve, and one which is absolutely consistent with the ambition set out for QEH in our Corporate Strategy. It will provide us with a dedicated elective inpatient facility and hopefully, in the future, a small private practice that will generate income for the Trust that will be reinvested back into NHS services.

Over the next few weeks we will be undertaking some estates work to maximise the potential of the building, allowing us to create a dedicated elective patient facility – with all pre-operative assessment activity moving to the site, as well as providing us with an additional 30 beds and two theatres. This will really help us as we work to return our elective activity back to pre COVID-19 levels and during the winter period. The facility will open under QEH's management by 1 November 2020.

3. New School of Nursing for West Norfolk

I am absolutely delighted that we have received confirmation that West Norfolk is to get its own School of Nursing with funding from the Government's Town Deal to take this exciting development forward.

The bid, supported by the Borough Council of King's Lynn and West Norfolk and the Town Deal Board, was developed by the College of West Anglia in partnership with the QEH. A grant of £597,000 has now been secured to deliver this project which will see high quality nursing training facilities developed at the college campus. The college will deliver the Level Five (foundation degree equivalent) Associate Nursing Apprenticeship to support the future workforce needs of the QEH. Only locations identified for Town Deals have been offered access to this additional grant to fund capital projects that can be delivered by 31 March 2021. £750,000 has been allocated to King's Lynn, £597,000 for the School of Nursing, and a separate bid for the remaining £153,000 to go towards public realm improvements.

4. Our performance

Four-hour performance in August was 87.14% compared to 84.46% in July. Ambulance handover within 15 minutes decreased from 51.16% in July to 44.98% in August. There were two 12-hour trolley waits in August.

Eighteen-week referral to treatment performance in August was 56.33%. At the end of August 2020, the total Trust waiting list was 13,278 and the total backlog of patients waiting more than 18 weeks was 5,799.

Diagnostic performance for August declined to 56.38% against the standard of 99%. There were 2,484 breaches in the month.

A fuller update on performance, including our financial position, is included in our Integrated Performance Report later on the agenda.

5. Flu campaign

Our flu vaccination campaign for 2020/21 started formally on 28 September 2020. Staff can get their vaccine by attending one of our drop-in clinics or by getting their jab from one of our 90 peer vaccinators.

Our campaign is supported by a full communications and engagement plan that looks at where there is low vaccine up take and then targets communications to that group of staff or department.

Getting a flu vaccine this year is more important than ever and it is the single thing everyone can do to help support the Trust and the wider NHS this year. Getting a flu jab protects the individual, as well as our patients. Our aim is to get all of our staff, including students and volunteers, vaccinated this year.

We will be keeping the Board updated on our progress in this area.

6. National NHS Staff survey

The National NHS Staff Survey launched mid-September 2020 and at the time of writing, after one week of the survey launching, 16% of our staff had responded, marking a strong start.

The Trust is aiming for a >50% response rate this year, and we aim to maximise response rates by switching to 70% digital and 30% paper copies to make responding easier for everyone. The Trust is also running drop-in sessions so that staff who are not desk-based have an opportunity to respond easily online.

7. Time to Change Pledge

The Trust has signed up to the Time to Change pledge as part of its commitment to support staff with mental health. The Chairman and I will be signing the pledge, on behalf of the Trust, at the October public Board meeting.

The Time to Change Pledge is a commitment by employers to change the way organisations think and act about mental health in the workplace.

The Trust will be underpinning the Time to Change Pledge with the recruitment of Mental Health Champions who are being trained to support staff who are struggling with their mental health. They will work alongside the Trust's Clinical Psychology Team to support staff and will further bolster health and wellbeing support. This is particularly important in the context of COVID-19 given the impact responding to the pandemic has had on many of the Trust's staff and teams.

8. Staffing updates

I am also pleased to report that we have recently made a number of appointments, following competitive recruitment exercises, to support our continuous improvement journey, including:

- Sarah Harvey is the Trust's Acting Divisional General Manager for the Division of Medicine until the end of March 2021
- Peter Gent is Associate Director of Urgent and Emergency Care Improvement for the Trust, leading our Urgent and Emergency Care improvement programme, which spans all specialties, including children and adults; and covers the entire urgent and emergency care pathway from pre-arrival through to discharge
- Dr Leslie Mtariswa had been appointed Lead Safeguarding Doctor for Adults
- Dr Benjamin Fox is now our lead for Sepsis and the Deteriorating Patient
- Will Bratby joined the Trust mid-September as a Clinical Psychologist to support our staff in the aftermath of the first COVID-19 wave
- Nichola Hunter joins the Trust early October as our new Associate Director of Estates and Facilities

We look forward to welcoming these new colleagues to the Trust and into their new roles over the coming weeks.

9. External stakeholders and visits

It has been a busy month of external visits, including my first meeting as the lead for the Eastern region for health inequalities. I am really proud to be have been appointed the lead for this and see it as a great opportunity to really tackle health inequalities within West Norfolk, our region and beyond.

The Trust's progress was recognised at our September Oversight and Assurance Meeting, attended by our Executive Team and our external stakeholders, with presentations from our Emergency Department and Safeguarding Teams which summarised our improvements in each of these important areas.

Early September, we were pleased to welcome Lady Dannatt, the Lord-Lieutenant of Norfolk, to QEH to listen to the experience of our staff of responding to COVID-19. During the session, the group highlighted the psychological effects as well as the new challenges COVID-19 presented for the Trust. Speaking after the visit, Lady Dannatt said: "I'm in awe of all of you in the room but also those not here too - please pass on my thanks to them too. Thank you for everything. Please take care of yourselves and anything I can do to help you just let me know."

I had a really productive call with Liz Truss MP, during which we discussed our latest CQC inspection feedback, the BMI Sandringham Hospital acquisition and benefits this will bring for our patients, the School of Nursing development and the prospect of a new hospital for the QEH.

10. Closing remarks

The next few months look set to be very busy, particularly as we head into winter.

However, I am confident that we have robust plans in place to navigate a winter where we are likely to face our normal winter pressures, alongside a potential increase in COVID-19 cases.

I am also heartened that through the feedback from the Trust's recent CQC inspections and the purchase of the BMI Sandringham Hospital that we are really starting to see progress on our improvement journey and that this is now being recognised externally, which has presented a much-needed boost to Team QEH after an incredibly challenging year.