Agenda Item 7

The Queen Elizabeth Hospital King's Lynn NHS Foundation Trust

REPORT TO THE BOARD OF DIRECTORS (IN PUBLIC) & THE GOVERNORS' COUNCIL

SUBMITTED BY:	REPORT FOR:		IMPACT:		
Caroline Shaw, Chief Executive	Decision		High	Med	Low
CONSULTATION:	Information	✓		✓	
	REPORT TYPE:		RELATED WORK:		
	Strategic	✓			
	Operational	✓			
	Governance	✓			

Meeting Date: 01 October 2019
Report Title: Chief Executive's Report

Purpose: To keep the Board informed in respect of key external / internal events and activities.

Financial Implications / Efficiency Savings / Quality Improvement:
None as a direct result of this report.

Risk Assessment:

Strategic / External	Operational/ Organisational	Financial	Clinical	Legal/ Regulatory	Reputational / Patient Experience
✓	✓	✓	✓	✓	✓

Recommendations: The Board is invited to consider and comment on the Chief Executive's Report.

Chief Executive's Report – September 2019

Support from partner organisations and national leaders

Over the past month I have had the pleasure of meeting and working with a number of key individuals and organisations, both in the local health system and at a national level.

One of those meetings was with Simon Wood, Director of Strategy and Transformation at NHS Improvement. We discussed opportunities for collaborative working and how NHSi can support us as we develop our corporate strategy over the coming months.

I consider this a really positive relationship and one that can support us on our improvement journey. During my time with Simon he also took the time to praise our new Executive Team and the valuable skillsets and experience they have bought into the Trust.

During the last month I met with Jeannette Hucey. Jeannette is the Locality Director at West Norfolk Clinical Commissioning Group. We had a really positive discussion relating to 'place-based' care and have agreed for our Executive Team to have a closer working relationship

with their counterparts at the CCG; this provides us with a great opportunity, especially as the local health system transforms.

I have also met with the Lorraine Gore, who is the new Chief Executive of our local Borough Council. We have established the need for increased joint working for the benefit of our shared local community and so will be meeting regularly in the future.

During the last month I was delighted to welcome Graham Usher, The Bishop of Norwich, into the Trust. This provided a wonderful opportunity for our Chaplaincy Team to share the work that they do here with him and for us to share with him details of the improvement journey we are on.

We also welcomed Liz Truss MP to the Trust recently. Liz is the Member of Parliament for South West Norfolk, Secretary of State for International Trade, and President of the Board of Trade as well as Minister for Women and Equalities. During Liz's low key visit I was able to explain the need for additional funding, in particular around further improving our Emergency Department estate.

I attended the Regional Leadership Forum where system resilience was discussed along with the 5 year plan for services in this area.

Rounding off a busy month of building relationships and attending beneficial meetings, I attended the League of Friends AGM. It is always humbling to hear how people volunteer their time to support our hospital. I am so thankful to these wonderful people for all that they have done for us and for their continuing support.

Quality Improvement Programme

I am delighted to report that 30 Staff from across a broad range of departments within the Trust attended our first Quality Service Improvement and Redesign (QSIR) training week. The training was expertly facilitated by our buddy Trust Sherwood Forest Hospitals NHS Foundation Trust.

All participants were presented with a certificate at the end of the week and will now be tasked with applying their learning to their immediate work areas and beyond. A handful of these colleagues will also now take the next step by becoming QSIR trainers with a view to rolling out the improvement methodology across the Trust.

Participants unanimously agreed that the training was rewarding and incredibly useful and I look forward to seeing the learning put into practice as we continue to collectively drive required improvements Trust-wide.

Our Quality Improvement work continues apace. We have now defined 9 Strategic Improvement Objectives with actions and ownership in place across those areas, which are linked to the findings within our recent CQC report.

An element within those objectives is the required improvements to our Emergency Department. I am therefore delighted to announce that phase one estates work in the department has recently been completed. Thanks go to our Estates colleagues for their efforts in delivering this work on time.

Staff engagement - Recognising our colleagues

Preparations for our Annual Staff Awards ceremony on 7 November continue.

We received an astounding total of 407 nominations for the awards.

I am sure you will agree that it is heartening to see an appetite amongst colleagues and the community for recognising the efforts of members of the hospital team, many of whom experience extreme pressure in their daily roles but still deliver 'above and beyond' for the benefit of patients and colleagues.

Judging panels have now convened and the awards shortlist, along with invitations, will be finalised early in October.

I would like to take this opportunity to thank everyone who took the time to make a nomination and also local businesses for their support in the form of sponsorship for the event. Whilst additional sponsorship is sought, the generosity of our local business community to date is much appreciated and will enable us to provide an event worthy of the outstanding colleagues who are to be recognised.

Executive Team update

As many of you will know, I have been successful with my application to become the substantive Chief Executive of the Trust. I am so very thankful for this opportunity, which will enable me to continue to drive much needed improvements at the Trust alongside our refreshed Executive Team and the wonderful colleagues who are TeamQEH.

I have received so much support in my time here, from colleagues to partner organisations – the decision to apply for the permanent CEO position was never a difficult one for me to make and I am pleased that the Board supported this view.

Joining me as a substantive Board member is Frankie Swords, who was successful in securing her permanent position as Medical Director, having delivered in the role in an 'acting up' capacity since May. I'm sure you will join me in congratulating Frankie.

Both mine and Frankie's appointments give the Trust further leadership stability and show colleagues that we are committed to the challenges we face as a team.

Our performance

Four-hour emergency performance in August was 78.96% compared to 81.12% in July. On Type 1 attendances alone, the Trust was ranked 62 out of 133 Trusts and performance remained above the national average. Ambulance handover within 15 minutes was 56.61% in August compared to 64.60% in July. There were no 12-hour breaches during the month.

18-week RTT performance in August was 80.69% against the trajectory of 80.96%. At the end of August 2019, the total Trust waiting list was 13,814 against a trajectory of 13,861 and the total backlog of patients waiting over 18 weeks was 2,667 against a trajectory of 2,639.

6-week diagnostic standard performance for August was 90.90%, against a standard of 99%. There were 362 breaches in the month, of which 341 were in ultrasound.

There were two breaches of the 28-day guarantee in August; one in respiratory and one in rheumatology. Both patients were offered alternative dates within 28 days but declined.

The number of reportable patients cancelled increased from 0.75% in July to 0.93% August against a standard of 0.80%. The number of prior-to-the-day non-clinical cancellations increased from 6.75% in July to 8.14% in August against a local standard of 3.2%.

There were no urgent operations cancelled more than once and there were no 52-week breaches reported in August.

The Trust achieved six of the seven cancer waiting time standards for July. 62-day referral-to-treatment performance deteriorated from 81.12% in June to 75.19% in July, against the standard of 85% and trajectory of 63.72%. There were 66.5 treatments in July, of which 16.5 were not treated within 62 days from referral. The 62-day backlog increased from 60 patients in August to 99 patients in September and the majority of the backlog is in three tumour sites (lower GI, gynaecology and urology).

In respect of our financial performance, the Trust ended month five with a favourable variance to Plan of £194k, taking the position as at the end of July to £139k favourable variance to Plan.

This is a positive position to be in at this point in the year; however, there remain risks to our financial position as we enter the winter period and the financial plan becomes more challenging. Focus continues on identifying and developing CIP schemes and implementing grip and control measures to improve our productivity and manage our expenditure.

Closing remarks

In the last month I delivered a presentation alongside our Chairman at our Annual Members' Meeting; in preparing for this I had an opportunity to pause and reflect. What was immediately apparent is just how far this Trust, and the team, have come in what has been a relatively short time since our CQC inspection almost a year ago and the follow-on inspection in April.

Teams across the hospital have picked up the challenges we face with a collective enthusiasm and I believe that the green shoots of improvement I have previously described are very much growing across the Trust now.

I am confident that the plans we have in place, and the actions that are being delivered will be positively reflected by the CQC when they next visit us. More importantly those actions will lead to better care and experiences for our patients.

I would like to say thank you both to colleagues across the Trust for their energy in delivering those improvements and also to the Board for the support and direction we have received. Of course there is much, much more to deliver but I believe the momentum is now clear to see.