Agenda No. 9

The Queen Elizabeth Hospital King's Lynn
NHS Foundation Trust

REPORT TO THE GOVERNORS' COUNCIL (IN PUBLIC)

REPORTING GOVERNOR:	REPORT FOR:		IMPACT ON BUSINESS:		
Esme Corner, Lead Governor	Decision		High	Med	Low
	Discussion			√	
	Information	√			
LEAD MANAGER:	**REPORT TYPE:**		**BAF REFERENCES & RAG:**		
Gill Rejzl, Trust Secretary	Strategic		BAF Risk 2		
	Operational				
	Governance	√	**RELATED WORK: (PREVIOUS PAPERS TO COMMITTEE)**		
PEER ASSIST:	**PEER REVIEW:**				
CQC Domain: (safe, caring, effective, responsive, well-led)	All				

Meeting Date: **30 May 2019**
Report Title: **Governors' Council response to the Quality Report 2018/19**

Purpose:

To report the composite Governors' Council response to the Trust's Quality Report 2018/19 to the Governors' Council

Summary:

The Annual Reporting Manual (ARM) imposes a regulatory requirement for stakeholder views to be sought on the Trust's annual Quality Report.

The Quality Report is assimilated into the Annual Report and also published separately on NHS Choices, each year.

Stakeholders consulted on the Quality Report are:

- Norfolk Health Overview and Scrutiny
- West Norfolk Clinical Commissioning Group
- Healthwatch Norfolk
- The Trust's Governors' Council

In May 2019, all Governors were invited to read the Quality Report 2018/19 and comment on:

- Balance – does the report reflect the Trust's position in the year just passed?
- Views on where the Trust's performance has improved or deteriorated in the last year
- Views on future plans

The Lead Governor and Trust Secretary subsequently met to formulate a composite response, reflecting the views of responding Governors, for inclusion in the Quality Report.

The response is set out below for information.

Financial Implications / Efficiency Savings -	None as a direct result of this report.				
Risk Assessment (cross-reference with Risk Register where appropriate):					
Strategic / External	**Operational/ Organisational**	**Financial**	**Clinical**	**Legal/ Regulatory**	**Reputational / Patient Experience**
	√		√	√	√
Recommendations: The Governors' Council is invited to note the Governors' Council response to the Quality Report.					

The Governors' Council response to the Quality Report 2018/19

The following represents a composite of the views expressed by the Trust's Governors on the Quality Report 2018/19.

This very comprehensive report has highlighted some of the difficulties the Trust has faced in the last year, and also the action being taken to improve quality. However, the Governors would have liked to see more evidence of how initiatives have had a positive impact on patients and have led to sustained quality improvement.

The Governors would also have liked to see specific reference to the role of the executive and non-executive directors in leading the Trust to a position of sustained improvement.

A high level of clinical incident reporting can be a good sign of an open and learning organisation and this report shows an increase in the last year compared with 2017/18. This is associated; however, with an increase in harm from 1.04% to 1.4%, which is disappointing, although it is possible that a more robust interpretation of incidents may have influenced this trend.

Equally, it is disappointing to see an increase in formal complaints of 16% in the past year and a deterioration in complaint response times.

The Governors' Council welcomes an increase in compliments in the year.

The CQC findings as described in the report are a summary of the shortcomings they reported, and the document does not try to down play the implications of the CQC's assessments. The report shows the effort the Trust is making to remedy these deficiencies and improve the working environment for staff. The Governors hope that the rigour with which the problems are being addressed will satisfy the regulator that sustainable quality improvements have been secured and that this will ultimately lead to the Trust emerging from special measures.

The section on 'Falls' shows how the appointment of a falls coordinator and champions on wards has made a difference and resulted in a reduction in falls in the Trust.

The document also shows that the Trust has an excellent record for participating in research and engaging in audits, which bodes well for the future and shows that clinical staff are working to improve the care they deliver and aiming for excellence.

Positive Governor Observations

Governors welcomed:

- Reduction in Serious Incident numbers
- Sustained reduction in pressure ulcers
- The 'Values and Behaviours Framework' initiative – Governors look forward to seeing this impacting positively on the Trust's cultural development
- Focus on Infection Control
- Ward Accreditation Scheme – in which Governors have been involved
- Active nurse recruitment – overseas and locally
- Innovative recruitment offerings to encourage high-calibre interest in hard-to-fill medical vacancies
- Appointment of an independent Freedom to Speak Up Guardian
- The Trust's improved engagement with the Norfolk and Waveney Sustainability and Transformation Partnership

Areas for Improvement, identified by Governors:

- Hydration and nutrition for patients
- Discharge arrangements
- Experience of patients at the end of life and their families
- Improving the involvement / engagement of doctors in 'end of life' discussions
- Recognising the deteriorating patient and escalating appropriately
- Communication and staff attitude (as reflected in Complaints)
- Staff sickness-absence levels
- Access and the experience of patients attending the Emergency Department
- Consistent, high quality management of Sepsis
- Care for people with mental health issues, attending the Emergency Department
- Working relationships with GPs
- Staff engagement and accountability
- Some poor infection controls e.g. catheter care
- Collaborative working with Community Services, after discharge – resulting in the potential for readmission

The Governors hope and expect that the Trust's outstanding quality issues will be addressed by its Quality Improvement Plans and through delivery of the key Quality Priorities for 2019/20, as set out in this Quality Report.