Agenda Item 6

The Queen Elizabeth Hospital King's Lynn NHS Foundation Trust

REPORT TO THE GOVERNORS' COUNCIL

SUBMITTED BY:	REPORT FOR:		IMPACT:		
Prof. Steve Barnett, Trust Chairman	Decision		High	Med	Low
CONSULTATION:	Information	✓		✓	
	REPORT TYPE:		RELATED WORK:		
	Strategic	✓			
	Operational	✓			
	Governance	✓			

Meeting Date: **30 May 2018**
Report Title: **Chairman's Report**

Purpose: To keep the Governors' Council 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 Governors' Council is invited to consider and comment on the Chairman's Report.

Chairman's Report – May 2019

1 Welcome!

I should like to begin my report this month by welcoming and introducing two new non-executive directors (NEDs) to the Trust's Board of Directors:

Siobhan McClelland – Siobhan's key experience:

- health economics, academia and research
- organisational transformation and quality improvement methodology
- commissioning, planning and delivery of health and social care services
- very senior executive and NED experience

Simon Roberts – Simon's key experience:

- senior / board-level experience in industry, commerce and the NHS
- organisational change and development
- transformation
- knowledge of the Norfolk and Waveney Health Economy

Siobhan and Simon were appointed to the Board by the Governors' Council on 29 April, following an open and rigorous recruitment and selection process that attracted 50 applicants and some very high calibre candidates. The Governors also appointed a third candidate, with a financial background. Disappointingly, this candidate has subsequently withdrawn due to his concern that competing priorities would mean that he might not be able to commit fully to the Trust. I will of course, be working with the Governors to address this matter and to look at non-executive succession-planning more broadly.

The CQC's well-led inspection of 2018, the subsequent independent Board review and informal feedback following the more recent CQC re-inspection, all stressed the need for us to develop the leadership capacity, including at Board-level, to lead the Trust in these challenging times. Our new NED appointments take the non-executive contingent on the Board from five to seven, in line with the Trust's constitutional provisions.

I am confident that the considerable skills, knowledge and experience of our newly appointed NEDs will complement the profile of the Board and contribute to our development as a high-performing Board that can lead the Trust to a sustainably improved position.

I am also working with Caroline our CEO, NEDs, regulators and advisors to strengthen the executive team. Caroline will be introducing new high calibre colleagues in executive and support roles in the coming weeks and months.

2 An outward-looking perspective

Norfolk and Waveney Sustainability and Transformation Partnership (STP)

I attended my regular oversight meeting with the Chairs of the STP partner organisations on 02 May.

The topics we discussed this month included:

- **System Performance**
  - **Unplanned Care (Feb-Mar data)**
    - STP wide A&E performance rose from an average of 73.9% in February to 79.5% in March despite an increase in attendances of 7665 over the month (variance in length of month accounts for approximately half of the total) (QEH March 2019 performance – 81.97%)
    - Delayed Transfers of Care (DTOC)TOC was 2.6% in March which remains under the national standard of 3.5% (QEH performance for March 4%)
    - 60-minute ambulance handovers have continued to show improvements from a high of 15.2% in January down to 6.6% in March (QEH performance for March 2019 – 12.5%)
  - **Planned Care (Jan-Feb data)**
    - 18wk performance has improved from 81.7% in January to 82.2% in February. (QEH performance for March 79.56%)
    - 52wk waits have more than halved and are down from 29 to 13 (QEH performance at end of March – zero 52wk waits)
  - **Cancer (Jan-Feb data)**
    - 2wk wait (GP referrals) have improved from to 88.8% in January to 91% in February (QEH performance for February 2019- 95.1%)
    - 2wk wait (Breast) performance continues to be challenging due to a large spike in referrals with the position worsening from 54.8% in January to 47.4% in February. Target is 93%.(QEH performance for February 2019 – 86.3%)
    - 62 days from GP referral to treatment has improved from 70.5% in January to 73.4% in February (QEH performance for February 2019 – 74.58%)

- **System finance**
    - The 2018/19 year-end position for the STP has resulted in a £97.6m deficit. Additional 'bonus' provider support funding of £4.1m has been received for delivery against 2 of our control totals.
    - All STP organisations have submitted their final 2019/20 financial plans and all organisations have accepted their control totals. The Queen Elizabeth Hospital Kings Lynn has been supported with £6m to enable the Trust to submit a balanced plan. All contracts within the STP have now been aligned.

We welcomed the news that NHS England has ratified the appointment of Melanie Craig as Chief Officer for the five STP CCGs and as Executive Lead for the STP. Board colleagues and Governors will recall having met Melanie recently, when she and Patricia Hewitt (STP Chair) came to join us at The QEH for a discussion about STP plan progress.

The STP Systems Overview features on the agenda of the May Board meeting.

3 <u>Closer to Home</u>

3a Risk Summit

In response to the findings of the March / April 2019 CQC Inspection (Core Services and Well-Led), a Risk Summit was convened by NHSE/I for the afternoon of Wednesday 24 April 2019. The Summit was attended by all key system partners and regulators.

The CQC presented their key findings at the meeting. The most significant areas of concern highlighted by the CQC that triggered the Risk Summit being:

- Risk assessment and monitoring of patients in the Emergency Department
- Quality of care and accountability, including management of deteriorating patients
- Nurse staffing
- Governance concerns
- Management of and learning from serious incidents
- Leadership capacity
- Clinical engagement
- Concerns regarding the provision, oversight and quality of medical education

Caroline and I were invited to respond to the CQC findings and the contributions of key regulators and partners.

The meeting facilitated an open discussion to clarify and agree risks and mitigating actions, including support offered by partner organisations. It was widely agreed that it is extremely important for the Trust to get 'back to basics' and to get the fundamental elements of care right, particularly in the 'safe' domain.

Following contributions from partners at the summit, it was acknowledged and agreed that the QEH had a very large number of issues to address and that the necessary improvements would be more likely to be achieved if a single, integrated action plan was agreed and prioritised. The following key strategic quality improvement priorities were identified:

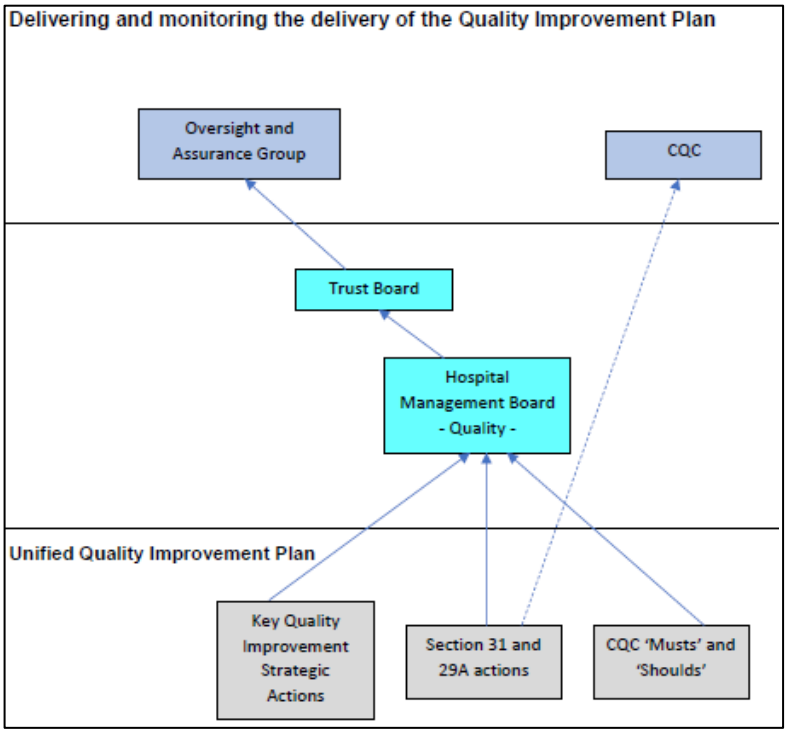
- Investment and improvement in leadership development – Board and senior management-level
- Communications, engagement and culture change - with a particular focus on improving clinical engagement
- Governance - development of an overarching scheme of clinical and corporate governance
- Recruitment, retention and workforce utilisation
- Emergency Department footprint

- Closer working with external partners
- Review of and improvement to programmes and management of medical education

Lead Executive directors will be assigned to each of the priorities and the Executive Team will, in May 2019, agree and present actions and timeframes (including KPIs and trajectories) within which the identified key strategic priorities will be addressed.

Progress in delivering the actions to address these priority issues will be reported direct to the Trust Board from May 2019. Progress, assurance (including evidence of improvement) will be reported to the monthly Oversight and Assurance Group, chaired by NHSE/I, also from May 2019.

The model set out below describes how the Trust intends to manage, monitor and report the delivery of its single, Integrated Quality Improvement Plan.



3b Celebrating our Nurses and Midwives

We've been celebrating International Day of the Midwife (5 May) and International Nurses' Day (12 May … Florence Nightingale's birthday!) during May, with teams and some individuals nominated for special mention.

There have also been celebrations with, what else … but cake! Our local supermarkets generously donated the ‘sweet treats’.

A total of 81 experienced nurses will be joining the Hospital’s medical and surgical wards before Christmas, thanks to a recent registered nurse recruitment campaign in the Philippines.

The Hospital has 158 nurse vacancies and has been running successful international, national and local campaigns to fill these posts.

Since January, the hospital has also welcomed a further 26 international nurses to the team.

Closer to home, The QEH is continuing with its ‘Grow Your Own’ strategy by helping to develop existing staff along with working closely with the College of West Anglia.

3c … Featuring North Cambs Hospital

The Trust offers several services from the North Cambs Hospital (Outpatients, Endoscopy, Pathology and Midwifery / Ante-natal) and a significant number of patients that we see both at the QEH and the Wisbech site come from Cambridgeshire. So, I am delighted to be holding our May Board meeting at North Cambs Hospital in Wisbech.

I’m grateful to Malcolm Bruce for giving me a tour of the North Cambs site. Malcolm is a QEH Governor, elected by members in Cambridgeshire and is also the chair of the North Cambs Hospital League of Friends.

I have been admiring the newly developed facilities at the North Cambs hospital and I thought that an update on the development work completed and planned might be helpful.

The North Cambs work – in summary:

- Work is underway to create new accommodation for Cambridgeshire Community Services NHS Trust's (CCS) community dental services in Rowan Lodge. Services are anticipated to move from Church Mews into their new premises during October/November 2019.

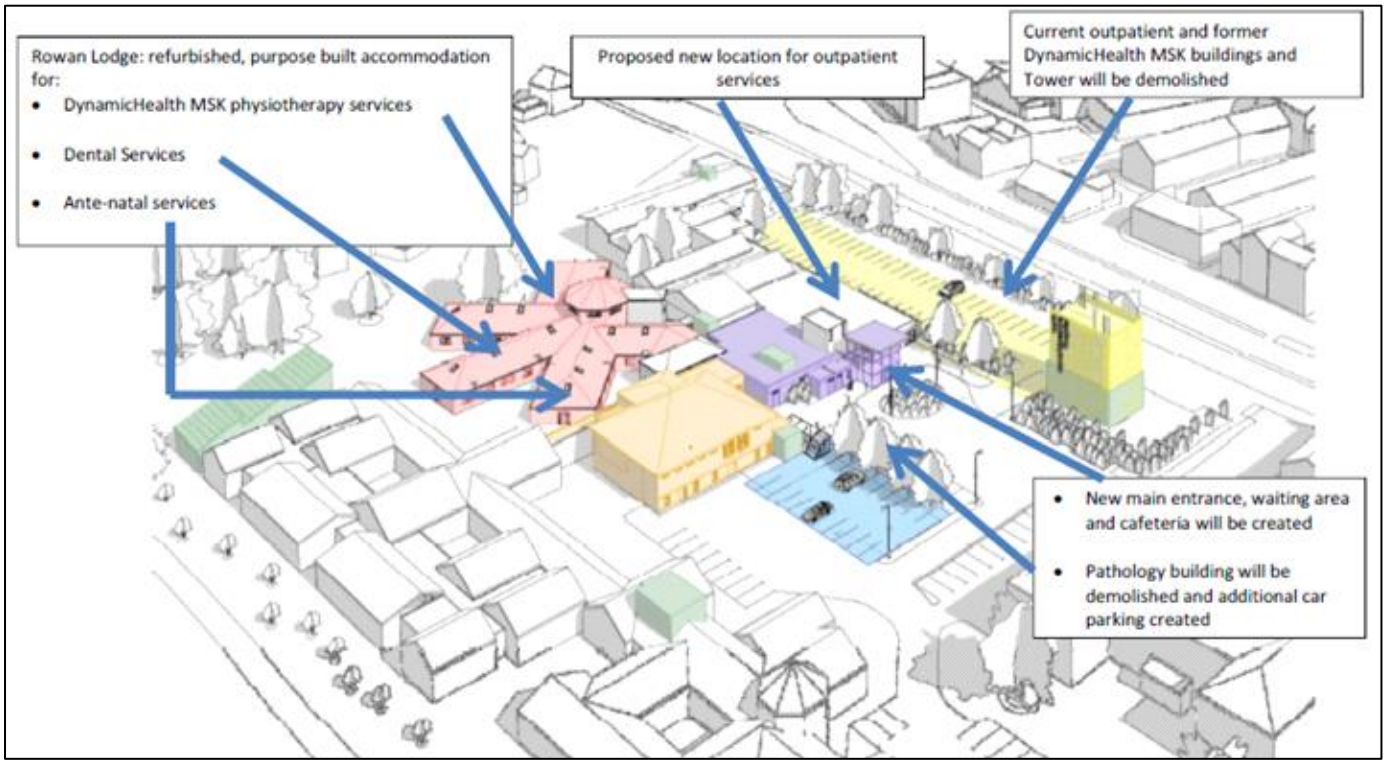
- CCS is working with colleagues from the Queen Elizabeth NHS Foundation Trust (QEH) and the Cambridgeshire & Peterborough NHS Foundation Trust to bring together all adult outpatient and phlebotomy services on site into one, purpose-built location during 2020. Discussions to identify clinical space requirements have been agreed and the aligned tender will begin in the coming weeks.

- CCS is also working with colleagues at The QEH to identify clinical requirements for new, shared accommodation for children's outpatient services delivered by The QEH and CCS on site.

- A brand-new main entrance, waiting area and cafeteria will be created and the 'Catering Consultancy Bureau' - a food services consultancy provider with 25 years’ experience - has been appointed to work with partners to develop and deliver a vision for the new café.

- Once all the refurbishment has taken place, out-dated buildings (including the former MSK physiotherapy, outpatient and pathology buildings, and the Tower) will be demolished and improvements will be made to car parking and flow of traffic on site.

The North Cambs Site



In 2018, the CQC was critical of facilities for 'mums-to-be' and 'new mums' at North Cambs – just look at the facilities now!

3d The Governors' Programme of Health Events

On the evening of 09 May, our Governors hosted the latest health event in a very successful programme for members of the public.

The topic of the event this time was, 'Modern Management of Prostate Cancer' and covered:

- Recent advances in Prostate Cancer
- Surgical management of Prostate Cancer
- Prostate Cancer Pathway and Local Support Services

The event was well-attended, and some very positive feedback has already been received from people who came to the event.

These healthcare events are co-produced by our Governors and specialist clinicians, with support from Mary Denmark, FT Membership Officer. They are a wonderful way for our Governors to engage with the members and the wider public and provide a very valuable additional information and discussion forum for people who may be worried about a particular condition.

4 The Chairman's Diary

My diary engagements, since March include:

Internal

- Senior Nurses
- Non-Executive Recruitment & Selection
- Executive Director Recruitment & Selection
- Hospital Medical Staff Committee
- Team visits, including:
    - Medical Records Library
    - A&E
    - Oxborough Ward
    - Marham Ward
- Allied Health Professionals - CQC findings

External

- CQC – Core Service and Well-Led findings
- PwC – Financial Delivery support
- STP Chairs' Oversight Meeting
- Health and Wellbeing Board
- Freebridge Community Housing