Agenda Item 7

The Queen Elizabeth Hospital King's Lynn
NHS Foundation Trust

REPORT TO 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: **30 May 2018**
Report Title: **Chief Executive'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 Chief Executive's Report.

Chief Executive's Report – May 2019

Strengthening leadership

Our Executive team has, and is undergoing a period of change as we seek to strengthen our collective leadership and team dynamic. I feel it is therefore useful to provide you with an update.

I am delighted to announce the new substantive role of Deputy Chief Executive. Laura Skaife-Knight has been successful in securing this position. Laura will be joining us from Nottingham University Hospitals NHS Trust with a start date to be confirmed.

Jon Wade has left and his vacant Chief Operating Officer position is now being delivered on an interim basis by Denise Smith from our special measures buddy trust Sherwood Forest Hospitals NHS Foundation Trust.

Dr Nick Lyons will also be leaving his Medical Director position at the end of this month with our recently recruited Deputy Medical Director Frankie Swords, seconded from Norfolk and Norwich University Hospitals NHS Foundation Trust, covering the vacancy whilst we commence recruitment activities.

Since we last met our then Chief Nurse Emma Hardwick has also left the Trust. Deputy Chief Nurse Valerie Newton has therefore stepped up with the added support of Interim Chief Nurse Advisor Suzanne Hinchcliffe, who joined us from Leeds Teaching Hospitals NHS Trust with over 23 years-experience in a Chief Nurse capacity . Interviews to recruit to this post substantively were held on 16 May and I am pleased to announce that Libby McManus was successful. Libby is an experienced Chief Nurse who has worked at both York and Chelsea & Westminster hospitals and more recently the Royal Free London NHS Foundation Trust in a Transformation Director capacity. Libby's start date will be announced in due course.

Our Human Resources Director role has recently been appointed to in an interim capacity by Natalie Grosvenor.

I am sure you will join me in wishing Jon, Nick and Emma well for the future and thanking them for their hard work whilst also offering a warm welcome to Laura, Denise, Frankie, Suzanne, Libby and Natalie.

Engagement and talent management are exceptionally important to me and so to support managers across the Trust I have introduced Leadership Forums. The first of these saw a full room of our leaders receive an inspirational talk from Peter Homa CBE. Feedback received was very positive and a further session is now scheduled for next week with a talk from Chief Executive at NHS Improvement, Ian Dalton CBE.

Staff engagement

During this past month we have launched a new weekly staff magazine which is designed to better inform staff about our delivery against our three core objectives (staff engagement, financial recovery, quality of care).

A series of listening events have also been scheduled. The first non-clinical focussed event took place at the end of last week. Chief Nurse Advisor Suzanne has also held a number of focused listening events with groups of clinical staff and supporting this, has launched a monthly blog for our ward based audiences.

As this programme of activity continues there will be a feedback cycle which will detail and assure those colleagues who have spoken up that their points have been actioned appropriately.

I am also seeing a number of staff who continue to raise issues with me in person, I see this as the beginnings of a change in culture as staff are being open however, we must work to ensure that these issues are raised in an appropriate sequence with management given the opportunity to resolve the issues of their team members in the first instance.

Staff awards continue to receive positive engagement on social media platforms and plans are underway for an annual awards ceremony this winter time. In the interim we continue to celebrate our well deserving staff, having recently marked international Day of the Midwife and International Nurses Day with a number of staff focussed celebrations pieces.

Risk Summit

I joined leaders of other health organisations alongside our Chairman Professor Steve Barnett at a recent Risk Summit. The Summit was held to agree a programme of action and support to ensure that patient safety is maintained, to improve the governance within the Trust and to ensure there is adequate capacity within the executive leadership team to effect the required change.

As our Chairman details in his report, an agreed set of improvement actions is being implemented and the NHS and partner organisations are working together for the benefit of patients to ensure that the services they receive remain safe.

To support this activity we have implemented a full review of clinical and corporate governance at the Trust.

In addition to the aforementioned partnership activity I was also pleased to join other senior healthcare leaders at a Regional Leadership Day on 10 May. The day focussed on prioritising the issues we face as a region and how we must work together as a system to overcome them. It really did highlight the importance of developing the local Strategic Transformation Partnership and for the QEH to be fully committed to this work.

Performance

In my last report I explained that detailed plans for achievement of the A&E performance trajectory are in place (Emergency Performance Recovery Plan). I am now pleased to be able to report that this plan is starting to support the delivery of results. Our performance against the four hour wait target in A&E has improved. In April we achieved an 84.7% success rate against

the target. This performance saw us ranked 50th in the country, up from 86th in March. This is a huge credit to our hard working Emergency Department and the wider hospital.

Our performance against our cancer care targets is also holding, we achieved the 31-day treatment standard (96.46%) and 31-day subsequent treatment standards (100%) for March. We also achieved the 62-day referral to treatment standard (85.91%) and 62-day screening to treatment standard (100%) for March.

A key performance target that we didn't manage to achieve is the two week wait standards in March, for GP referrals or breast symptomatic patients. This was due to an increase in demand from out of area referrals and a temporary shortfall in capacity due to staff absence. The Trust has a plan in place to recover performance against these standards during quarter two.

Moving on we can expect increased challenges to our performance level due to the number of patients requiring treatment expected to increase in the coming months. Details of this are provided in our Performance Report.

Closing remarks

I have continued my meet and greets with various departments across the hospital and through this activity continue to be highly impressed by the commitment shown by colleagues. This can be seen on any day as you walk through the hospital corridors but is also now shown on TV as last week the first of a 20 part series based in our Day Surgery was transmitted on W channel. If you have the time do tune in, it shows us at our very best, working with great team spirit, with true care and compassion for our patients and ultimately shows what a fantastic place The Queen Elizabeth Hospital King's Lynn can be to work in and receive care in.

It is also extremely pleasing to see green shoots of improvement across the Trust, an observation which is supported by our improving performance trajectory.

I now look forward to the future with our refreshed Executive Team as we look to further harness the phenomenal efforts of our staff for the benefit of our patients and the wider community.