The Queen Elizabeth Hospital King's Lynn
NHS Foundation Trust

REPORT TO THE GOVERNORS' COUNCIL

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

Meeting Date: **2 April 2019**
Report Title: **CEO's Update**

Purpose: To update the Governors' Council on key internal and external matters.					
Financial Implications / Efficiency Savings / Quality Improvement: UPDATE					
Risk Assessment:					
Strategic / External	**Operational/ Organisational**	**Financial**	**Clinical**	**Legal/ Regulatory**	**Reputational / Patient Experience**
✓	✓	✓	✓	✓	✓
Recommendations: The Governors' Council is invited to consider the update.					

CEO'S UPDATE – March 2019

1. CQC Core services inspection 5-7 March 2019

Following the recent CQC inspection of our core services, I am disappointed to inform you that the Trust has been issued with a Section 29A (S29) Warning Notice, and a Section 31 Notice (S31).

A warning notice under **Section 29A** of the Health and Social Care Act 2008 is made when the CQC identifies concerns across either the whole or part of the Trust and decides that there is a need for significant improvements in the quality of healthcare.

The CQC may take an urgent action and serve **a Section 31** Notice to impose conditions on an organisation's registration as a service provider.

Both notices from the CQC require the Trust to take immediate action.

The CQC received our response to the concerns it raised in the S31 by their deadline of 4pm Friday on 22 March. Our progress in delivering immediate actions will now be monitored on a monthly basis. The Trust must also respond to the S29 Warning Notice by 30 April, 2019.

Receiving these notices is obviously a concern; however, I want to reassure the Board that the required action will be taken to rectify these issues and will continue to be our main focus.

This work will be supported by our regulator, NHS Improvement, who are working closely with us as we embed the required changes for the benefit of our patients. We will also continue to work closely with West Norfolk CCG and the Norfolk and Waveney STP.

Staff are being supported through this development, as we urge them to go 'back to basics', whilst delivering care and services in line with our core values.

It is also clear that we have significant issues around culture, staff engagement and attitudes towards living our values. Communication needs to improve across all levels of the Trust to remedy this.

The CQC will return in April 2019 to complete its 'Well-Led' and 'Use of Resources' assessment after which a final report will be published.

I would like to reassure the Board that patient safety is, and always will be, our number one priority.

2. Staff engagement

To improve staff engagement we have introduced two new award schemes, which also help embed our values. Firstly, we are offering the 'Living Our Values' Award for outstanding contribution, which goes to an individual member of staff.

I am delighted that the first of these was presented to West Newton Ward Manager Donna Snowden, who took it upon herself to do a patient's washing at home.

Secondly, we have introduced a Team of the Week award which is supported by the local radio station KLFM. Winners of this award to date have been the Assessment Zone, Domestic Services, Surgical Extended Recovery Unit, Estates and Information Services.

To further improve staff engagement, I hold monthly face-to-face staff briefings and keep staff up-to-date with my fortnightly blog.

We have also recently received the results of the national NHS staff survey, which closed at the end of 2018. We are developing an action plan to improve staff experience and address the issues raised by the survey responses. Teams have been asked to feed into this plan by identifying three core actions they can implement.

We have also launched the latest staff Friends and Family Test (FFT) survey, which will give us a better indication of colleagues' issues and levels of morale. This closes on 29 March.

In the longer term, we will continue to develop different ways of engaging with our staff. In the next few months this will include helping to support the development of our Corporate Strategy.

3. Financial recovery

The Board is aware that the Trust has engaged PwC to help us with our financial recovery. To optimise the benefits of this support, the Trust has also appointed a Financial Improvement Director, who is identifying ways for all improvement projects to be developed and delivered in a more integrated way.

4. Performance

I am aware that the past few months have been challenging and this is reflected in our performance against some of our performance and access targets. The Trust continues to deliver services in highly pressurised circumstances.

In January the Trust's A&E performance was 74.86 %. The national average for January was 76.74%. In February, the Trust's A&E performance was 77.34%. The national average for February was 84.46%. Detailed plans for sustainable achievement of the A&E performance trajectory are in place (Emergency Performance Recovery Plan), which is underpinned by the implementation of a new oversight and governance process focused on driving the organisation's operational recovery through three separate Boards (Cancer, Urgent and Planned).

Other areas of positive performance include our work towards achieving our cancer standards. Whilst the Trust has consistently performed well on the 'two-week wait' and '31 day' cancer standard, the '62 day' standard remains challenging. Performance in December was 79.72% against a standard of 85%.

The Trust continues to deliver diagnostic testing for patients within the six-week target for over 99% of our patients.

5. Occupational Health

The TUPE transfer of Occupational Health staff to the Norfolk and Norwich University Hospitals Trust (NNUH) has been delayed. This is to ensure we have plans in place for the safe transfer of services. This transfer will now take place on 1 July 2019.

6. Closing remarks

I continue to be encouraged by the huge level of commitment, dedication and passion of our staff as I continue to meet more members of the team. I believe it is these qualities which will enable this Trust to deliver services of a quality that our patients deserve and which staff can be proud of.