Agenda Item No. 9

The Queen Elizabeth Hospital King's Lynn
NHS Foundation Trust

REPORT TO THE BOARD OF DIRECTORS (PUBLIC)

RESPONSIBLE DIRECTOR:	REPORT FOR:		IMPACT ON BUSINESS:		
Caroline Shaw; Chief Executive Officer	Decision		High	Med	Low
	Consideration			√	
	Information	√			
LEAD MANAGER:	**REPORT TYPE:**		**BAF REFERENCES & RAG:**		
	Strategic	√			
	Operational	√			
	Governance	√			
	IMPLICATIONS:		**RELATED WORK: (PREVIOUS PAPERS TO BOARD/COMMITTEE)**		
	Patient Care/Safety/ Experience	√			
	Finance	√			
	Workforce	√			
	Policy	√			
PEER ASSIST (inc. clinical engagement):	**PEER REVIEW:**				
CQC Domain: (safe, caring, effective, responsive, well-led, use of resources)	All Five Domains				

Meeting Date: Tuesday 4 February 2020

Report Title: Chief Executive's report

PURPOSE:

The paper is to inform the Board of key external/internal events and activities.

SUMMARY:

This report summarises the Trust's quality and financial performance and brings to the Board's attention key activities of the CEO and significant issues coming up.

Implications : Financial/Quality/Workforce/Policy:

Strategic / External	Operational	Financial	Clinical	Legal/ Regulatory	Reputational /Patient Experience	Workforce
√	√	√	√	√	√	√

RECOMMENDATION/S:

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

CHIEF EXECUTIVE'S REPORT – FEBRUARY 2020

1. Winter pressures

The start to 2020 has been incredibly challenging for Team QEH, with very high demand on our emergency services, mirroring the picture regionally and across the wider NHS. Emergency Department (ED) attendances were up 9% in December 2019 compared to the previous year and emergency admissions increased by almost 4% when comparing the same period. We have seen four times more cases of flu this year versus last, with flu-related bed closures adding to our challenges. I reiterate my apologies to the many patients and their families who experienced long ambulance and ED waits in the early part of the year.

I have been so impressed with the teamwork I have seen in action across Team QEH – from both staff and volunteers – and would like to express my appreciation to the very many colleagues and teams who have gone above and beyond what can reasonably be expected over the last month; remaining absolutely focused on the delivery of safe care despite the very pressured and challenging circumstances in which we have been working.

There is already much learning from winter, which we are capturing as we go by listening to our staff ahead of a wider debrief in the months to come. We don't under-estimate the impact and toll winter has had on our staff, whom we have sought to strengthen our support for, during our most challenging months of the year.

A number of capital schemes have either started or been completed this month, each of which aims to improve the experience of our urgent and emergency care patients. This includes opening our same day emergency care unit on 13 January, providing extra capacity for patients who require same day emergency care. This has increased capacity from 35 to 65 patients, with six beds available for patients. Our expanded discharge lounge opened on 17 January, which means the lounge will be suitable for up to 4 stretcher patients in addition to ambulatory patients. In the same week, an eight-week improvement programme began in ED which will provide better patient access and facilities, including improved public and ambulance reception and lobby areas and improved screening areas.

Thank you to the very many local companies and businesses – including KLFM, Bookers, Morrisons, Sainsburys and Tesco locally, for their generous support over the festive period for our staff and for providing tubs of chocolates, which were distributed across our wards and support areas.

2. Our performance

Four-hour performance in December was 71.21% compared to 76.24% in November. Ambulance handover within 15 minutes improved from 43.39% in November to 45.83% in December. There was one 12-hour trolley wait in December which related to a patient requiring a side room.

18-week Referral to Treatment performance in December was 76.41% against the trajectory of 80.94%. At the end of December 2019, the total Trust waiting list was 14,776 against a trajectory of 14,782 and the total backlog of patients waiting over 18 weeks was 3,485 against a trajectory of 2,818.

6-week diagnostic performance for December was 96.1%, against the standard of 99%. There were 147 breaches in the month, of which 87 were in ultrasound and 36 in echocardiography.

The Trust achieved six of the seven cancer waiting time standards for November. 62-day performance improved from 63.87% in October to 64.14% in November. There were 72.5 treatments in November, of which 26 were not treated within 62 days from referral.

Our financial performance saw us report a positive variance to plan for December of £370k and a

year-to-date position of an overall favourable variance to plan of £8k. This means the Trust will receive central funding support totalling £5.9m for the quarter in the form of Provider Sustainability Fund (PSF) and Financial Recovery Fund (FRF). To date we have received all of the central funding support available to us, totalling £12.8m. We continue to forecast delivery of our year-end plan, however, it is recognised that the remaining quarter will be very challenging given winter pressures and our Cost Improvement Delivery requirement of £2m, a third of the total value of the annual plan.

3. 2019 Maternity patient survey results

Results of the National Maternity Survey 2019 were published on 28 January 2020. While there was progress in some areas, our results disappointingly showed that we were not treating all our families with the kindness, compassion, respect and dignity they are entitled to during their labour and birth when our patients were surveyed in January 2019.

More recent feedback from patients, including via our Friends and Family Test scores for November and December 2019 show encouraging progress, with 100% of families felt they were treated with kindness, compassion, respect and dignity, showing encouraging progress.

Our Women and Children's Division continue to ensure sustainable progress is made across all areas and monitors and responds to all feedback from patients – including that received via the Friends and Family Test, the patient survey, social media, compliments and complaints – so that positive improvements can continue to be made for new mothers and their families.

4. Executive Team update

Following a competitive recruitment process, I am delighted to report that Denise Smith was appointed our substantive Chief Operating Officer in December 2019. Denise has been our Interim Chief Operating Officer since April 2019. She joins the Trust from Sherwood Forest Hospitals NHS Foundation Trust (SFH), where she has been Deputy Chief Operating Officer since 2017. Her portfolio includes the operational service delivery of the Clinical Divisions, to achieve the annual operational plan and constitutional standards, and Estates and Facilities Services.

I am also delighted to report that Chris Benham joined us on 2 January 2020 as our Director of Finance. This means we now have a full and substantive Executive Team in place. Chris, a qualified accountant, joined us from University Hospitals of Leicester NHS Trust, where he was the Director of Operational Finance. He brings a wealth of experience, having worked in a variety of finance roles within the NHS for 10 years and the private sector for 15 years.

5. Corporate Strategy update

Significant engagement work with our patients, staff, volunteers, Governors, members and our partners and external stakeholders has been taking place since November to inform the development of our new five-year corporate strategy. A final version of the strategy will come to the Trust Board in March for approval – following further engagement – ahead of a formal launch in April 2020.

6. Celebrating QEH's 40 anniversary

1 January 2020 saw the launch of our year-long celebrations to mark 40 years of QEH.
Events will run throughout the year and started with our first staff quiz night on January 28. The event was a great success, attended by 90 people. For further information on the events and celebrations we have planned, please see the paper later on the agenda.

7. Long-serving volunteers' event

Before Christmas we held our annual volunteers party and celebration of our longest-serving volunteers. Grateful thanks go to our Volunteer Services Manager Paul Holley-Smith, for organising this fantastic event. This was also an opportunity for us to say thank you to our volunteers who are valued members of Team QEH and who give so much of their precious time

to support our hospital.

8. External stakeholders and visits

Thank you to James Wild, new MP for North West Norfolk, for visiting QEH on 10 January, meeting our Chairman and Deputy Chief Executive, followed by tours of our ED, new same day emergency care unit, maternity and Neonatal Intensive Care Unit. James met and thanked staff along the way for their hard work, including our portering, cleaning and infection prevention and control teams. James has pledged his support for our bid to secure capital investment for modernisation of the QEH estate and digital infrastructure, posting a video message to that effect on social media and majoring on his commitment to QEH in his first speech in Parliament. The Chairman of Healthwatch Norfolk, David Edwards OBE, also visited the Trust earlier this month, meeting the Chairman and I. He was given a tour of the hospital, including the new developments that have opened this winter.

Upcoming visits:
5 February - Yvonne Coghill, CBE, Director of the NHS Quality and Diversity Council and the Vice President of the Royal College of Nursing visits QEH to speak to clinical teams about diversity and inclusion, and compassionate care

10 February - Matthew Winn, NHS England and Improvement Director of Community Health and Senior Responsible Officer (SRO) for the implementation of the Ageing Well programme in the NHS Long-Term Plan and Chief Executive of Cambridgeshire Community Services NHS Trust visits the Trust to do an all staff leadership talk

9. Working with our local community

Strengthening links with RAF Marham:
The Trust continues to strengthen its relationship with RAF Marham. Earlier this month our Chairman and I met with representatives at the airbase in Marham, including the Squadron Leader, to discuss what this community is interested in knowing about the hospital. Further discussions will take place over the coming months and we seek to further build relationships.

Staff at the hospital also continue with their support; 25 members of staff ran or walked 100 miles in aid of the RAF Benevolent Fund. Medals for this were presented at the end of January. This year the Trust will create an Armed Forces Network, which will be led by the Armed Forces Champions – a spouse lead and service leaver lead. The aim is to attract members of staff with forces connections to get together.

CCG Council of Members
Our Deputy Chief Executive and I attended a fruitful meeting of the CCG Council of Members, which is attended by representatives from all local GP surgeries and the CCG. We shared updates on our response to winter pressures, the development of our long-term strategy and our continued focus on consistently delivering safe and compassionate care for our patients; each of these updates were well-received.

10. Awards and recognition for Team QEH

Very many congratulations to our Maternity Team, who have been shortlisted for the prestigious Midwifery Team of the Year Award at the Royal College of Midwifery (RCM) Awards. The awards celebrate and share outstanding achievement in midwifery across the UK and recognise the best new evidence-based practice projects and the best in team working. The QEH Maternity Team has been celebrating success of post-date clinics, which have reduced the number of induced overdue births. An audit of the clinics has found that the number of babies induced after term has dropped by 27.6 percent during 2018/19 compared to 2017/18. There had also been a notable decline in the number of women receiving caesarean sections following post-date treatment. The winners of the RCM Awards will be announced on 5 May. Good luck Team QEH.

The outstanding work of our Hospital Radio Lynn team has been recognised with three nominations in the annual national Hospital Radio Awards 2020. Many congratulations to Emily Prince, Wayne Fysh and Carrie Ingram-Gettins, who have been nominated for best newcomer, best male presenter and best female presenters' category respectively. The winners will be announced at the 50th anniversary gala awards night on 27 March. We wish Emily, Wayne and Carrie the very best of luck on the night.

We are delighted that QEH has been shortlisted for Charity of the Year by the Lynn News. We placed a bid for the paper's support specifically in raising the £185,000 needed to deliver a much-needed new Bereavement Suite at our hospital and are thrilled to have been shortlisted, especially in our 40th year. Introducing a Bereavement Suite would mean so much to families from our community who unfortunately lose their babies either during, or shortly after birth. It's so important for those families to have time with their baby, in a homely environment and away from families who are experiencing much more positive outcomes in our maternity suite.
A public vote is now open to decide the chosen charity. Thank you to our staff and local community for their support.

I am delighted that, following the visit of Roy Lilley to QEH at the end of 2019, to see best practice from Team QEH being shared on the Academy of Fab Stuff website this month, starting with the launch of afternoon Board Rounds on Necton Ward. It is great to see good practice from QEH which is improving the experience of our patients and staff being shared more widely across the NHS.

11. Career opportunities for West Norfolk care leavers

Because of the Trust's commitment to recruiting, developing and training staff from all backgrounds, we have been approached by West Norfolk Borough Council to support their Care Leavers programme in helping participants to take up apprenticeships, on the job training and career development. I am very committed to this and will update the Board on development of a programme and will be developed following meetings in the weeks to come to progress these discussions further.

12. Closing remarks

It has been a challenging start to the year, but seeing the way colleagues have pulled together and focussed on the challenges in front of them, has further confirmed my belief that we can, and will, make the improvements required of us. With a return visit from the Care Quality Commission expected by Summer of this year, we can describe progress, our clear focus on further improving the experience of our patients and staff. We look forward to welcoming the CQC back to QEH later in the year, with preparations already well underway.

This year we mark the 40th anniversary of QEH, which provides a fantastic opportunity to both share our achievements to date and the history of our hospital, as well as look ahead to the future through the launch of our new long-term strategy.

I look forward to the year ahead and remain very proud of Team QEH.