Agenda Item 9

The Queen Elizabeth Hospital King's Lynn NHS Foundation Trust

REPORT TO THE BOARD OF DIRECTORS (IN PUBLIC)

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

Meeting Date: **27 August 2019**
Report Title: **Chief Executive's Report**

Purpose: To keep the Board 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 Board is invited to consider and comment on the Chief Executive's Report.

Chief Executive's Report – August 2019

National senior leadership support for the Trust

As part of our commitment to developing and supporting leaders within the Trust we have welcomed national senior leadership support into the Trust over the past couple of weeks.

Our first guest came in the form of the Chief Executive of NHS Providers, Chris Hopson. Chris delivered an inspirational presentation to a full room of leaders from across the Trust. Chris showed a great understanding of the challenges we face and shares the view that we would greatly benefit from additional investment to improve our Emergency Department. Chris will now support us in our attempts at securing this.

Our second guest came in the form of the National Director of NHS Improvement, Hugh McCaughey. I was delighted that Hugh accepted our invitation to the Trust. It was an

important opportunity for us to show how we are already improving our services, but also for him to see first-hand the context this is being delivered within.

Hugh spent time with our dedicated teams in Radiology, the Surgical Extended Recovery Unit, Maternity and the Emergency Department. The teams in each of those areas talked Hugh through their respective improvement journeys to date, and there was lots of positive change for Hugh to see.

Hugh also spent time engaging with a cross section of our staff and delivered a presentation to our leaders during his day with us.

Developments in Radiology

As previously reported, our Radiology service provision has been bolstered by two extremely generous investments by our League of Friends.

Patients will now benefit from a dedicated DEXA Scanner Suite rather than having to present at a mobile unit thanks to an £80,000 donation. The DEXA Scanner Suite was formerly opened by the president of the League of Friends on 5 August.

This is in addition to the donation of c£500,000 which has been invested in upgrading our Radiology IT System.

I cannot thank the League enough for their extremely generous and ongoing support.

Announcement of additional funding

A further positive development came with the news that the Trust will be receiving a share of £69.7 million funding. This funding was recently announced by the Prime Minister and is to be assigned to Norfolk's three acute hospitals, to help transform care for our patients.

Three Diagnostic and Assessment Centres will be created in King's Lynn, Norwich and Great Yarmouth which will aid the rapid diagnosis and assessment of cancerous and non-cancerous diseases.

We have worked closely with the Norfolk and Norwich University Hospitals and the James Paget NHS Foundation Trust to help secure this funding which will make a tremendous difference to our patients. As a Trust we are fully committed to being part of the Norfolk and Waveney STP to create a sustainable health service within Norfolk.

Quality Improvement Programme

Communications Team Resource has been allocated to support the Quality Improvement Programme with the Head of Communications being assigned to work directly with Quality Improvement Team and Divisional Triumvirates. This will help ensure key messages and improvement are aligned to the Quality Improvement Programme and consistent with the priorities within the Integrated Quality Improvement Plan.

A staff engagement session supported by Marie-Noelle Orzel; Improvement Consultant, was held in August for approximately 40 staff, generating improvement initiatives and ideas. Staff welcomed the opportunity to be more involved in the improvements and the Trust's quality priorities. The session was extremely well received by staff. Further sessions are being

planned through September for senior nursing and medical teams with the support of the Chief Nurse and Medical Director.

The Communications Team have supported the senior teams within the Emergency Department, Maternity Services, Radiology and SERU to develop Storyboards to illustrate and describe their improvement journey to date. These storyboards are aimed at sharing and communicating key quality improvements and progress with their teams. The boards have been well received by teams and were used during the visit by Hugh McCaughey. These storyboards will be shared at the September Board meeting and updated quarterly.

Staff engagement - Recognising our colleagues

Preparations for our Annual Staff Awards ceremony on 7 November continue apace. And whilst those preparations continue, it is heartening to report that staff and members of the public have responded well in the form of almost 250 nominations to date. The nominations window remains open until mid-September, after which judging panels consisting of Executive and Board team members will convene.

As I have previously declared, recognising staff for their efforts is something I am extremely passionate about and accordingly we continue to deliver weekly Team of the Week awards and a monthly Outstanding Achievement Award for an individual who lives our Values. This month the latter was awarded to Sister Marilyn Padget. Marilyn deserves mention here having been nominated by colleagues, in part for her staggering 45 years of dedicated service to our hospital and patients.

Executive Team update

Director of Finance and Resources Roy Jackson left the Trust on Friday 23 August. Roy has given committed service to our hospital over the past few years and for this I would like to thank him.

As previously reported, we have already recruited to the position being left vacant by Roy and will see Chris Benham join us in January to take up the position.

Between now and then our Deputy Director of Finance Liz Sanford will be acting up as Director of Finance and Resources with the added support of Andy Morris, who will join us on an interim basis as Chief Finance Advisor to the Board.

Andy brings with him a wealth of experience having delivered successful results whilst holding the position of Interim Finance Director at a number of Trusts and CCGs in recent years.

With this latest development, I am now intent on galvanising our new Executive Team and the first step has been to hold our first Executive Team time out. This was a vital and rewarding first session during which portfolios were reviewed. We also spent time agreeing how we will work together to demonstrate our core values, having listened to staff feedback at recent staff listening events.

Working with our partners and external agencies

In addition to the previously mentioned contributions from our charitable partners and the shared funding with our neighbouring Trusts I am pleased to report increased partnership working.

I recently met with our local STP leads along with our Deputy Chair, other local health service providers and East of England Improvement Director Ann Radmore to discuss Acute Services Integration. This meeting led to confirmed support from NHSI for the development of Acute Service Pathways and the collective development of a clinical strategy.

We have also recently welcomed a team from 2020 Delivery to support us in our improvement work. 2020 Delivery will be working alongside teams throughout the hospital to help design and deliver improvements to the urgent and emergency care we provide for our patients. In particular, they will be helping us reduce delays for our patients – from the front door of ED, all the way through to discharge from hospital.

Our performance

Four-hour emergency performance deteriorated from 84.67% in June to 81.12% in July. The Trust saw a 4% increase in attendances and an 11% increase in emergency admissions in July 2019 compared to July 2018. There was one 12-hour breach in July. The root cause of this breach was an extended waiting time for a medical assessment bed, Ambulance handover within 15 minutes has slightly deteriorated from 65.96% in June compared to 64.60% in July. ≥ 21-day length of stay remains above the baseline (60) and ambition (46) although a significant improvement has been seen since May 2019.

18-week RTT performance deteriorated from 81.77% in June to 81.14% in July. However, performance remains ahead of the July trajectory set at 80.26%. At the end of July 2019, the total Trust waiting list was 14,483, against a plan of 13,458, and the total backlog of patients waiting over 18 weeks was 2731 against a trajectory of 2656. There were no 52-week breaches reported in July.

6-week diagnostic standard performance deteriorated from 4.54% in June to 5.17% in July. The underperformance is due to the high number of breaches in ultrasound (177). A recovery action plan is in place and a quarterly update will be provided to Board in September 2019.

The Trust achieved the 2-week wait performance standard, 31-day treatment standard, both 31-day subsequent treatment standards and the 62-day screening to treatment standard for June. 2-week wait (breast symptomatic) performance improved from 66.13% in May to 83.33% in June, against the standard of 93%. 62-day referral to treatment performance improved from 63.69% in May to 81.12% in June, against the standard of 85%.

In respect of our financial performance, the Trust ended month four with an adverse variance to Plan for the month of £178k, taking the position as at the end of July to £57k adverse variance to Plan.

The delivery of our position becomes more challenging as we progress through the year. Work continues to build in financial resilience and there are a number of actions planned and in progress to support this.

I must extend my thanks from previous months again to staff and partners across the Trust who continue to work extremely hard to deliver against these key performance indicators.

Closing remarks

All in all it has been a positive few weeks since I last reported to Board. As outlined in this report, there is certainly lots of opportunity for us to grasp. In addition there are pleasing levels of improvement being delivered across the Trust but specifically in those areas which were found to be most wanting by the CQC.

Clearly there is still much to be done, but with our continued focus on engaging our staff and working closely with our partners, whilst also harnessing the support offered by recent visitors to the Trust I feel there is a clear trajectory of improvement. This journey of becoming Better Together is also supported by our valuable relationship with our buddy trust Sherwood Forest Hospitals NHS Foundation Trust.

I, alongside our re-juvenated Executive Team, am confident we have the ability, skill, experience and support at the Trust to continue our upward trajectory.