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: **26 November 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 – November 2019

Staff engagement – saying 'thank you' to our staff & volunteers

I am delighted to report that our inaugural annual Team QEH Awards evening was a resounding success, with more than 200 staff, volunteers and supporters of QEH attending a memorable event at Knights Hill Hotel and Spa on Thursday 7 November. Over 400 staff and volunteers nominated were for an award this year in recognition of their outstanding contributions and for going above and beyond for our patients and their families.

I would like to record my thanks to our Charitable Trust Fund Committee and our sponsors for their support and for making this event possible, and to the teams who worked hard in the run up to, and on the night, to make it an evening to remember.

Thanks to Hospital Radio Lynn, we were able to keep our staff, their families, volunteers and our local community included in the celebrations with the announcements of winners broadcast live from the venue. We are also grateful to Simon Rowe from KLFM for superbly hosting the evening.

It was clear just how much this event meant to our staff and it is our intention to ensure that our annual Team QEH Awards become part of a wider programme of work that we have in place during the year to reward, recognise and value our staff and volunteers. This is in the context of improving staff engagement remaining one of our highest priorities going into 20/21, recognising its vital importance in our ongoing journey of improvement.

Executive Team update

I am pleased to extend a warm welcome to Carmel O'Brien, who joined the Trust as Interim Director of Patient Safety on Monday 11 November. Carmel joins our Board and Executive Team and will lead on safety, quality, risk and clinical and patient safety governance, which matches the areas in which the CQC identified shortcomings.

Welcome also to April Brown who joins QEH as our new Improvement Director to further bolster our quality improvement programme. April Brown joined us on 11 November also, taking over from Alan Thorne.

Our performance

Four-hour emergency performance in October was 77.44% (compared to 79.86% in September) and regrettably in October we recorded one 12-hour trolley wait related to a patient requiring admission to a mental health bed and delays to appropriate transport being available. Our emergency services remain incredibly busy with an 8.6% increase in attendances in October this year compared to the same month in 2018. In November, we started the works required to improve the environment and increase capacity, including for ambulance handovers, that are important components of our winter plan and ensuring the delivery of safe and timely care for our patients. We continue to focus on the daily actions required by every ward to improve our own internal processes, including early use of the Discharge Lounge, daily Board Rounds, maximising pre-noon discharges and planning today for tomorrow.

18-week Referral to Treatment performance in October was 78.08% against the trajectory of 81.02%. At the end of October 2019, the total Trust waiting list was 15,397 against a trajectory of 13,317 and the total backlog of patients waiting over 18 weeks was 3,375 against a trajectory of 2,527. Capacity and demand challenges in three specialties, notably urology, ophthalmology and gastroenterology, are contributing to our current underperformance. We have recruited two new consultants in Urology, put in additional locum capacity and outpatient improvements in ophthalmology and extra locum support and triage of referrals in place in gastroenterology to bring the required improvements.

Performance for October against the six-week diagnostic standard was 98.62%, against the standard of 99%. There were 54 breaches in the month. Plans are in place to improve performance, including an increase in capacity following the recruitment of two Consultant Radiologists who are now in post.

The Trust achieved five of the seven cancer waiting time standards for September. Cancer 62-day referral to treatment performance improved from 63.89% in August to 70.63% in September, against the standard of 85% and trajectory of 69.06%.

The Trust has reported an in-month adverse variance to plan of £0.3m, resulting in a year-to-date position that is adverse to plan by £0.2m. This follows achievement of our financial plan in the previous two quarters. We have delivered our Cost Improvement Plan year-to-date and are in the process of identifying additional opportunities for the remainder of 19/20 and looking to 20/21. We are re-doubling our efforts across the Trust to recover our position in the remaining months of the year, including via Trust-wide and targeted communications to our staff.

League of Friends Support

I would like to extend my thanks to the League of Friends for their continued support of the Trust and for supporting ongoing improvements to both patient and staff experience. At the League's Committee meeting this month, funding support was agreed for the following equipment, for which we are grateful:

- Transnasal Oesophagoscopy Unit for ENT- Head and Neck – stand and scope - £47,000
- Three bedside SpO2 monitors and two portable SpO2 monitors for our Children's Community Nursing Team - £3,450
- Blood pressure machine for the Practice Development Team - £1,500
- Breast Biopsy System for the Breast Imaging Unit - £25,000

Events and visits to the Trust

On Wednesday 6 November, we welcomed Patricia Hewitt, Independent Chair of the Norfolk and Waveney Health and Care system, John Webster, Director of Strategic Commissioning for Norfolk and Waveney and Howard Martin from Norfolk and Waveney CCG to the QEH for a session with Board members, Governors and wider staff, which presented an opportunity for us to hear more about the STP and five-year system plan, and for me to update our guests on QEH's progress in 2019, our focus and next steps in our journey of improvement.

Along with our Chairman and Patient Experience and Public Involvement Lead Emma Harrison, I had the privilege of attending The Ministry of Defence Employer Recognition Scheme presentation on the evening of Thursday 14 November on behalf of the Trust to receive our silver award. These awards recognise employers, including QEH, which employ and support those who serve, veterans, and their families – and who put in place initiatives that make it easier to employ veterans, helping ex-forces personnel to transition into a civilian career or supporting Armed Forces Reservists to train and mobilise on active service. What a difference this scheme makes to the lives of people, including our patients, and what an honour it is for us to receive this recognition.

On Thursday 14 November, we welcomed inspectors from NHS Improvement/England and West Norfolk CCG for an Infection Prevention and Control inspection, which resulted in Team QEH being praised for improving standards of cleanliness and infection control practice across the Trust. Inspectors found cleanliness and uniform compliance was much improved, and said staff were able to describe where further improvements needed to be made, recognising there is more to do. The areas the inspectors asked us to address include the damaged floor in ED, some minor decoration on Rudham Ward and replacing the cloth chairs in Dermatology with wipeable chairs. The good news is that we have moved from 'red' rated by NHS Improvement to 'amber' with a return visit expected Spring 2020, when I expect the Trust to move from 'amber' to 'green'.

I am pleased to announce that health writer and founder of the Academy of Fab Stuff, Roy Lilley, is visiting the QEH on Thursday 5 December. He will visit Maternity and Medicine wards and I am pleased to say that he has agreed to hold a leadership forum with our staff. Roy is visiting to talk to TeamQEH about the importance of translating ideas from frontline staff into action, and the crucial role staff engagement and listening to staff plays in continuous improvement.

Working with our external stakeholders and local community

West Norfolk CCG Council of Members Committee:

I attended this meeting with our Deputy Chief Executive and Chief Operating Officer to update on QEH's progress in 2019, the acute integration work across (including urology services) and to begin to engage on the development of QEH's new long-term strategy, to

ensure we maximise local partner and community input. We have agreed to routinely attend this meeting moving forward to update on behalf of QEH and to ensure appropriate engagement with our local GPs, another area we will be seeking to strengthen in the months to come.

Working with our schools:

As part of our engagement with our community we are reaching out to schools in the area to ask them their views on the QEH. This will help inform the development of our corporate strategy and improved menus for children and young patients, as well as creating better relationships with young people in, and around King's Lynn.

A survey of three questions about the hospital has gone out to 16 high schools and colleges either located in the area, or which draw students from our catchment area.

We have also held two further educational events for local schools at the QEH over the last month which was attended by several hundred children as part of the educational work we do to teach children new skills, including the importance of hand washing and fire safety. These schools have over 11,000 students on their roll aged between 11 and 19, providing us with a real opportunity to engage with young people and to encourage their interest in health, which could benefit demand on our systems through better awareness and encourage an interest in NHS careers, including at QEH.

Welcome to new international nurses

I would like to extend a warm welcome to 25 international nurses who joined us from the Philippines and India earlier this month.

The nurses are now undertaking a four-week training programme to prepare them for the Nursing and Midwifery Council (NMC) Objective structured Clinical Examination (OSCE) to obtain NMC registration and be able to practice as a registered nurse in the UK.

The nurses will then be eligible to work across a variety of clinical areas throughout the trust. Thank you to Nikki Plaatjies and Ragna Page, who lead our International Nurses Programme, at the Trust and support our new nurses through the process of obtaining registration in the UK.

I am also pleased to inform you that our international recruitment programme has helped us record an all-time low vacancy rate for qualified nurses of 5.2%, which is great news for our patients and staff. We are ahead of our recruitment targets as the number of staff in post is higher than the predicted trajectory due mainly to the successful international recruitment and a lower than expected number of registered nurse leavers on average per month. The Trust is due to return to the Philippines in February 2020 to recruit a further cohort of nurses, with recruitment and retention remaining a key priority.

Closing remarks

I continue to be inspired and encouraged by the energy and focus Team QEH is applying to improve care, safety and services for our patients and their families.

Our awards evening was a great success, and one of my personal highlights of 2019, on which we will now build with a strengthened staff engagement programme that will become a key part of our improvement journey.

Without losing sight of the fact there is much more to do, it is important that we recognise our achievements and progress as it happens, and to ensure that our staff and teams know where we need to focus to deliver the required improvements. I have increased confidence that we will continue to get things right together, learn together and improve together, with many more examples this month of our improvement journey in action.