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: **24 October 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 – September 2019

Recruitment Campaign

I am delighted to announce that we have launched an innovative, creative 12-month recruitment campaign to meet our objective to recruit 100 nurses by February 2021 and to recruit to the historically hard to fill positions across the Trust.

Grateful thanks go to our Charitable Trust Fund, which agreed to support the campaign. This will allow us to use the materials created, across new platforms including motorway service stations, train stations and airports. Posters are up in the Trust and a large banner is displayed on the Gayton Road/ Queen Elizabeth Way roundabout.

Clinical Summit

I am delighted to announce the commencement of a vital piece of work which sees us joining up with the Norfolk and Norwich University Hospitals NHS Foundation Trust and the James Paget University Hospitals NHS Foundation Trust.

Together we are commencing the development of a Clinical Strategy for Norfolk. The initial meeting of Board Members from all three organisations was very positive.

This ongoing programme of work is overseen by an Independent Medical Director.

Leadership programme commences

Strengthening leadership has been a focus of mine since joining the Trust. Having recruited an Executive Team with the skills and attitude to carry this focus with me we are now moving our focus to our Divisional Leadership Team and I am pleased to announce that we have now commenced our Leadership Development Programme within the Divisions.

This programme will facilitate the development of those leaders and in turn is expected to deliver improvements to the services we deliver.

Launching the Corporate Strategy Engagement Events

Monday 4 November sees the start of our corporate strategy engagement events. Our team will be starting an internal roadshow by attending a range of staff meetings. This will maximise early engagement and harness the inspiration in the Trust which has been delivered by such activity as the recent Quality Service Improvement and Redesign training and Leadership Forums.

In addition to the internal roadshow we will also be engaging with our community via a public engagement presentation which will be held on 29 November.

Staff engagement - Recognising our colleagues

As previously announced we received a staggering 407 nominations for our upcoming TeamQEH Annual Awards ceremony. Letters and invitations have gone out to nominees and replies are coming in along with expressions of interest from those nominated, but not shortlisted. Our mission is to ensure as many deserving members of staff are able to attend the event to celebrate their achievements alongside colleagues.

Preparations for the event itself, which takes place on 7 November, continue at a pace.

Incoming sponsorship has shown great support and commitment from communities, internally and externally including Unite, Unison, PwC, Grant Thornton and our Charitable trust Fund. The generosity of some of our local business community to date is much appreciated and will enable us to provide an event worthy of the outstanding colleagues who are to be recognised.

Welcome and thank you to teams

I have been honoured during the last month to meet with our new cohort of Pathway Project students. The Pathway Project is an ongoing joint project between the Trust and The College of West Anglia. It provides students with learning disabilities the opportunity of work experience across the many different services we provide.

I would like to thank those involved in the facilitation of this wonderful project and wish our new students the very best of luck as they venture out on their first rotations.

Continuing with the Pathway Project I am delighted to announce that we have set up an internship for one of our former project students. This was made possible by a successful bid to our Charitable Fund and results in this person working with our Patient Experience and Stores Teams. It means that the individual also gets access to structured learning over a 12 month period. This also shows our commitment as a Trust to the more vulnerable members of our workforce and community and is something I hope to be able to continue to build upon over the coming years.

I must also share my thanks to our tremendous team of Porters with whom I had the pleasure of shadowing earlier this month. The team are so dedicated and hard-working and their commitment to our patients and to their colleagues is outstanding.

I had very sore feet at the end of my day shadowing the team, but a very warm heart as a result of their effort and commitment.

Executive Team update

I am delighted to announce the arrival of our Deputy Chief Executive. Laura Skaife-Knight joins us from Nottingham University Hospitals NHS Foundation Trust where she had held the post of Director of Communications and Engagement.

Laura brings with her a wealth of experience, proven results and passion for staff engagement.

Our performance

Four-hour emergency performance in September was 79.86% compared to 78.95% in August. On Type 1 attendances alone, the Trust was ranked 64 out of 133 Trusts and performance remained above the national average. Ambulance handover within 15 minutes Performance was 37.84% in September compared to 56.61% in August. There was one 12-hour trolley wait in September which related to a patient requiring admission to a mental health bed.

18-week RTT performance in September was 79.63% against the trajectory of 80.94%. At the end of September 2019, the total Trust waiting list was 14,088 against a trajectory of 13,623 and the total backlog of patients waiting over 18 weeks was 2,870 against a trajectory of 2,596.

6-week diagnostic standard performance for September was 96.37%, against the standard of 99%. There were 138 breaches in the month, of which 120 were in ultrasound. There were 9 breaches in MRI due to a national shortage of contrast medium, this is now resolved and the patients will be seen in October.

The Trust achieved five of the seven cancer waiting time standards for July. 62-day referral to treatment performance deteriorated from 75.19% in July to 63.89% in August, against the standard of 85% and trajectory of 55.56%. There were 72 treatments in August, of which 26 were not treated within 62 days from referral. The 62-day backlog decreased from 99 patients in September to 87 in October with the majority of the backlog in three tumour sites (lower GI, gynaecology and urology).

Our financial performance saw us report an adverse variance to plan for September of £81k; however, due to the Trust being ahead of plan at the end of August, we were able to report an overall favourable variance to plan of £13k.

This means the Trust will receive central funding support totalling £3.9m for the quarter in the form of Provider Sustainability Fund (PSF) and Financial Recovery Fund (FRF) and will be able to access in October, £2.0m of the £6.0m system support funding made available on the basis of Plan delivery at the end of quarter two.

Events and visits to the Trust

Professor Ted Baker, the Chief Inspector of Hospitals for the CQC, visited the Trust on the afternoon of Thursday, October 10. Escorted by Medical Director Frankie Swords, Professor Baker was taken to certain areas of the Trust: Radiology, Maternity, ED and Medicine.

I am also pleased to report that Professor Baker agreed to be the keynote speaker at a leadership forum, during which he gave valuable insight into inspections from the point of view of the CQC and what they find when they talk to patients and frontline staff. I am also pleased to report many of the improvement principles delivered by Prof Baker are already evident within the Trust.

At the time of writing we are preparing for a visit by Professor Brian Dolan, Director of Health Service 360 UK, Visiting Professor of Nursing, Oxford institute of Nursing, Midwifery and Allied Health Research and creator of EndPJParalysis. Professor Dolan will facilitate a one-day workshop: Make Patient Time The Most Important Currency in Healthcare – TODAY.

This masterclass will be framed through the recently created TODAY program to introduce staff to its principles and tools and incorporates EndPJParalysis, Red2Green and Last1000Days.

Also of note, in the coming weeks we will be subject of a scheduled NHSI Infection Control Inspection. This is scheduled to take place on Thursday 14 November.

Opening of the Raymond Dent Log cabin

I am pleased to announce that the Trust has officially re-opened the Raymond Dent Log Cabin at a ceremony in October.

The log cabin has provided a haven for relatives and carers at the hospital since it opened in 2006 after the sum of £135,000 was bequeathed to the Trust by patient Raymond Dent. The cabin offers relatives and carers of patients receiving their care on Shouldham Ward, a quiet haven, rest and relaxation. It has been fitted with a new kitchen, bathroom and flooring throughout. The refurbishment cost £21,000.

The aim of the refurbishment is to set the cabin up for the next ten years so the facility can continue to provide for up to two families at a time, sleeping up to four people.

The facility has proved a success with families from as far away as South Africa making use of it.

Closing remarks

I continue to be inspired by the improving efforts and results of TeamQEH.

The awards process has galvanised these feelings. Hearing so many reasons why peers and patients have put forward members of the team for awards really does provide me and the wider team with increased confidence that we are getting things right together and moving in the right direction.

I look forward to my next report when I will be able to share with you details of some of those well deserving members of staff and teams.

I am also excited by our aforementioned recruitment campaign and would ask you all to share the campaign materials wide and far where possible. Not only do I strongly believe that we have lots to offer potential candidates, this is also of great support to existing team members.