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## Welcome

In this edition we welcome our new Chairman, Professor Steve Barnett, as well as bidding farewell to Claire Roberts, Associate Director of Patient Experience, who has just retired.

Professor Barnett comes at an important time for the hospital, with our recent CQC inspection rating us as inadequate, and improvements needed. We feature summaries of the CQC report and of the Trust's improvement plans. Professor Barnett will be a key leader in helping to drive the changes needed to enable the Trust to exit special measures.

Despite the CQC report, we are proud to feature staff who have won two National awards for outstanding achievements in their specialties, and we also feature the work of a tissue viability nurse, a specialty most of the public will not be aware of.

Finally, we will need new Governors next year and details are on page 12. Please consider standing for election if you feel you can contribute to our service.

DR JONATHAN DOSSETOR,  
CHAIR OF MEMBERSHIP  
AND COMMUNICATIONS COMMITTEE

## ON THE COVER

Emma Hardwick, Chief Nurse and Claire Roberts, Associate Director of Patient Experience

## BELOW

Colleagues mark Claire's retirement



# Introducing our new Chairman, Professor Steve Barnett

Professor Steve Barnett has been appointed by the Governors as the Trust's new Chairman.

With a wealth of experience in senior NHS positions, Professor Barnett took up his post on November 9.

Steve is no stranger to The QEH, having previously supported the Trust's work on the quality improvement programme, which saw the Trust exit special measures in 2015.

Professor Barnett said: "My first tasks will be to ensure that the leadership team have the support they need to deliver on the Board's priorities and that our staff and stakeholders have the opportunity to contribute to our quality improvement plan.

"It will be important for myself and leaders within the Trust to get onto the wards and other areas of the



hospital, to listen to the views of patients and frontline staff. I already know from my previous time at the Trust, just how committed and caring our QEH staff are and I am entirely confident that we have the right building blocks to secure effective and sustainable improvements."

## Norfolk prepares for Winter

Health organisations across the Norfolk and Waveney area have been working closely together to ensure they meet the needs of patients this winter.

Colleagues from the county's three acute hospitals and primary, community and mental health providers have developed robust winter plans which will provide more services, more capacity and more support for local people and patients.

The plans for West Norfolk include:

- Six more community beds with provision for end of life care,
- Nurse-led clinics to support homeless people
- Increase in Mental Health liaison cover in the hospitals
- Increase in weekend discharge planning team to help patients get home as soon as appropriate
- More use of on-call Consultants to avoid admissions
- Greater use of the Day Surgery Unit at the QEH

- Surgical Emergency Ambulatory Care launched at the QEH

The community is asked to support the NHS by using a pharmacist where appropriate and seeking advice for serious health problems early.

More than 2,000 members of staff at the QEH have been vaccinated against the flu in order to protect their patients and loved ones from the virus.

Since launching the campaign at the start of October, the QEH has vaccinated up to 62% of its 3,470 staff, including its frontline clinical teams.

A high-profile internal campaign, daily drop-in clinics and peer vaccinators going onto the wards and departments to make it easier for staff to get the jab are among the reasons behind this year's success.

# CQC Inspection Report

**The Queen Elizabeth Hospital has been placed in Special Measures following an “inadequate” rating from the Care Quality Commission in September.**

While the Hospital received a “Good” rating for Caring, it was judged to be “Inadequate” in Safe and Well Led and “Requires Improvement” in Effective and Responsive.

Inspectors raised particular concerns in urgent and emergency care, maternity and medical care.

A number of other improvements have also been advised across a number of areas, including the keeping of patient care records.

Inspectors advised the Trust to review the knowledge, competency and skills of staff in relation to the Mental Capacity Act and Deprivation of Liberty Safeguards along with ensuring that there is effective governance, quality improvement and risk management in all departments.

Processes for incident reporting, which include investigation, actions and learning, must be embedded across all services.

The CQC report also calls on the Trust to ensure that information used to monitor, manage and report on quality and performance is accurate.

Inspectors called for an improvement in the culture, working relationships and engagement of consultant staff across all services.

Outstanding practice, delivered by the Rapid Assessment Team, was highlighted for supporting swift discharge and preventing admissions.

Medical Director, Nick Lyons, said: “We fully accept all that the CQC have said. We have already started to address the issues highlighted in the report and have comprehensive plans in place to ensure we turn this situation around. Our vision is to deliver high quality, patient centred, integrated care and we continue to work towards this.

“I would like to apologise to those patients who we have let down and to our dedicated staff who work so hard under sometimes extreme pressures. We are determined to ensure this organisation improves and meets their expectations.

“We and our dedicated staff are working hard to improve the QEH. We are listening to our patients and the wider community. Patients should feel confident about being cared for at The QEH.”



Last rated  
13 September 2018



## Are services



# Improving together

The Trust is taking action to meet the concerns raised in the CQC report along with ensuring that all our patients consistently receive high quality care. While some of these improvements will take time to implement and embed, a number of more immediate actions have been put in place since the CQC's visit.

What has been done so far:

A Quality Improvement Plan outlining the improvements we intend to make has been developed and approved by the Care Quality Commission. We are involving and sharing this plan with staff, who have an important role to play in improving the care and experience of our patients.

- A Quality Improvement Team has been formed to support the Trust in making and embedding these changes within the organisation.
- The Trust has launched its new values Act Well, Listen Well and Care Well to underpin the behaviours expected from all staff everyday.
- A number of steps have been taken to ensure we have consistently safe staffing levels on all our wards, including a new system to review staffing levels and skills on a shift-by-shift basis with a clear process to escalate.
- A new Clinical Lead been appointed to work with Maternity Consultant and Midwifery teams to take forward improvements. Changes have also been made to the way women are referred into the service and care pathways have also been improved, which includes a dedicated room for women who have miscarried. Work is also underway to improve the antenatal facilities at North Cambs Hospital.
- We have installed additional resuscitation equipment within the Paediatric Emergency Department and have reorganised the working arrangements of the paediatric trained and skilled nurses to ensure consistent high quality care of children and young people.
- Changes have also been made to the way we discuss and document sensitive 'Do Not Attempt Resuscitation' decisions to ensure the right decision and conversations are always held with patients and their families.
- We have begun a Quality Assurance Programme in which teams carry out a review of wards and departments to assess the quality and standards of care along with capturing patient experience feedback. This peer review programme aims to identify and share good practice along with highlighting where and what improvements are needed.





## A day in the life of a

# TISSUE VIABILITY NURSE

### WE TALK TO JANE PARKER

Many of us will have heard the old tale about the importance of air in helping wounds to heal but this is one misconception being challenged by the Tissue Viability Lead Nurse Jane Parker.

Jane, along with her colleague Rachel Fletcher, provide specialist support to clinical colleagues at the QEH and patients on how to help wounds, lacerations and burns heal well.

Jane said: "Wound care is not as easy as sticking a plaster on it or leaving it open to the air. We have a number of patients who ask us to keep the dressing off to let the air get to it but this is leaving the wound open to infections.

"We also like to encourage people, especially our older patients, to moisturise twice a day. If you are keeping your skin supple it is less likely to crack and break. This is so important and should be done from a young age."

Traumatic wounds sustained in road traffic accidents, burns, deep lacerations or surgical wounds, which are not healing are some of the issues that fall under Jane's remit.

But she also battles against bacterial infections such as necrotising fasciitis (post surgery) and cellulitis, which can have serious effects. For this type of wound she works closely with the medical and surgical consultants. The Tissue Viability Nurses see between 150 to 175 patients each month, with ages ranging from newborns to 100 year-olds.

Jane said: "We will see any type of wound. We are here to offer advice, support and guidance to staff and patients.

"It is important to treat the 'whole of the patient and not the hole in the patient' so we ask about their home environment, what they are eating, medication and if they have any other conditions."

Another important aspect of the healing process is ensuring that the wound bed is properly prepared.

Jane said: "If there is dead tissue then we need to get rid of that in a process called debridement and sometimes this needs to be done surgically. Moisture balance is also important, the wound cannot be too wet or dry, so we use a variety of dressings.

"We use honey and silver in some of our dressings as these have antimicrobial properties, which are really good at fighting local infections.

"Another thing we can do is use VAC dressings, which is Negative pressure wound therapy, to help promote tissue growth.

"As a nurse there is nothing more satisfying than seeing a wound heal."

Tissue Viability Nurses Rachel Fletcher and Jane Parker



## Nursing is a family affair

A newly qualified Registered Nurse will be following in her mum's footsteps by caring for patients at The QEH.

Kristy Jupp has worked hard to become a nurse just like her mum Jane.

Over the last four years, Kristy has been juggling the demands of her Open University degree with her fulltime role as a Health Care Assistant on Denver ward alongside colleagues Laura Delaney and Lauren West.

Kristy said: "It feels amazing to have passed my nursing degree – the last four years have gone really quickly. I am proud that we are both in the same job. It is also nice to work in the same hospital as she's only at the end of a phone if I need her."

Jane added: "Her route into nursing has not been an easy one, Open University is very intensive and there are a lot of assignments. Kristy has handled all of this brilliantly and is a fantastic nurse. I could not be prouder!"

Along with external recruitment campaigns for Nurses, the Trust is

also running the Grow Your Own initiative which includes developing existing staff and building up close relationships with the College of West Anglia.



Registered Nurse Kristy Jupp and Tissue Viability Specialist Nurse Jane Parker



## Claire says farewell after 40 years of service

A Nurse who has given more than 40 years of service to the NHS has hung up her uniform to enjoy a well-earned retirement.

Claire Roberts said a fond farewell to colleagues at The QEH where she has made a big difference to both patients and staff.

During her time at the QEH, Claire redesigned the Intensive Care ward, created a liaison service with the mental health Trust, and also helped develop the Pathway project which gives young people with

learning difficulties opportunities within the Trust.

Speaking at her leaving presentation Claire said: "It has been a huge privilege to be a nurse and spend my career in the NHS.

"I have learned an enormous amount by working with people here and from looking after patients.

"I can't say how much it has meant to work here with you all."

## A 10 for innovation

A junior doctor working at QEH enjoyed a reception at 10 Downing Street in recognition for her team's innovation work.

Maryanne Mariyaselvam says she was "honoured and proud" to be invited to represent the hospital at the evening event with the Prime Minister and the then Health Secretary Jeremy Hunt. Her only regret is that she was unable to take colleagues from the hospital with her.

She said: "It's not just me, it's the whole team. It was lovely to be selected to represent the team."

Dr Mariyaselvam is part of a team which has devised three multi award-winning devices to promote safety and excellence. The Venner PneuX is a tube and monitor designed to prevent ventilator associated pneumonia; the WireSafe aims to prevent guidewires being left in a patient; and the purpose of the non-injectable arterial connector is to prevent wrong route drug administration.

As well as junior ministers and top management from NHS England and NHS Improvement, the reception included a broad range of people from the healthcare sector including GPs, consultants, nurses and allied health professionals.



# Ellie and Lauren prove a direct hit

Two of the Trust's newest Clinical Directors will be ensuring the voices of Junior Doctors are heard in the running of the organisation.

Dr Lauren Carter and Dr Ellie Atkins are the first junior doctors to have been appointed as Clinical Directors at the QEH.

Normally this management role is fulfilled by consultants but the QEH is taking a fresh approach to empower and develop clinical staff.

Lauren, who was inspired to become a doctor after ending up in Intensive Care as a child due to chicken pox, said: "I see the role as an opportunity for workforce empowerment and I want to have a bit more of a say to make the changes that junior doctors feel are needed.

"It is also an opportunity to improve communication between junior doctors on the shop floor and management."

Ellie, who works in Surgery, said:

"Traditionally, there are opportunities to do lots of research and training but this provides a chance to learn more about management as we go to the meetings and see how things work."



# Riding the CREST of a wave of success

The commitment of West Norfolk clinicians and patients to supporting improvements to breast cancer treatment has been honoured with an award.

Staff from the West Norfolk Breast Unit have been presented with the Cancer Research Excellence in Surgical Trials (CREST) Award.

The award, managed by the National Institute for Health Research (NIHR) Clinical Research Network, is presented to the surgical oncology team which has made the greatest contribution to the cancer trials.

Consultant Oncoplastic Breast Surgeon Amy Burger and Senior Breast Care Specialist Nurse Angela Holford were presented with the award by Professor Richard Shaw, NIHR National Speciality

Lead for Oncology, at a cancer conference.

Miss Burger said: "We were surprised and very proud to win the award. Our team works very hard to stay up-to-date on the latest trials in order to give our patients the best options for treatment and it is nice that this has been recognised.

"Taking part in research does have benefits for our patients as they can receive potentially more modern and improved treatments. However, a lot of our patients take part because they like the idea that they are contributing to a long-term study that will benefit other women in the future."



Senior Breast Care Specialist Angela Holford and Consultant Breast Surgeon Amy Burger receive their award



# Kids get taste of hospital careers

Hundreds of children were given an insight into what life is like at the QEH during a schools event in November.

More than 200 Year 6 pupils from across West Norfolk attended an event in the QEH's Inspire Centre on Monday, 26 November.

The event provided youngsters with an opportunity to learn about the variety of medical careers on offer along with discovering the wide range of non-clinical

jobs which take place here.

Children from the 12 schools also learned more about the body, first aid and enjoyed looking around the x-ray images on the Radiology.

They were also taught how to do basic resuscitation techniques by East Anglian Air Ambulance and West Norfolk Clinical Commissioning Group attended to talk about the antibiotics and their use.

## Generous Gavin hits his half century

A man from Docking has received a special thank you for raising more than £50,000 for patients at The Queen Elizabeth Hospital.

Gavin English was charged by his wife Frances just before her death to sell her clothes to give something back to the Macmillan Cancer Care and Treatment Fund at the QEH.

Since then, Gavin has been selling clothes at car boot

sales, and along with fundraising at supermarkets, has raised over £50,000 for the hospital.

Non-Executive Director David Thomason has presented Gavin with a certificate to mark this incredible achievement.

Gavin said: "To make this amount of money is incredible. The thing I am most proud of is that not a single penny goes on expenses or administration – it all goes to the Hospital."



Fundraising Executive Laurence Morlaàs with Gavin English and Non-Executive Director David Thomason

# Your questions answered

We regularly get asked questions, and wanted to share the answers with you.

If you have something you'd like to ask us, please email [FTmembership@qehkl.nhs.uk](mailto:FTmembership@qehkl.nhs.uk) and we'd be happy to help.

**Q) I have had a letter to say that my appointment cannot be given at this time, and I am on a waiting list – but how can I find out how long the wait will be?**

A) All outpatient referrals are electronic now (e-referrals) and when the appointment is requested, there is an indication on the website as to the approximate waiting time for your specialty at the time of booking, which varies month by month. Your practice can find this information for you if they have booked the appointment.

**Q) I have two different hospital appointments schedules, but my recent appointment letter has not indicated which department I should attend.**

A) This has been an issue for some patients, and the specialty will be included in appointment letters in the future.

**Q) The telephone appointment reminder service has rung but wouldn't give information if the person concerned could not answer the phone.**

A) The system has just changed. The main reminder contact will be to a mobile phone by text. If you have no mobile phone, or if the text call is not answered, the contact call will be automatically diverted to a landline. The reminder will then be an automatic voice (Interactive Voice Response or IVR) which will give choices to respond to, and this problem will disappear. We will be making sure we always use personal numbers and not work numbers.

**Q) I am a blue badge holder and the ticket machine did not work for me.**

A) Patients have complained about this, but when checked the machines have always been working. It is essential to press the blue badge button first to get issued with a ticket at the reduced rate. The instruction is on the machine, but it is different to the sequence for ordinary tickets.

## Pathway to work experience



More than 50 people went along to the Learning Disability Health Awareness Event which was organised by the Governors in November.

Hospital staff worked with students on the Pathway Project, which aims to help young people aged between 18 and 22 to gain work experience and qualifications, to design the event.

The event included a number of presentations along with a video featuring people with learning difficulties discussing their experiences of healthcare.

## Text service introduction

A new text reminder service has been introduced in a bid to reduce the rate of missed appointments, which last year cost the Trust nearly £3 million.

Patients have received two free reminders about outpatient appointments since the new service was launched on Monday the 8th October.

One in 10 people do not attend because they simply forget and last year the hospital recorded 19,161 missed appointments across 51 specialities. Each missed appointment costs the NHS £150 and can result in a patient being discharged back to their GP.

But it is hoped that the new text service, which offers patients the opportunity to rebook or cancel, will benefit both the Hospital and the wider community by helping to reduce waiting times.



The Queen Elizabeth  
Hospital King's Lynn  
NHS Foundation Trust



Would you like to make a difference to the future of the Queen Elizabeth Hospital King's Lynn and represent the interests of members and help to shape the Trust's strategic plans?

We have eight public seats and 4 staff seats in the following constituencies:

- West Norfolk 4
- Cambridgeshire 1
- SE Lincolnshire 2
- Breckland, N Norfolk & the Rest of England 1
- Staff (Clinical) 2
- Staff (Non Clinical) 2

The closing date for nomination entries is **Tuesday 18 December 2018**.

Voting papers will be dispatched from 10 January 2019 – please use your vote and have your say.

If you are interested in becoming a Governor email: [mary.denmark@qehkl.nhs.uk](mailto:mary.denmark@qehkl.nhs.uk) or phone 01553 613142 or email: Trust Secretary [gill.rejzl@qehkl.nhs.uk](mailto:gill.rejzl@qehkl.nhs.uk) or phone 01553 613614, for further information.

Alternatively, apply online today at [www.ersvotes.com/QEHKL2018](http://www.ersvotes.com/QEHKL2018)

**Nominations open Monday 3 December 2018**

We would be very keen to hear from you on any of the stories we've covered or ideas for the future. To get in touch:

**Write to:** The Queen Elizabeth Hospital, Gayton Road, King's Lynn, Norfolk PE30 4ET **Telephone:** 01553 613613  
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