The Queen Elizabeth Hospital King's Lynn
NHS Foundation Trust

**REPORT TO THE BOARD OF DIRECTORS (IN PUBLIC)**

| SUBMITTED BY: | REPORT FOR: | | IMPACT: | | |
|---|---|---|---|---|---|
| Patricia Wright<br>CEO | Decision | | High | Med | Low |
| CONSULTATION: | Information | ✓ | | | ✓ |
| N/A | REPORT TYPE: | | RELATED WORK: | | |
| | Strategic | ✓ | | | |
| | Operational | ✓ | | | |
| | Governance | ✓ | | | |
| BAF ref: | N/A | | | | |
| Monitor Compliance Framework: | N/A | | | | |
| CQC Essential Standard Reference: | | | | | |
| NHSLA Standard Reference: | | | | | |
| Media / Communications: | N/A | | | | |

**Meeting Date:** 26th March 2012
**Report Title:** CEO Update

**Purpose:**

To update the Board on pertinent internal and external events and issues.

**Financial Implications / Efficiency Savings / Quality Improvement:**

None as a direct result of this report

**Risk Assessment (cross-reference with Risk Register where appropriate):**

| Strategic / External | Operational/ Organisational | Financial | Clinical | Legal/ Regulatory | Reputational / Patient Experience |
|---|---|---|---|---|---|
| ✓ | | | | ✓ | ✓ |

**Recommendations:** The Board is invited to note the update.

**Author: Patricia Wright** **Date: March 2012**

**CEO Update**

## 1. INTERNAL

### 1.1 Key appointments

None

### 1.2 March update

The period since the last update in January 2012 has concentrated largely on:

- The Trust's work in partnership with KPMG to get to the Financial Sustainability Plans in place
- Business planning for 2012 / 13 and beyond

I have constituted and will be chairing, a Financial Sustainability Programme Board (FSPB), which will meet weekly to drive the implementation of the plans identified in the planning phase of the Trust's partnership work with KPMG. The FSPB will also be responsible for the monthly review of progress with delivering the 2012-13 Business Plan.

### 1.3 Meetings with key strategic partners included:

- Academic Clinical Partnership
- Norfolk Community Health and Care
- NNUH and James Paget
- United Lincolnshire Hospitals
- UEA School of Nursing and Midwifery
- Age UK
- NCC – Community and Social Services

### 1.4 Next month

Meetings booked include:

- Meeting with Sir Neil McKay, SHA CEO
- Borough Council Chief Executive
- West Norfolk Voluntary and Community Action (WNVCA)
- East Anglian Air Ambulance
- West Norfolk GPs
- UEA – Medicine and Health Sciences
- Norfolk Police

Car Parking

The trust committed during 2011-12 to review car parking on the QEH site and to bring a paper to the Board by the end of the financial year outlining a set of proposals on how parking could be improved.

This work has progressed well over the last few months with the production of a draft car parking strategy and engagement with the public and staff around a range of options including the building of a multi-storey car park.

This work requires further refinement and discussion internally and with key strategic partners before wider discussion at the Board. A full paper with proposals for action will be presented at the public Board meeting in May 2012.

## 2. EXTERNAL

### 2.1 Regulators

#### 2.1.1 Monitor

Monitor has consulted on the proposed conditions of the new Provider Licence Regime in two tranches, in preparation for the enactment of the Health and Social Care Bill 2011. The statutory consultation on the provider Licence Regime will take place through the summer of 2012. The Trust will receive its licence in January 2013. A briefing / discussion paper will be prepared for the Board.

2 new Foundation Trusts were authorised on 1st March:

- Great Ormond Street Hospital for Children NHS Foundation Trust; and
- South Central Ambulance Service NHS Foundation Trust

The announcement means there are now 143 NHS Foundation Trusts in total, of which 41 are mental health trusts.

On 13th March, Monitor published its review of NHS Foundation Trust performance for the third quarter of 2011/12

Key findings from the results in the third quarter included:

- The average sector Financial Risk Rating (FRR) in Q3 (3.4) is above plan (3.2) and better than Q2 (3.3) and the EBITDA margin is slightly ahead of plan (6.1% compared with 6.0%)
- However there is a significant downward trend in EBITDA over the last four years (margins slipping from 7.5% in Q3 2008/09).
- Cost Improvement Plans are 7.5% below plan but plans are more ambitious and trusts are performing better against them than in the last 2 years (when they were 9% behind plan at this stage). Cost Improvement Plans of 3.9% have been achieved in the period.
- The total number of Foundation Trusts in significant breach rose from 13 to 15 in this quarter, with 11 of the 15 having financial issues as one of the primary reasons for their breach.
- Capex is 31% below plan but still ahead of the depreciation level with YTD capex (£995m) exceeding YTD depreciation (£742m).
- At Q3, the proportion of red and amber-red trusts has increased to 42% from 35% at Q2 and 17% at Q3 last year.
- The number of trusts with outstanding CQC major or moderate concerns was 34 at 31st January, a decrease from 35 at the time of publishing quarter two results.
- Cancer: significantly fewer trusts are breaching cancer targets this quarter (16 compared to 23 in Q2).
- A&E: 14 Trusts breached A&E targets this quarter compared to 6 in the third quarter last year.
- MRSA: 6 Trusts breached MRSA targets compared to 7 in the third quarter last year.

- Referral to Treatment: 12 Trusts breached RTT targets in quarter three compared to 13 in Q2 and 19 in Q1 of 2011/12.

A full briefing can be obtained from Company Secretary, Gill Rejzl X- 3614

### 2.1.2 The CQC

The CQC has begun pilot projects with the Relatives and Residents Association (R&RA) and the Patients Association (PA). The aim of these pilots – known as 'Tell us about your care' - is to assess how feedback received from people who use services, their families and carers, via these organisations can inform the CQC's regulatory work. The CQC will also report back to the organisations on action taken as a result of people's feedback.

Learning from the pilots, which will run for six months, will be used to help the CQC continue to improve the way they gather and use information from people who use services, their families and carers about their experiences of care.

## 2.2 Foundation Trust Network

**Feb 2012** - The FTN has responded to the Justice Select Committee which is taking a fresh look at the Freedom of Information Act to see whether it is working effectively. The Foundation Trust Network (FTN) fully supports the principles of openness and transparency, but in light of the financial pressures being faced by NHS providers the FTN considers it would be sensible to re- focus FOI activity more clearly on matters of public interest and to streamline the process for responding to legitimate requests.

**March 2012** - The FTN continues to lobby for the sector in respect of the Health and Social Care Bill amendments. The latest issues of concern is the proposed removal of the FTs' private patient income cap. The FTN is pleased that it seems that the old private patient income cap is to be removed, but the new amendment means that FTs will only be able to increase their non NHS income by more than five percentage points within a year if they include the proposal in forward plans and these are approved by governors. The FTN has expressed concern that putting what could be confidential commercial proposals in forward plans, could dampen innovation and enterprise and compromise FTs' ability to remain competitive. Earl Howe, the health minister in the House of Lords said in the debate: "We should be aware that the strengthening of the governors' oversight in this way places increased responsibility on the governors to maintain an appropriate level of confidentiality while a new project is initially developed. I would expect the directors and governors to ensure that a foundation trust's constitution would protect that."

## 2.3 NHS Norfolk and Waveney

The East of England Ambulance Service NHS Trust has been reappointed to provide Norfolk's Out of Hours GP service.

NHS Norfolk and Waveney tendered the contract last year and six bids were scrutinised in a process to find one potential preferred bidder.

The East of England Ambulance Service NHS Trust has now been awarded a new three-year contract to provide the service, beginning on 29 August 2012.

The Trust employs mainly local family doctors, and has operated the service since 2004.

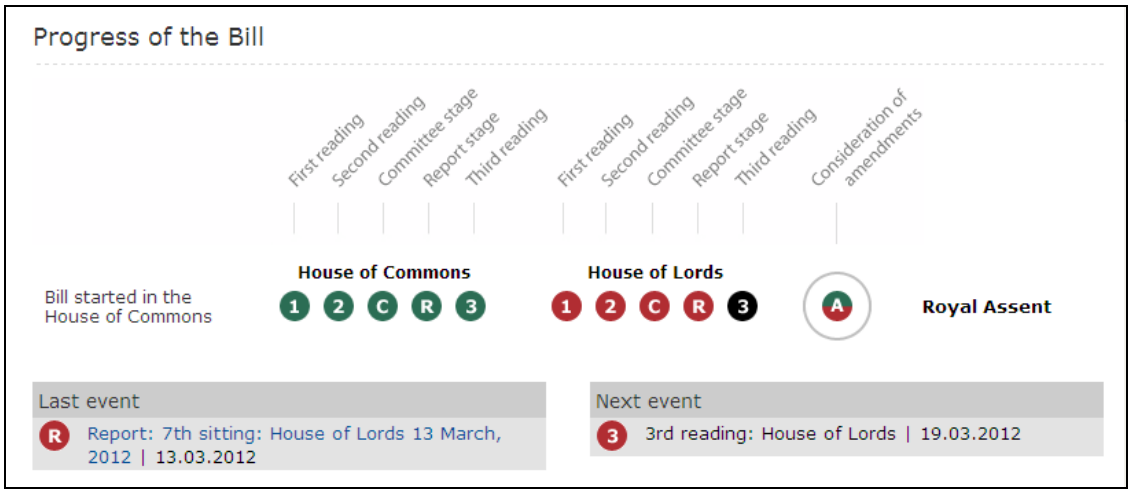
## 2.4 DoH

Health Secretary Andrew Lansley has announced the formation of a new independent expert panel which will contribute to a Government report on the NHS Constitution.

The Government will publish a review in the summer that looks at the impact the Constitution has made for patients and staff, and has asked Professor Steve Field, leader of the NHS Future Forum – a group of the country's top health experts – to bring together a special working group to provide expert advice.

Andrew Lansley has also asked the new Future Forum group to advise him whether there is any scope for strengthening the NHS Constitution to support high quality services for patients. Together with new duties included in the Health and Social Care Bill, this will strengthen both the contents of the NHS Constitution and the role it plays in the NHS. A public consultation later this year will give patients and staff the opportunity to have their say about what can be done to improve and reinforce the Constitution.

## 2.5 Health Bill




Line by line examination of the Bill took place during the seventh day of report stage on 13 March. Amendments discussed covered clauses 208 - 215, 220 - 222, 233, 236, 244, 253, 254, 256 - 260, 266, 268, 270, 277, 284, 287, 290, 300 and 302 of the Bill.

Third reading - a final chance to amend the Bill - is scheduled for 19 March.

It is likely that the Bill will receive Royal Assent by May 2012.

## 3. MEDIA COVERAGE

The following paragraphs provide an overview of the Trust's media coverage from 11 January 2012 – 15 March 2012.

**Press**

Press coverage for the Trust has been reviewed for average column centimetres per article, number of articles, total column centimetres, tone – positive, neutral or negative and Advertising Value Equivalent (AVE). A ratio of 1 to 2.5 has been used to calculate AVE.

Between 11 January 2012 and 15 March 2012 there were a total of 68 articles about the Trust, which appeared in the local and regional press. Of these, 35 articles carried a picture. The average size of each article was 41 column centimetres. Of the 68 articles, 13 were negative, 3 were neutral and the remaining 52 were positive. The total number of column centimetres of coverage during this period was 3,136 with an AVE of £89,938.15

The Shining Stars Awards were covered in the Lynn News with a sponsor form included for the People's Choice Award. This led to an increase in nominations from the public. The newspaper has also covered The Healthy Hearts campaign, with many fundraising activities being reported on.

**Radio**

KLFM ran regular radio adverts on the Shining Stars Awards encouraging the public to vote for the Volunteer of the Year Award, which they are sponsoring.

KLFM also ran an interview with Gary Morris and the Security Guards.

BBC Radio Norfolk interviewed Emma Thompson, Staff Nurse on Rudham, about a sky dive she was taking part in as part of the Stop Smoking Campaign.

Sister Leanne Allen was also interviewed by BBC Radio Norfolk about her featuring in a new publication by The Royal College of Nursing, with a pioneering patient care project she leads being promoted as an example of excellent patient care.

**Internet**

Between 11 January 2012 and 15 March 2012 there were a total of 86 stories about the Trust, which appeared on the internet (excluding the Trust's internet page). Of the 86 articles, 15 were negative, 5 were neutral and the remaining 66 were positive.