The Queen Elizabeth Hospital NHS
King's Lynn
NHS Foundation Trust

REPORT TO THE BOARD OF DIRECTORS (IN PUBLIC)

SUBMITTED BY:	REPORT FOR:		IMPACT:		
Dorothy Hosein, CEO	Decision		High	Med	Low
CONSULTATION:	Information	✓		✓	
Exec. Directors	REPORT TYPE:		RELATED WORK:		
	Strategic	✓			
	Operational	✓			
	Governance	✓			

Meeting Date: 27 September 2016
Report Title: CEO's Update

Purpose: To update the Board on key internal and external events and issues.					
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 note the update					

CEO'S UPDATE – September 2016

1. Keynote …

It seems that the NHS is in the news every day, with reports of growing Trust deficits nationally, failed access targets, staffing shortages, increasing demand for services and some challenging ideas about how to 'do more for less'.

I am pleased to say that as a relatively small district general hospital, the QE is 'punching above its weight' in many areas. We are, like most other Trust's feeling the pressure of increasing demand for services but I am pleased to report some key successes, this month. You will know that the Trust has experienced significant staffing challenges in recent months. I am delighted to say that the Trust has developed some new supply relationships and we are able to welcome new agency nurses to the Trust. This is at a higher cost base but ensures that all our wards are adequately staffed. As I have reported previously we also have a robust recruitment strategy in place which will drive sustainable longer term solutions to our nurse staffing issues.

Emergency Access

I am particularly pleased to report that the Trust's on-going work on Emergency Flow is beginning to deliver 'green shoots' of improvement. Despite increasing activity, the transformation has been delivering significant improvement not only on the 4hr access performance being achieved for 7 weeks consecutively but also on other operational metrics and KPI's. Overall performance has improved from85% before the implementation to 95%. I would like to thank all of our staff over 150+ who engaged in this work took ownership and accountability and are continuing to embed it within the Trust. We continue to need to work hard with our partners to understand and address the clear increase in demand for services year-on-year and the need to identify services outside the Trust to enable us to move medically fit patients into a care environment more suited to their needs than an acute hospital bed. This will be especially important as we approach winter. The Trust has had virtually no respite through the summer months this year and escalation beds have continued to be open to cope with increased demand and patient acuity, increasing the pressure on our nurse staffing. A new Emergency Delivery Board has recently commenced to replace the previous Strategic Resilience Group to refocus all stakeholders on the need to support the emergency pathway. For our health system here in West Norfolk I am the chair of this Board and I look forward to working with the other senior leaders

2. Sustainability and Transformation Plan (STP)

I have reported on the STP timetable and progress several times over the last few months.

The first draft of the Norfolk and Waveney STP was submitted to NHS England in June, however, even prior to submission, it was clear that much more work was needed by all partners involved to make it into a fit for purpose strategy which will enable us to meet the challenges the health and social care sector faces. It truly is a huge task to create an integrated plan.

Local health services and Norfolk County Council are working hard to make sure that our next submission, which must be submitted by 21 October, is a more comprehensive document.

The STP for Norfolk as with the other 43 STP's nationally face the challenge of increasing attendance at acute hospitals whilst needing to support people to maintain their independence for longer and to get the support and treatment they need in their community, rather than in hospital. So a shift in thinking is required in order for the system to meet the needs of our community.

We have developed three key areas of work to help us achieve this key aim:

- Prevention and Wellbeing
- Primary, community and social care
- Hospital care

Together we are looking at these challenges and working on a number of options so that, as well as laying out the extent of the issues we face, we can begin to put forward possible solutions. Indeed, the Trust Board will be engaging with the West Norfolk CCG Governing Body at a Board-to-Board meeting at the end of this month. This engagement will seek to move the Trust Board and CCG Governing Body towards agreement on options for representing the best interests of our local patients and the public, within the broader remit of the STP.

We know that it's important that clinicians and other health and social care professionals share their expertise and ideas, and that those patients, carers and local people are involved in developing new models of care.

I am looking forward to discussing the STP and other issues with staff at our 'Leading the Way' sessions and with Governors at their meetings in the coming weeks.

3. Recruiting for 'Excellence'

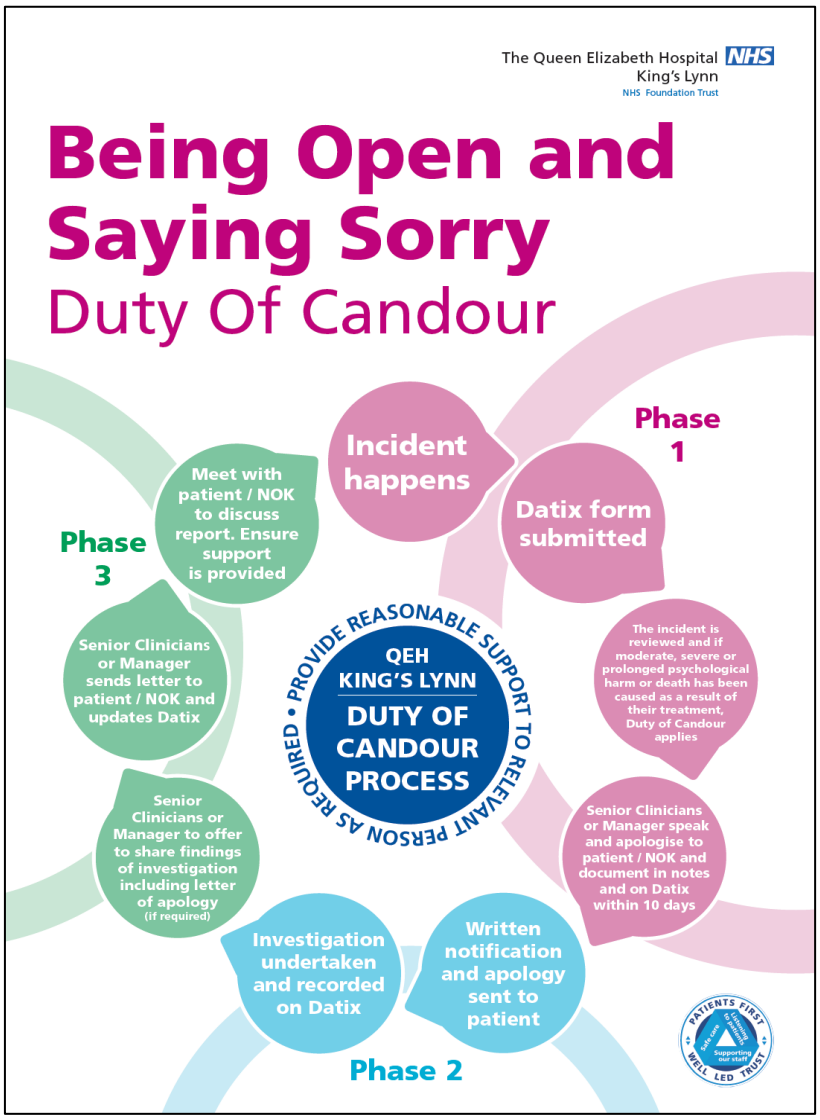
As I mentioned earlier in the report substantive recruitment and retention of Nursing is an important priority for the Trust. To this end, I am pleased to report that we held an important recruitment event in September. The Senior Management Team, along with colleagues in HR and Communications organised this event in the hospital on Wednesday 14th September from 4pm to 7pm. The objective was to find nurses, midwives, radiographers, occupational therapists, physiotherapists and nutritionists. Judging by the success of previous events, we hope to see a number of staff join the team following this event.

As part of our Estates Strategy we are continuing to invest in improving our facilities for patients including upgrading our wards. The West Raynham ward uplift has already commenced, and we are hoping that this will encourage the right people to join us on our journey towards excellence.

4. Duty of Candour

It is a statutory requirement for Trusts to be open and honest with patients when something goes wrong with their care and treatment. Hospitals are required to inform patients when an incident has happened along with providing a written truthful, account and offering an apology and support. As a Trust we are completely committed to this and indeed continue to embed this practice through our daily work.

To support this, in the week beginning 05 September, we erected a stand, which was manned by clinical colleagues, in the main corridor to promote the Trust's commitment to 'Being Open' and the 'Duty of Candour'.



5. Freedom to Speak-Up Guardian

The appointment of a National Guardian for the NHS and local Freedom to Speak-Up (FTSU) Guardians was recommended by Sir Robert Francis, following his review and subsequent report into the failings at Mid-Staffordshire. In July 2015, the Secretary of State confirmed the steps needed to be taken to develop a culture of safety, including the appointment of a national guardian and a local guardian in every trust.

The QE therefore will have its Freedom to Speak-Up Guardian appointed by October 2016. FTSU guardians have a key role in helping to raise the profile of raising concerns in their organisation and providing confidential advice and support to staff in relation to concerns they have about patient safety and/or the way their concern has been handled.

In order to deliver this, we are now looking for a high calibre individual to support the Trust and its staff by taking on this important role.

6. Well done – another highly successful Governors' Council Healthcare Event!

Our Governors are getting really rather good at organising Healthcare Events for Foundation Trust (FT) members and the public!

When our FT members 'sign up', our application form enables them to tell us which conditions they are most interested in learning about. The FT Team and Governors of the Membership and Communications Committee of the Governors' Council use that information to prioritise their programme of Healthcare Events. These events generally involve Trust specialist speakers and often also involve community and charitable partner organisations

Events to date have included topics such as:

- Arthritis
- Diabetes
- Stroke
- Dementia

On 08 September, Jonathan Dossetor (public elected governor and Chair of the Membership and Communications Committee), supported by our Foundation Trust Membership Officer, led a team of Governors in organising a Parkinson's Disease Awareness Event. The event was enormously successful, with over 100 people attending and benefiting from a very well-received presentation by the Trust's Dr Jerry Brown.

The team is already thinking about the next event!

7. Open Day

I wanted to use my CEO's report this month to remind you about our Open Day, which will take place between 10 am and 3 pm on Sunday 02 October.

We hope to build on the success of the 2013 Open Day when large numbers of people (including lots of staff members and their families) explored different areas of the hospital and we hope this year's event will have a similar 'feel-good' factor.

During the day, we will be showcasing the new Breast Unit and there will be a live feed from the recently renovated Theatre 6, along with a video of our Waterlily Birth Centre.

Lots of our departments will be involved in be showing off their services and talking to patients and colleagues:

- Ophthalmology
- Infection Prevention and Control
- Resuscitation
- Diabetes
- Patient Experience
- Pain
- ED
- Clinical Audit
- Urology
- End of Life Care
- Dermatology
- X-Ray
- Discharge
- Physio & OT - interactive (Gym)
- Day Surgery
- Roxborough (Toy Hospital)
- Breast Unit
- Theatres/Midwife-Led Birthing Unit - video loop
- Fundraising
- Careers/Recruitment
- Apprenticeships
- Volunteers
- Research and Development
- Life Long Learning
- Chaplains
- Nurse Recruitment
- PALS

Family Fun will include:

- Bug Hunt
- Children's Colouring Competition
- Tombola
- Face Painting
- Open Mic. in the Hub
- Bed Pan Challenge
- KL Rock Choir

… and our partners are involved too!

- Air Ambulance
- Ambulance Service
- Red Cross
- Age UK
- Police
- Fire Service
- MIND
- Guide Dogs
- Assoc. for the Deaf
- Cancer Services User Group
- K9 PAT (Pets as Therapy) Dogs
- Alcoholics Anonymous
- Lily Living Independently in Later Years)
- Out of Hours - IC24

Refreshments will be available from The Hub.

This is a great opportunity for us to show our pride in our hospital and I hope I can count on you to encourage your family and friends to come along on the day!
In advance I would like to thank all those who have spent a lot of their own time in planning this exciting day which I personally am very much looking forward to.

8. NEW TO THE TEAM

I am very pleased to welcome to the team.

Name	Position
Lesley Deacon	Divisional Director/Head of Midwifery
Dr Ayaz Mohammad	Consultant Cardiology

As always at this time of the year, I also want to welcome our new intake of Junior Doctors and our student nurses.

9. TRANSFORMATION QEH

I think it is true to say that both patients and staff are benefitting from the huge strides we have made in upgrading our environment. Indeed it is lovely to receive compliments from patients and their families with comments such as 'I cannot believe this is the same place'. We are continuing this progress on the success of recent Estates projects such as:

- The Midwife-Led Birthing Unit
- Theatre Upgrades
- The Breast Unit
- Development of Frailty and West newton Wards
- Ward refurbishments
- Wi-Fi
- Medical Gases

This really does highlight how busy we have been and more to come…

A number of additional building projects are currently going ahead across the hospital site to improve facilities for patients and staff.

- Our Stroke ward, West Raynham has now moved onto Necton for an estimated 10 weeks while the ward is uplifted. This project will include the creation of a reception and meeting rooms along with new decorating, flooring and lighting.

- Work is also progressing well with the Theatre 5 project, the second stage of the £3.2 million scheme.
- We are working with Unison to give the Training and Resource Building a make-over and work is already underway.
- The lighting upgrade for Day Surgery will be complete by the end of September.

10. THE CEO'S DIARY

My August/September diary has included engagements with the following key partners (… lots of STP meetings, you'll notice!):

- Norfolk and Waveney STP Programme Board
- Norfolk and Waveney STP Executive Board
- Norfolk and Waveney STP Delivery Board
- STP Local Digital Roadmap Exec. Project Board
- QEH Catchment A&E Delivery Board
- NHSI – Programmed Review Meeting (PRM)
- Norfolk Provider Partnership
- Oak Group
- West Norfolk System Resilience Group
- Operational Delivery Network (ODN) Board Meeting
- East of England Ambulance Service
- Norfolk Health Overview and Scrutiny
- Health & Well Being Board
- Healthwatch AGM
- King's Lynn Oversight Group