Agenda Item 11

The Queen Elizabeth Hospital King's Lynn
NHS Foundation Trust

REPORT TO THE BOARD OF DIRECTORS (IN PUBLIC)

SUBMITTED BY:	REPORT FOR:		IMPACT:		
Jon Green, CEO	Decision		High	Med	Low
CONSULTATION:	Information	✓		✓	
	REPORT TYPE:		RELATED WORK:		
	Strategic	✓			
	Operational	✓			
	Governance	✓			

Meeting Date: **25 September 2018**
Report Title: **CEO's Update**

Purpose: To update the Board on key internal and external matters.					
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 the update.					

CEO'S UPDATE – September 2018

1. **Keynote: … CQC report - saddened but determined**

The past few weeks have been exceptionally difficult for us all. The publication of the CQC's report on our hospital has dominated our thoughts and the headlines.

Reading the report has, as you would expect, left me saddened. We fully accept all that the CQC have said and I have, via the media, publicly apologised to those patients who we have let down. I have also apologised to all our staff, including in person to the more than 1,500 who attended my briefing sessions on the week the report was published. I am determined to ensure this organisation improves and meets their expectations.

We have already started to address the issues highlighted in the report and are putting 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.

As I said in my interview with BBC Look East, the leadership of The QEH is committed to this organisation and evidence shows the longer leaders are in place, the more that stability helps drive up standards. To this end we are strengthening the Trust's leadership and are working with our system partners to make the necessary improvements to our services and the hospital estate. When we welcome the CQC back into our organisation next year I feel confident we will

be able to demonstrate significant improvements to them, many of which are already under way.

From the letters and compliments that cross my desk I have always known the importance of The Queen Elizabeth Hospital to the community it serves. The past few weeks have been a clear demonstration of this. Thank you to all our patients and others who have taken the time to write into the hospital with your kind words of support and to those who have taken to the letters pages, the airwaves and to social media to voice their support for The QEH. It has meant a great deal to me and to all our staff.

2. Celebrating our success

Perhaps quite rightly, the focus over the past few weeks has been on the areas where we must improve. With the spotlight on our failings it is all too easy to miss out on celebrating our successes.

There are many areas in which we do well as a Trust and there is one where we, without doubt, excel. This is innovation and the development of new medical devices.

I am delighted that we have made the shortlist for two categories at this year's HSJ Awards in the Design of Acute Services and Acute Sector Innovation Categories. Good luck to both teams with the final judging.

3. Ward deep cleans

I reported to you last time on our deep cleaning programme and I am pleased to say the project is now in its later stages. Inevitably the rolling decant programme where, ward by ward, we have moved staff and patients onto Leverington a week at a time so deep cleaning and essential maintenance work could be undertaken, has been an extra burden for staff. Thank you to everyone who has helped make this vital work a success. We anticipate it will have a significant impact in helping tackle C.Diff and other infections.

4. Winter/ Flu

With winter now just around the corner we are preparing to put our winter plans to the test once again. As well as the operational challenge of seeing an increased number of acutely sick patients come through our door, there is also the need to ensure our infection control procedures are as robust as possible and that as many staff as possible take up the offer of a flu jab.

Our internal flu campaign will kick off shortly but I would also ask members of the public, especially those who are in vulnerable groups such as the frail elderly, pregnant women and those with respiratory conditions, to ensure they get the jab. If you experience flu-like symptoms please do not come to the hospital. Please follow the guidance on the NHS Choices website.

I would also remind everyone that they can also help the hospital during winter by only using our A&E department for emergencies and using alternatives such as your GP, pharmacist or the 111 service for less serious health issues.

Everyone also has a role to play in stopping the spread of infection and, as always, we would ask that you not come to the hospital if at all possible within 72 hours of having experienced vomiting or diarrhoea and that when you attend you wash your hands on arrival.

5. Finance matters

As this month's finance paper shows we continue to find ourselves in a financially challenged position. Our cost-saving plans remain behind schedule and work continues to ensure we are doing everything we can to get these back on track.

Clearly the CQC report will have implications for our financial position. We will make sure we focus on the changes required by the CQC and that we deliver the changes at pace. These changes may affect our current plans or require both short and long-term (recurrent) investment but are clearly important priorities for the Board.

6. New to the Team and changes to the Team

I am pleased to welcome to Team QEH:

- Lisa Holliday – Physician Associate A & E – 1 Aug
- Dr Saad Idris – Consultant in Clinical Haematology – 1 Aug
- Belinda Sadler – Lead Nurse Bank – IPAC – 3 Sept
- Nicola Campbell – Matron Division 2 – 6 Aug
- Dr Deepa Krishnakumar – Consultants Bank Paediatrics – 1 Sept
- Donna Eden – Deputy Head of Procurement – 3 Sept

7. Diary Dates

My diary in recent weeks has included the following engagements and meetings with key partners:

- Norfolk Acute Hospitals' Group
- STP Executive Board
- A&E Delivery Board
- QEH A&E Regional Performance meeting
- NHSI Meeting