



**Chief Executive's Report**

**Public Board**

**20 May 2021**

<b>Presented for:</b>	Information and discussion
<b>Presented by:</b>	Julian Hartley, Chief Executive
<b>Author:</b>	Julian Hartley, Chief Executive
<b>Previous Committees:</b>	None

<b>Trust Goals</b>	
The best for patient safety, quality and experience	✓
The best place to work	✓
A centre for excellence for research, education and innovation	✓
Seamless integrated care across organisational boundaries	✓
Financial sustainability	✓

<b>Key points</b>	
1. To provide an update on news across the Trust and the actions and activity of the Chief Executive since the last Board meeting	Discussion and information
2. To ratify the delegated authority for the appointment of consultants	Approval

## **1. Staff recognition and reflection**

During May we have been sending a staff recognition letter, medal and special 'Birthday Leave' to every member of staff who has worked at the Trust during the pandemic. They are a small token of appreciation for all the hard work and commitment to manage the response to Covid-19, and indeed recognition for everything we must now do as part of stabilisation and reset for our services. It was lovely to see all the messages on social media and email and the impact that recognition can have. As we have said before, we can never thank staff enough, but we hope the gesture goes some way to recognise people's efforts for patients and the public.

On 23 March we observed the National Day of Reflection, set up to recognise the anniversary of the first UK lockdown on 23 March. The day was an opportunity to come together and reflect on our collective loss, support those who have been bereaved and look ahead to a brighter future. I joined colleagues to observe a minute's silence at midday at St James's, and in the evening some of our hospital buildings were lit up in yellow in remembrance, along with other landmarks across the city.

We have also begun appraisal season, which I have begun by completing appraisals with my Executive colleagues. Again, I am impressed and grateful for the quality of leadership and range of achievements across the team and pleased to be working alongside such an accomplished group of leaders. Good quality appraisal discussions are important across the Trust and this appraisal season is an excellent opportunity for staff to reflect on the past tumultuous year, reset our priorities, and identify successes that we can build upon.

## **2. Local and regional partnerships**

The closure of the vaccination hub at Thackray Medical Museum gives an opportunity to recognise the achievements across partners in Leeds on the vaccination programme. The Thackray has made a huge contribution to the programme, particularly at during the initial roll out, and we should be proud of all the team involved at the facility. Over 375,000 people have had a first vaccination, of which 160,000 have had a second. Across West Yorkshire over 1.1 million people have been vaccinated. These numbers demonstrate the effectiveness of partnerships and what can be achieved when primary, community, acute organisations across the NHS work together in pursuit of a shared goal. It should serve as a demonstration for future collaborative efforts and the pursuit of integrated care for people in Leeds and West Yorkshire.

Programmes within WYAAT continue to make positive progress, including continued implementation of the Laboratory Information Management System (LIMS). Congratulations are due to Len Richards, who has been appointed as Chief Executive of the Mid Yorkshire Hospitals NHS Trust. Len is succeeding Martin Barkley, after five years in the post and nearly 50 years' of dedicated service to the NHS. Len will take up his appointment at Mid Yorkshire in October and we will work closely with him as part of WYAAT.

Activity and finance plans are currently being submitted across the West Yorkshire Integrated Care System as part of NHS planning guidance. A draft ICS operational plan was submitted to NHSE/I on 6 May, which covered activity, finance and workforce plans for the first half of 2021/22. This is covered in item 13.2 on the agenda.

## **3. Research and Innovation**

I was pleased to read about the excellent work of the NIHR Biomedical Research Centre team, based at the Chapel Allerton hospital, in a report showcasing innovation with industry. The report, 'NIHR Northern BRC Collaborative: Innovating with Industry' highlights fantastic work the BRCs are doing with industry to accelerate the translation of new research for the benefit of patients, the public, and the health and care system.

Our contributions to Covid-19 research continues, with a national study on whether SARS-CoV-2 is present and infectious in faeces of COVID-19 positive people being led by Prof Mark Wilcox in Microbiology and supported by the Emergency and Infectious Disease Research Team. The study will substantially contribute to our knowledge, helping to inform infection control and environmental measures to keep us all as safe as possible.

Congratulations to Mr Ryan Mathew, Associate Professor & Honorary Consultant Neurosurgeon at LTHT, who has won the Health Enterprise East NHS Innovation Voucher competition, along with colleague Dr Heiko Wurdak from University of Leeds. Their entry was a 'Mini-brain' benchtop test, which is based on generating miniature models of patient tumours using stem cell-derived brain organoids and patient-specific tumour cells. It is really encouraging to see innovation in Leeds being recognised in such an impressive way.

#### **4. Listening and Learning**

During April and May as an Executive Team we have been meeting virtually with CSU tri teams. These meetings have been an opportunity to reflect on the past 12 months, and look ahead to the challenges and opportunities we face. It's also given the chance to thank CSU leadership teams for their efforts and for them to raise areas where they would benefit from Executive Team leadership and support. In the meetings we've had so far, we have consistently heard about the scale of the challenge teams faced and their adaptability and resilience in response. Tri teams have commented on the collaborative efforts between professions and between CSUs and it is really apparent how people have worked in the Leeds Way

On 13 May I welcomed the President of the Royal College of Physicians, Professor Andrew Goddard on a virtual visit to the Trust. Meetings were held with trainees, consultants and senior managers. We reflected on the impact of the pandemic on training, the experience of trainees and consultants during medical training and our educational leadership. It was a good opportunity to showcase good practice, learn and reflect together and hear about the engaged and motivated workforce the Trust has across medical training.

I also had the opportunity to meet with the Undergraduate Medical Education team to find out about their Microsoft's HoloLens-2 mixed reality headsets. The technology allows a clinician to deliver live-streamed remote high-quality teaching sessions in a range of clinical activities including teaching ward rounds or dedicated bedside teaching. This innovation has been useful during the pandemic and has potential to be

On 20 April I joined the Quality Improvement Network which celebrated its 1 year anniversary. Over the last 12 months the network has made a positive impact, offering facilitated networking sessions, held 3 events a month, facilitated information sharing and hosted QI training and coaching.

I have visited our new IT Service Desk team, following the successful transition to an in-house service. It was great to meet our new colleagues who are full of enthusiasm. Bringing the service in-house gives us lots of opportunities to improve, including visibility of reporting information which will help us deliver improvements for colleagues across the Trust.

In April I met with Ester Jamera to hear about her new role as Senior Project Nurse for Diversity and Inclusion within the Corporate Nursing Workforce and Education Team. This is a new role to support our ambition to improve the experience of BME staff at LTHT. Esther is leading work on the Overseas Nurse Programme and Career Clinics. Data shows that BME staff are almost twice less likely to be appointed from shortlisting. Additionally, our senior leadership is not representative of our workforce and the community we serve. It was encouraging to hear success stories coming through from these projects and colleagues moving up a pay band after previous unsuccessful attempts.

During April I was pleased to attend the General Managers virtual Time Out event, which was hosted by Chief Operating Officer Clare Smith. The event was a time for reflection and to also hear from speakers including Rob Webster CBE, Chief Executive of South West Yorkshire Partnership NHS Foundation Trust, I was pleased to close the session by thanking each of the General Managers and Associate Directors of Operations for the great work that they have undertaken throughout the pandemic and their continued contribution. It was great to discuss the challenges that lie ahead, the key role that the Trust will continue to play with partners, and the importance of looking after ourselves and our colleagues.

## **5. Celebrating Success**

Congratulations to Professor Sally Kinsey and Dr Susan Picton from Leeds Children's Hospital who have made important contributions to a special issue of the journal Cancer Epidemiology focusing on childhood cancer in low and middle income countries. This international publication highlights the high levels of missed childhood cancer diagnosis and lack of treatment in most of the world and for the majority of children with cancer globally. It is gratifying to know that even while international travel is restricted our team maintain strong international relationships and the good work continues.

Congratulations to all involved in ward moves at Leeds Children's Hospital, which has completed in April. The programme of moves has facilitated the creation of a new fit-for-purpose Children's Assessment and Treatment (CAT) Unit and brings all LGI-based children's services together under one roof in Clarendon Wing. This has been a complex process, a long time in the planning and is the result of collaborative working from teams across the Trust. Staff and patients have taken it all in their stride with great professionalism and enthusiasm.

Congratulations to those at Chapel Allerton Hospital which has been named as a National Joint Registry (NJR) Quality Data Provider for the first time after successfully completing a national programme of local data audits. The NJR monitors the performance of hip, knee, ankle, elbow and shoulder joint replacement operations to improve clinical outcomes for the benefit of patients, clinicians and industry. Meeting the targets to collect high quality orthopaedic data like this requires a strong collaborative effort from the whole team and demonstrates the high standards being met at Chapel Allerton Hospital.

Finally, congratulations to Director of Finance, Simon Worthington who became one of Leeds Hospitals Charity's "Hospital Heroes" after walking the 31.3 miles from his home in Leeds to his sister's house in Sheffield. It was a huge effort, and after 14 hours 21 minutes he deserved a long sit-down afterwards.

## **6. Consultant appointments**

I am pleased to report that I have, under delegated authority, approved the following appointments:

New consultant posts:

- Dr R Salman – Consultant in Respiratory Medicine (Asthma)
- Mr E Hannon – Consultant in Paediatric Surgery (Thoracic)
- Ms L Touil – Consultant in Plastics (Head & Neck)
- Ms A Mohla – Consultant in Ophthalmology (Medical Retina)
- Dr A Ruffle – Consultant in Paediatric Haematology & Oncology

Replacement consultant posts:

- Dr H Dearden – Consultant in Medical Oncology (Urology)
- Dr K Woods – Consultant in Infectious Diseases
- Dr F Malta – Consultant in Cellular Pathology (CT Skin)
- Dr C Walsh – Consultant in Infectious Diseases
- Miss Z Jawad – Consultant in Orthodontics
- Mr C Lowney – Consultant in Orthodontics

## **7. Publication under the Freedom of Information Act**

This paper has been made available under the Freedom of Information Act 2000.

## **8. Recommendation**

The Board is asked to receive this paper for information, and to ratify the delegated authority for the appointment of consultants.

**Julian Hartley**  
**Chief Executive**