

Chief Executive's Report

Public Board

26 May 2022

Presented for:	Information and discussion
Presented by:	Phil Wood, Chief Medical Officer and Deputy Chief Executive
Author:	Julian Hartley, Chief Executive
Previous Committees:	None

Trust Goals	
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	✓

Key points	
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 sign up to the Leeds Health and Care Partnership Memorandum of Understanding	Approval
3. To ratify the delegated authority for the appointment of consultants	Approval

1. Local and regional partnerships

The major operational challenge for our organisation and the health and care system in Leeds remains the high number of patients who spend longer in our hospitals than they need to and the resulting high occupancy levels of our inpatient beds. During April the Trust hosted a citywide Multi-Agency Discharge Event (MADE), an improvement event with our NHS, social care and third sector partners. Multi-disciplinary teams visited wards at St James's and LGI to see first-hand the challenges around delayed discharges and the number of patients currently in hospital with no reason to reside. We then had reports back from teams and discussion with Operations Directors and Chief Executives to plan improvements across the system. The scale of our citywide challenge for timely discharge and providing care in the right place at the right time for people's needs is significant, but it was encouraging to hear repeated from reports back from across the MADE teams about the commitment of clinical teams and their knowledge of patients in their care. It was also encouraging to hear consistent feedback about the areas which need to be improved and the barriers which get in the way providing the best care for patients. As a city, we have committed to some short and long-term actions to make an impact on improving the availability of health and care services for people in Leeds.

I would like to recognise the closing of Elland Road vaccination centre in March as the city moves to community-based vaccination. The centre has played a major role in the city's vaccination response, administering over 460,000 vaccinations. I would like to note my thanks for everyone who has been involved in creating and running the centre.

I was pleased to join an event hosted by the Lord Mayor of Leeds and the Leeds Health and Care Partnership to recognise and thank staff who have had leadership roles in the citywide partnership response to the pandemic. For the Trust, our work in leading the vaccination programme and Covid testing was recognised. Tim Hiles, Associate Director of Operations accepted the award on behalf of the vaccination programme. Mike Philpott, Steve Stephenson and Olorunda Rotimi accepted the award for Covid testing on behalf of the Pathology department leadership team. It was great to see these achievements recognised alongside the collaborative work right across the health and social care system in Leeds.

2. Leeds Health and Care Partnership Memorandum of Understanding

Attached to this reports is the Leeds Health and Care Partnership (LHCP) Memorandum of Understanding (MoU). The Board is asked to approve the Trust as signatory to this MOU, and to note the Leeds Integrated Care Board (ICB) Committee Terms of Reference, which is for recommendation for approval by the West Yorkshire ICB Board on 1 July 2022. A working group in Leeds and West Yorkshire have met over a number of months to develop proposals for future governance arrangements to reflect the changes to legislation set out in the NHS Bill which is due to be enacted in July 2022.

The partner organisations who are signatories to the MoU have been working collaboratively across Leeds to integrate services for some time. These partnership arrangements are being adapted to respond to the changes as outlined in the Health & Care Act 2022. The Leeds Partnership MoU has been developed with support from Hill Dickinson, who have been supporting the West Yorkshire ICS Governance Group and identified a number of areas where consistency was required across West Yorkshire. The agreement sets out the vision, objectives and shared principles of the Partners in establishing a place-based partnership for Leeds and further developing place-based health and care provision for the people of Leeds using a population health management approach, building on the progress

achieved by the Partners to date. The MoU also sets out how the Partners will work together as participants in the Partnership, including the governance arrangements. As a minimum, members of the Leeds Health and Care Place Based Partnership Committee and the partners they represent will need to sign-up to the MoU.

The Leeds ICB Committee draft Terms of Reference is the final draft that partners' governing bodies are being asked to note and support. These will be formally approved by the West Yorkshire ICB Board on 1 July 2022.

3. Research and Innovation

The Trust was delighted to host and welcome around 100 delegates and colleagues from organisation partners to Leeds as they took part in the final leg of the Israel and northern Europe trade delegation visit to the UK organised by Department for International Trade (DIT). Attendees at the event were welcomed by the Mayor of West Yorkshire, Tracy Brabin. In her opening remarks, the Mayor talked about health innovation and its importance in reducing health inequalities. The Mayor also spoke about the new hospitals being built in Leeds, the award winning Innovation Pop Up and how companies can collaborate with the Trust.

During this period the Trust has initiated a pioneering Associate Principle Investigator Scheme. The scheme is a 6 month in-work training opportunity which provides practical experience for healthcare professionals at the Trust starting their research career.

I'm delighted to share the news that for the full year March 2021 to April 2022, 648 women have been recruited or added into Reproductive Health and Childbirth Research Studies at the Trust. This is a 36% increase from the previous year. It has been really important to understand how to keep mums and babies safe with Covid and the team have worked hard to increase recruitment.

I am delighted to see that a new initiative, the Genomics Pathology Imaging Collection (GPIC) to accelerate cancer research has been launched. The collaboration between the National Pathology Imaging Co-operative (NPIC) team, based at the Trust, and Genomics England will combine digital pathology and genomic data to create a unique resource for cancer researchers. A summary article published in Nature Medicine outlines how this collaboration will build on the work of the 100,000 Genome Project which has collected genomic data and pathology samples from 15,000 participants with cancer.

4. Covid-19 Public Inquiry

The Covid-19 Public Inquiry Group has continued to meet to oversee preparations for the Inquiry. The DRAFT national Terms of Reference (ToR) were published on 10 March 2022. These have been subject to consultation, including patients and families. The final ToR have not yet been published, however our local preparations have continued.

A Group has been established to oversee the Trust's response to the Inquiry, chaired by the Chief Medical Officer. Systems and processes have been put in place to collate evidence related to decisions that were made to inform our response to the pandemic, including implementing national guidance that was published by NHSE/I and UKSHA. A governance framework has been established, co-ordinated by the Programme Management Office (PMO) with leads and key staff identified to consider the evidence that may be requested and where this will be located. A shared drive has been set up as a central repository for storing the evidence. The Group is also developing a process to

engage with key staff who have left the Trust, and those who will leave the organisation during the course of the Inquiry.

The initial local ToR that were shared with the Board in January have been refreshed in response to the DRAFT national ToR, these are attached with this report with the additions highlighted. The Trust's local ToR will be further updated when the national ToR are finalised and published.

5. Listening and Learning

As the risk from Covid-19 reduces and our visiting restrictions have been relaxed, it has been positive to get more opportunities to visit teams across the Trust during the recent period. Seeing staff and hearing about their experiences and ideas is important to me and the rest of the Board so the increased opportunities to listen and learn has been welcome.

I was pleased to spend some time with the Admissions Lounge team in Lincoln Wing at St James's. Part of the Theatres and Anaesthetic CSU. During the pandemic the Unit has supported the ICU team, serving as a medical inpatient ward and last week was functioning as an Amber surgical ward. I spoke with the team about their remarkable flexibility, commitment and professionalism. The team are keen to get back to their core function of inpatient and day case surgical admissions.

I visited the David Beevers Day Unit (DBDU) to hear about their Perfect Starts Event. The event is a collaboration between the DBDU team, Theatres & Anaesthesia and Abdominal Medicine & Surgery with support from our Leeds Improvement Method Team. The focus of the event was on starting theatres in Geoffrey Giles on time, , which will have benefits in increasing the number of operations we can do each day and patient and staff experience.

I was pleased to meet with the team responsible for delivering an exciting study into the use of Virtual Reality Distraction Therapy (VRDT) at Leeds Children's Hospital. Virtual reality is being used as a means of distracting patients from painful and uncomfortable procedures such as dressing changes, injections, taking bloods and even minor surgical procedures.

I visited the Primary Care Advice Line (PCAL) team in their operations centre in Gledhow Wing at SJUH. PCAL work with GPs, Yorkshire Ambulance Service (YAS) and other partners to ensure patients get the right care, in the right place – diverting thousands of patients from our Emergency Departments. The Advice lines, staffed by Registered Nurses and non-clinical coordinators, give GPs and other health professionals immediate, direct telephone access to acute services at our hospitals. Last year the team answered almost 60,000 calls, diverting more than 45,000 patients from ED.

I was very pleased to make the opening comments at our Consultant Development Day. The virtual conference gives those in the first year of a consultant post at the LTHT an opportunity to interact with experienced clinical faculty from across the Trust. It also highlights opportunities to get involved in teaching and research as well as sharing best practice on management and leadership responsibilities.

I was pleased to catch up with some of our consultant neurosurgeons who have been kind enough to allow the production team filming for the next BBC series of Hospital an insight into their work. The production team, our communications team and staff and patients

involved in filming have worked really well together and I am very much looking forward to seeing the stories told in full when the series airs.

I took the opportunity to speak with the teams in our Adult and Paediatric Emergency Departments and the Children's Assessment Unit at the LGI to hear about the pressures they have been facing recently with increased demand for the service. The team are working in incredibly difficult conditions and it was encouraging to hear how the teams have really pulled together in The Leeds Way despite the high demand. I was pleased to hear praise for the Security team, which now holds a 24-hour presence in the EDs, making colleagues feel much safer.

During May we were visited by Kate Straughton, the President of the Faculty of Physician Associates. I was pleased to meet Kate and we talked about the high value we place on our physician associate (PA) roles here in Leeds and our future aspirations for the profession. Kate went on to meet with consultants Hamish McLure and Sunjay Jain to learn about the PA workforce model at LTHT.

6. Celebrating Success

Congratulations to members of our Estates and Facilities Department who were winners and shortlisted finalists at the Health and Estates Facilities Management Association Awards. The Sustainability Energy & Waste team won Team of the Year and the Patient Environment Action Team and Senior Leadership Team were shortlisted for the Efficiency and Improvement Award and Team of the Year award respectively.

I was pleased to hear about the national award win by the team at the Leeds NIHR Biomedical Research Centre, for their pioneering work in streamlining the diagnosis of giant cell arteritis. The team received a Best Practice Award from the British Society for Rheumatology which celebrates innovative projects that make a difference to the lives of rheumatology patients.

7. Consultant appointments

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

New consultant posts:

- Dr Devina Gogi – Consultant in Ophthalmology
- Dr Peter Ellery – Consultant in Cellular Pathology
- Dr Archana Soman – Consultant in Paediatric Palliative Medicine
- Dr David Finn – Consultant in PICU
- Dr Khurram Mustafa – Consultant in PICU
- Dr Iestyn Shapey – Consultant in Pancreatic Surgery

Replacement consultant posts:

- Dr Lydia Green – Consultant in Paediatric Neurology
- Dr Micheal Taylor – Consultant in Paediatric Neurology

8. Publication under the Freedom of Information Act

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

9. 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