



Chief Executive's Report

Public Board

30 July 2020

Presented for:	Information and discussion
Presented by:	Julian Hartley, 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 ratify the delegated authority for the appointment of consultants	Approval

1. Covid-19 Response and Recovery

In my reports to the Board in March and May I have reflected on our response to the coronavirus outbreak, our ongoing management of it and our plans for recovery. Presently, I am encouraged by two main areas. Firstly, that the infection rates continue to reduce and the number of patients in our hospitals has dropped and continues to remain much lower than at the peak of the virus. We must be vigilant in our monitoring and preparations for a potential resurgence in this virus, but the lower numbers are positive news when compared to the situation earlier in the pandemic. Secondly, I am encouraged by the progress being made across the Trust to adjust to our 'new normal' and take action to increase the amount of services we can provide to patients. Teams have continued to be proactive and responsive in establishing patient pathways, reopening operating theatres, configuring testing regimes, and resuming treatments. We are in a good position to continue to make progress in recovering our services and treating patients.

As I have stated previously, the response to Covid-19 is a marathon not a sprint, and I am confident we are as well placed as any NHS Trust in the country to do the best for our patients.

2. Racism and discrimination

There has been a significant focus during the last two months on the experiences of ethnic minorities, with the #BlackLivesMatter movement and the impact of Covid on different communities. There is no place for racism and discrimination in the world and there is certainly no place for it in the NHS and within LTHT. Despite this, our BME colleagues experience racism in different forms on a day-to-day basis and this is something we all must work together to stop.

In the Trust we are fortunate to have a proactive and thriving BME Staff Network, which has been instrumental in leading our response to Covid-19 and improve the experiences for BME colleagues. The network has grown over the last two months and now has more than 500 members. It has been working tirelessly with our HR team and other colleagues to shape our 'Positive Action' plan which aims to encourage supportive and honest conversations between managers and staff who have concerns that their ethnicity may mean they are at increased risk from Covid-19.

On 7 July I was delighted to be invited along with Jenny Lewis to talk at the BME Staff Network. I spoke a little about my career journey from being a teacher to joining the NHS graduate management scheme and we were also honoured to hear from Memory van Beek who talked about living in Zimbabwe and her move to the UK and career in nursing. There were some clear differences in the way we'd been treated during our separate career journeys and listening to stories like Mem's is an important way of highlighting the prejudices and unconscious biases that still exist within our society. Throughout the rest of the meeting we discussed some of the work that our Network has been involved with to support colleagues from BME backgrounds I was really pleased to hear of the progress being made and I'm reassured of the commitment by teams across our Trust to continue with this important work.

I was also pleased that during July our Chair, Linda Pollard, and I were able to join Leeds civic leaders and sporting legends in signing up to a joint statement showing our

commitment to work together to end racism and discrimination, which was shared across organisations and the media in the city.

It is vital that we listen to and acknowledge the experiences of our Black and Minority Ethnic colleagues and commit to work together to make the necessary changes we need to make individually and as a collective to achieve race equality. We know there is still much to do.

3. Local and regional partnerships

I have attended local and regional partnership meetings as we work with colleagues across Leeds and West Yorkshire to respond to the Covid-19 pandemic and plan our recovery. On 17 June I attended the Health and Wellbeing Board and on 9 July we had a Health and Wellbeing Board to Board meeting, both of which have representatives from across the NHS, local government and the voluntary and community sector. We have also given representation three times at the Leeds Adults and Health Scrutiny Board. At these meetings we discussed the partnership response to Covid-19, the learning from it and the preparations in place for the next stages of responding to the pandemic.

The West Yorkshire Association of Acute Trusts (WYAAT) has proved a hugely valuable network during the Covid-19 response, putting in place regionally coordinated efforts in PPE procurement, testing capacity and supporting the NHS Nightingale Yorkshire and the Humber project, amongst other collaboration. I have met with colleagues on the WYAAT Programme Executive Group ahead of the WYAAT Committee in Common on 28 July.

Through partnerships across the West Yorkshire Integrated Care System, membership of reference groups with NHS England and representation through national groups with our Chair, I have continued to plan for and give perspectives from LTHT on how the NHS can best recover from Covid-19. Given the amount of change happening in response to the pandemic, it is important that we, as a large acute Trust respond to policy change and inform decisions in the best interests of our patients.

4. Building the Leeds Way

The Building the Leeds Way programme continues to make good progress. During July we have launched a survey on the new hospitals at the LGI. Feedback from the public and our staff is important to help us build new hospitals suited for their needs, as we think about how best to design the clinical space, the hospital environment, how we use technology and new ways of delivering treatment and care. The survey is available on the Trust website (www.leedsth.nhs.uk/about-us/building-the-leeds-way/).

5. Excellence in Practice programme

On 16 July I was pleased, alongside Chief Nurse Lisa Grant, to welcome 80 nurses, midwives and Operating Department Practitioners (ODPs) to the first study day for the Excellence in Practice Programme. The Leeds Excellence in Practice Programme enables our practitioners to evidence the skills and competencies developed in their clinical areas, whilst also undertaking areas of development in the Leeds Improvement Method, Compassionate Leadership and in our Respectful Behaviours.

There have been two more virtual study days in July with 230 nurses, midwives and ODPs attending. The participants will then go on to complete their portfolios of evidence which will culminate in a celebration of their hard work and excellence later this year. They will be presented with the Leeds Excellence in Practice badge as recognition of their excellence.

6. NHS72

On 5 July we celebrated the NHS' 72nd birthday, which had particular resonance this year because of the efforts of NHS staff during the Covid-19 pandemic and the wave of public support received.

Staff turned out in force outside our hospitals for a special "Clap for Carers" at 5pm on 5 July, and were supported by the police, ambulance and fire service, as well as the public. Our Chair, Linda Pollard, and I marked the NHS anniversary by featuring in a video thanking the staff and the public. The celebrations received attention in the media and social media and it was great to see well deserved attention given to staff across our Trust.

7. New appointments

I am delighted to welcome new appointments in our medical directorate and nursing teams. Dr John Adams will be our new Medical Director for Governance and Risk, Dr Hamish McLure will be our new Medical Director for Professional Standards and Workforce Development, Mr Steve Bush will be our new Medical Director Operations (Unplanned Care) and Helen Christodoulides has been appointed as our Deputy Chief Nurse. All appointees have shown fantastic leadership in various roles across LTHT and I know the experience and energy they will bring to their new roles will be a great asset to the Trust as we deliver continued improvements in these important areas.

8. Consultant appointments

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

- Dr R Smith – Consultant in Paediatric Palliative Medicine
- Dr A Wood – Consultant in Elderly Medicine
- Dr S Nair – Consultant in Elderly Medicine
- Dr L Cook – Consultant in Elderly Medicine
- Dr S Ananthanam – Consultant in Elderly Medicine
- Dr L Walker – Consultant in Paediatric Respiratory & PCD
- Miss R Dawson – Consultant in ENT (Head & Neck Cancer)
- Dr O'Cofaigh – Consultant in Infectious Diseases
- Mr V Upasani – Consultant in Liver Transplant
- Dr J Baren – Consultant in Radiology (MSK)
- Dr J Stephenson – Consultant in Cellular Pathology
- Dr M Suliman – Consultant in Anaesthetics (Paediatric Cardiac)
- Dr A Sengupta – Consultant in Cardiology (ICC/Imaging)
- Dr E McQueen – Consultant in Paediatric Medicine
- Dr L Boullier – Consultant in Paediatric Medicine

- Dr J Chan – Consultant in Paediatric Medicine
- Dr E Curran – Consultant in Palliative Care at Wheatfields
- Dr L Wyld – Consultant in Palliative Medicine
- Dr K Warburton – Consultant in Dermatology
- Dr B Mercer – Consultant in Cardiology (EP)
- Dr L Joseph – Consultant in Clinical Oncology (Lymphoma/Urology)
- Dr F Sung – Consultant in Clinical Oncology (Lung/Sarcoma)
- Dr P Karthikeyan – Consultant in Paediatric Hepatology
- Dr N Ruth – Consultant in Paediatric Hepatology
- Dr H Whitehouse – Consultant in Dermatology (Allergy)
- Dr A Kanny – Consultant in Haemostasis & Thrombosis
- Dr J Tannant – Consultant in Haemostasis & Thrombosis

9. Listening and learning

During June and July, we have been undertaking a Covid-19 learning exercise through our Wayfinder crowdsourcing platform. We asked all staff in the Trust to submit their feedback on what worked, what could be improved, and what we need to change based on our learning from our collective response to Covid-19. It was a terrific demonstration of The Leeds Way in action with 362 ideas suggested by colleagues, generating more than 700 comments and almost 12,000 votes. Ideas were wide ranging and covered improvements in patient experience, flexible working, communications and health and wellbeing. It is important now that we embed these improvements and make the most of the energy that is around for making change happen.

As the number of patients with Covid-19 has reduced in our hospitals, it has been good to begin visiting teams around our sites. During July it was great to have a brief, socially distanced visit to Chapel Allerton with Head of Nursing, Vivien Lewis and Shouvik Dass, one of the Clinical Directors. I had the chance to meet with colleagues and hear about the work they have been doing in response to the pandemic and their part in the recovery. I've also been able to visit the Infectious Diseases unit to understand their work on Covid-19 results and visited the Safeguarding team before Leeds Safeguarding Week in June. I am looking forward to being able to visit more teams across the Trust, as social distancing allows.

I have been pleased to see the launch of Staff Connect, our new internal communications app. We have heard from staff that they receive too many messages not relevant to them, and people would like more flexibility in the way information is received. Staff Connect helps to do that, and an interactive platform people can access on their phones people can share and respond to information most relevant to them. 30% of Trust colleagues downloaded the app or accessed it on desktops in the first few weeks of launch and I am looking forward to seeing the potential it has to improve our communication with each other.

10. Celebrating success

During the past few months I have been recognising staff teams who have 'gone the extra mile' in my weekly email to staff. In our challenging times, there have been lots to mention. The team at Leeds Dental Institute (LDI) has been key to testing patients and staff, swabbing over 3,000 symptomatic staff and household contacts and managing over 6,230 test results. The procurement team have worked with all NHS organisations

across the region always been able to find an answer to any problem. The demand has been huge and the team have sourced 30,000 pairs of goggles, 50,000 plastic visors, over 130,000 sterile gowns and 5.2 Million gloves. As ever, our Estates and Facilities teams have risen to the challenge. Improving oxygen and ventilation engineering systems, delivering the NHS Nightingale Yorkshire and the Humber facility, introducing new cleaning regimes and relocating wards and services. Our 44 strong Patient Experience Team have managed a wide range of activities including complaints, PALS, volunteering, the bereavement service, interpreting, and patient information. All of which have had significant demands on them due to Covid and the team have dealt with them all sensitively and skilfully. I know there are countless more examples across the Trust.

Congratulations to the LTHT maternity team who have been named WaterWipes Maternity Team of the Year by the Royal College of Midwives. The team has worked for a decade to improve outcomes for BAME and vulnerable women in Leeds. The multidisciplinary team consists of two midwives, two bilingual maternity support workers, a team co-ordinator and an Female Genital Mutilation specialist midwife, and is supported by two specialist midwives who focus on infant feeding and domestic violence.

Well done to Dr Michael Ho, Consultant Maxillofacial Oncology, who has been given the national lead role in the Quality and Outcomes in Oral and Maxillofacial Surgery initiative from the British Association of Oral and Maxillofacial Surgeons.

Congratulations to Nick Clark, Senior Communications Officer, for winning the 2020 Alpine Fellowship international writing prize Nick's short story 'Let the Wild Ones Pass Through', which sets these themes against the backdrop of forest fires in Canada, was chosen as the winner of the Writing Prize after thousands of entries from around the world. A special prize-giving ceremony in London is planned later this year.

Credit is due to Alison Tatterson and Carolyn Parsons in our payroll service, who have both celebrated 40 years working for the Trust and its predecessors. A great achievement, and amazing to find out they went to school together and started work here within three days of one another in 1980!

On 30 June I attended our Junior Doctor Appreciation Event and we announced the winners and runners-up of this year's Junior Doctor Awards. From Quality Improvement and collaboration to teaching and training, the level of excellence, commitment and hard work on show has made me very proud of our medical trainees and their contributions to our hospitals. Thanks to the work of our Clinical Leadership Fellows and Emma Drydon, Chief Registrar and Chair of Junior Doctor Body for organising virtual event.

During July we would have held our annual Time To Shine awards. It would have been a great chance to celebrate the work of our teams throughout the past year. Sadly, due to the pandemic it has not been possible this year, but we still have lots of fantastic nominations and we are looking at alternative ways in lieu of our annual awards ceremony to recognise the efforts of staff this year.

11. Research and Innovation

It has been very positive to see the trust continuing to be at the forefront of research and innovation, particularly in relation to Covid-19.

Our Covid-19 research celebrated success in July when it was announced that low-dose steroid treatment dexamethasone drug can help save the lives of patients seriously ill with coronavirus, following the Trust supported RECOVERY Trial. Research performed by scientific and clinical staff in Immunology/Transplant Immunology and Renal Medicine has identified an immunogenetic risk factor that increases susceptibility to SARS-CoV-2 infection (Covid-19). The Trust is also now taking part in the national trial of convalescent plasma as treatment for the coronavirus. The trial is examining whether this plasma can improve a Covid-19 patient's speed of recovery and chances of survival.

Other research and innovation has continued. Notably, we will be one of the first Trusts in the North of England to revolutionise their prostate biopsy service for men with suspected prostate cancer, with the introduction of a dedicated ultrasound machine and bespoke procedure chair, funded collaboratively between the Trust and the West Yorkshire and Harrogate Cancer Alliance.

Congratulations also to Dr Kathryn Twentyman, one of our interim Foundation Doctors who won the Royal College of Radiologists Steven Carstairs Undergraduate Research Prize for a study she conducted as part of her University of Leeds ESREP project

12. Annual General Meeting

Due to restrictions around Covid-19, we will be unable to host this year's Annual General Meeting (AGM) in the usual way and so will be making it available online. Our virtual AGM will be available online at www.leedsth.nhs.uk/AGM from 1pm on Wednesday 23 September 2020.

On the day, the website will feature videos from Linda Pollard, Chair, myself and Simon Worthington, Director of Finance, about the last year at Leeds Teaching Hospitals and our plans for the future.

In advance of our AGM, the Annual Report and Accounts will be uploaded to the website. There will be a dedicated email address for people to submit questions by midday on Monday 7 September 2020. These will then be answered on the website. We will be contacting stakeholders in the coming weeks and publicising our virtual AGM through internal communications, on the website and on our social media channels.

13. Publication under the Freedom of Information Act

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

14. 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