

Chief Executive's Report

Public Board

Thursday 25th May

Presented for:	Information and Discussion
Presented by:	Professor Phil Wood, Chief Executive
Author:	Professor Phil Wood, Chief Executive
Previous Committees:	NONE

Our Annual Commitments for 2023/24 are:	
Effectively develop and deploy new assets (buildings, equipment, IT)	✓
Reduce healthcare associated infections	✓
Improve staff retention	✓
Deliver the financial plan	
Reduce average length of stay by 0.5 days per patient	✓
Achieve the Access Targets for Patients	✓
Support a culture of research	✓

Risk Appetite Framework				
Level 1 Risk	(✓)	Level 2 Risks	(Risk Appetite Scale)	Impact
Workforce Risk	✓	Workforce Retention Risk - We will deliver safe and effective patient care, through supporting the training, development and H&WB of our staff to retain the appropriate level of resource to continue to meet the patient demand for our clinical services	Cautious	Moving Towards
Clinical Risk	✓	Research, Innovation & Development Risk - We will deliver agreed minimum research and innovation priorities with health, social care, voluntary, education and private sectors	Minimal	Moving Towards
External Risk	✓	Strategic Planning Risk - We will deliver Our Vision "to be the best for specialist and integrated care" through the delivery of a set of Strategic Goals and operating in line with Our Values.	Cautious	Moving Towards
External risk	✓	Partnership Working Risk - We will maintain well-established stakeholder partnerships which will mitigate the threats to the achievement of the organisation's strategic goals.	Cautious	Moving Towards

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

I would like to open this report by acknowledging all colleagues who were involved in the industrial action which has taken place during this period. Responding to industrial action takes a huge amount of coordination and teamwork and our services have remained safe throughout. Taking the decision to strike is not taken lightly and I am grateful to colleagues across the organisation for continuing to support each other in the Leeds Way, and always having our patients at the centre of all we do.

In my report to the Board in March I provided our revised Trust mission statement, strategic priorities, multi-year goals and annual commitments. Our teams within Clinical Service Units and corporate departments are currently undergoing strategic planning exercises to review the annual commitments and to make plans for how they can contribute to the annual commitments and prioritise their work accordingly. Each Executive Team member is partnering with teams to undertake this planning and act as a coach for embedding the Leeds Improvement Method within this work.

Upon my appointment as Chief Executive, the Trust Chair asked that I consider the appointment of a Deputy Chief Executive. I am pleased to confirm that Clare Smith, Chief Operating Officer, has taken on the role of Deputy Chief Executive for the Trust as from 15th May 2023. Clare will deputise for me in meetings and undertake a range of other responsibilities when I am not available. Clare will carry out this role alongside her responsibilities as Chief Operating Officer for the Trust.

1. Focus on care quality, effectiveness & patient experience

During this period, it has been encouraging to see improving performance in several key areas. In emergency care, our teams continue to perform well for ambulance handover times, with LGI placed 1st out of 183 hospitals with a mean handover time of 8mins and 50 seconds and SJUH placed 5th out of 183 hospitals with a mean handover time of 11 minutes and 13 seconds. Alongside this, our Emergency Care Standard performance is improving; during March performance against the four-hour standard was 74% which is above the national average of 69%. There remains much room for improvement within the Trust and with our health and social care partners to enable timely access to emergency care and timely discharge from hospital, but these improvements in ambulance handover and waiting times make a big difference to the experience and outcomes for our patients.

In elective care, we are making positive progress on reducing long waits for patients. We have no more 104-week waits in the Trust following a position of 409 in January 2022 and we are finalising plans to remove 78-week waits by June 2023 from a high of 1705 patients in September 2021. In addition, our 62-day Cancer backlog has decreased from 426 patients at the beginning of the year to 268 at the beginning of May, and our 2-week wait performance has improved from 63% to 91% over the past 12 months. We still have much to do to improve waiting times for our patients, but this progress gives encouragement about what is being achieved by our teams.

2. Develop integrated partnership services

On 25th April I attended the West Yorkshire Association of Acute Trusts (WYAAT) Committee in Common. The meetings reviewed the financial position across the system, the cancer and elective recovery plan for West Yorkshire and a draft strategy for WYAAT.

On 16th May I attended a launch event for the HomeFirst Programme, previously known as the Intermediate Care Redesign Programme. This event was to formally launch the programme, for which I am the Senior Responsible Officer, , and to engage with staff from across the partnership in Leeds to get their ideas and input to the changes proposed within projects.

As part of my induction into my new role as Chief Executive, I have been meeting MP's who represent constituencies across Leeds. During this period, I have met with Richard Burgon, MP for Leeds East, Hilary Benn, MP for Leeds Central, and Alex Sobel, MP for Leeds Northwest. I have also had opportunity to meet with the Mayor of West Yorkshire, Tracy Brabin.

I was pleased to welcome WYAAT colleagues, the National Pathology Imaging Cooperative (NPIC) and partners from Leica Biosystems to a special event at the Thackray Museum of Medicine. We reflected on the progress we have made to establish a full digital network to pathology services in West Yorkshire and Harrogate. The digital network is being deployed across WYAAT partners, connecting pathologists, and transforming our diagnostic capabilities. This event reflects the importance of collaboration on innovative technologies and highlights our continuing commitment to bring innovation to our services and patient care. I was also delighted to hear that the NPIC network has further expanded with the addition of the North Central London pathology region, which includes University College Hospitals, Great Ormond Street Hospital, Moorfields Eye hospital and the National Neurology Hospital.

3. Deliver continuous improvement and Inclusive Research

In March I was delighted to open the Leeds – Norway Growing HealthTech Partnership event at the Nexus Centre, University of Leeds. The event was organised by the Trust's Innovation Pop Up team and welcomed a delegation from Norway and Sweden. This two-day event showcased the Trust's Research and Innovation infrastructure to national and international audiences.

We hosted a visit from NHS England's Chief Commercial Officer, Jacqui Rock. Jacqui met with members of the senior team to discuss the Trust's estates strategy, procurement, current supply challenges and the Scan4Safety programme. The day started with a tour of St James's, and the new Pathology development. Together with Director of Finance Simon Worthington, I had the opportunity to share the Trust's aspirations for the Hospitals of the Future development and discuss the plans of the digital-first approach along with the sustainability and environmental goals.

Our Trust Chair Linda Pollard and I welcomed Ed Anderson, Lord Lieutenant for West Yorkshire and John Robins, Chief Constable of West Yorkshire Police. They were updated on our new hospital plans and our work to bring innovations to front-line care at our Innovation Pop Up. It was fantastic to receive further support and advocacy from our partners within the region.

I was invited to attend the opening night reception of Digital Universities UK hosted by University of Leeds and Times Higher Education. The four-day event brought together more than 500 higher education, industry and policy leaders across the UK to exchange knowledge and discuss how to most effectively instigate and embed digital transformation into teaching, learning and assessment, the student journey and research impact. Our collaboration with University of Leeds is integral and to our junior doctors and their education here at the Trust. I also gave the keynote speech to members of the health and care section of TechUK, emphasising the opportunities for digital innovation in healthcare here in Leeds.

I am pleased to announce that the Trust's Facilities team has invested in innovative, next-generation hydrogen peroxide vapour (HPV) decontamination equipment. The 14 new devices feature HPV technology that can reduce viruses and bacteria to safe, non-infective levels and help reduce healthcare associated infections, which is one of the seven annual commitments for 2023/2024.

I was really pleased to officially open our new MRI SIM machine in situ in Bexley Wing. This machine will transform the way we provide treatment to cancer patients and increase our MRI capacity across the Trust. The MRI SIM has been funded thanks to a charity appeal by Leeds Hospitals Charity, and I was joined by some of the donors who contributed to this brilliant piece of equipment.

4. Support and Developing our People

It was good to meet colleagues from Pathology who held an information stall in Bexley Wing as part of Healthcare Science Week in March. The week brings together over 50 scientific specialised services and professional groups to celebrate and raise awareness of this diverse NHS workforce. Healthcare science plays a vital role in the diagnosis, prevention and treatment of disease so it was fantastic to meet the team.

Along with our director of Estates and Facilities, Craige Richardson, I met with members of the Security team, followed by a visit to the Facilities Hub to meet the team trained in CCTV control and dispatch. So much incredible work goes on behind the scenes by both teams to help keep our hospitals safe for staff, patients and visitors.

We celebrated Nutrition & Hydration Week in March. Myself and Interim Chief Nurse Helen Christodoulides enjoyed visiting the Nutrition and Dietetic team. It was interesting to find out more about the Trust's new Nutrition Mission and we also had the opportunity to sample some of our patient food.

I was delighted to visit the Radiotherapy Department to catch up with the team and hear about their recent successes and ambitions for the future. The last few years have seen some great developments within the department including the replacement of 12 Linacs and the installation of new dedicated equipment, as well as their exciting plans to develop the service for patients across the region.

I was pleased to be invited to meet the PALS team. The PALS team are the main contacts for patients and relatives who wish to raise concerns and complaints. They ensure that our patients always have someone they can rely on to help with any concerns they may have. Receiving 7000 contacts last year makes for a very busy team and PALS are such an important cog in the wheel of our complaints process.

I had the honour of officially opening the new Wakefield Breast Screening Centre, located in Wakefield's Trinity Walk Shopping Centre. The centre opens as part of the extended Leeds and Wakefield Breast Screening Service, which screens more than 180,000 women aged 50-70 years old every three years. Special mention is also needed as the team have accomplished a zero backlog from a 12000 strong waiting list back in 2020.

I met with the Royal Horticultural Society to hear about the plans for a healing garden at St James's Hospital. The team spoke passionately about the garden and the 3-year health and wellbeing activity programme.

March involved the start of Ramadan, and I was privileged to be invited to observe Friday prayers at the Faith Centre in Bexley Wing and learn about the experiences of Muslim Staff who are fasting for Ramadan whilst coming in to work. It was a wonderful opportunity to learn first-hand about how our Muslim colleagues balance observing their faith alongside their daily work. I was also able to attend the Eid Celebration pop-up event. Eid al-fitr commemorates the end of Ramadan and it was a great opportunity to learn more about this celebration.

I was delighted to be invited to the opening of the new Immunology new day unit, located in Beckett Wing. This new unit increases their outpatient numbers with further increase in the

coming months once they install all the equipment. Immunology/Allergy is a very fast-growing service and is the centre for excellence in rare diseases and it was great to meet colleagues.

I met with the Viral Hepatitis team to learn more about their work to ensure all patients are able to receive the life-changing medication they need, whatever their background. 90% of people infected with Hepatitis C have a background of IV drug use. A Patient Group Direction has been developed to enable the Viral Hepatitis CNS service to administer Nasal Naloxone for known or suspected opioid overdose in the community. This has been an in-depth piece of work, working with many different departments to ensure patient/public/staff safety is maintained whilst aiming to deliver the widening of the availability of naloxone. It was fantastic to meet some of the team behind this project.

It was great to meet the CEO of Candlelighters charity Emily Wragg in April. LTHT and Candlelighters have an excellent collaboration and it was a delight to hear about current projects that benefit our patients and families.

I opened the Oncology Away Day which was an opportunity for senior leaders in the CSU to get together alongside the new triumvirate team and new clinical leads. They were able to use the day to build on the work they have started on our 7 annual commitments, how Oncology contributes to them and how this can be shared with the wider oncology team. It was great to see a wide range of staff members attending to collectively come together to drive forward improvements and advances for our cancer patients.

It was an honour to speak at the Leeds Hospitals Memorial Event at Kirkstall Abbey in April. This ceremony of remembrance was a chance for people to come together to celebrate the lives of loved ones who are no longer with us. The event was particularly moving for those who lost relatives and friends during the Covid pandemic and may not have been able to say goodbye or remember them in the way they would have wished.

5. Sharing Success

It was great to be a part of the first 'Celebrating Admin' awards within the Trust on 27th April. These awards have been established to recognise the high-quality work done by administrative staff across the Trust who do such vital work to help provide high quality care for our patients. There were hundreds of nominations received; well done to all those nominated and award winner, and to those involved in organising such a positive event.

Congratulations to the North East & Yorkshire Genomics Laboratory Hub. They have been awarded Pathfinder status in the flagship genomics project: Cancer 2.0, to explore novel sequencing technology for earlier diagnosis of cancer. If the project is successful, it will help to lead the way with establishing how the third-generation sequencing could be rolled out across the NHS for oncology. This is a great innovative piece of work for the team to be involved in.

Congratulations to Megan Monks, Senior Payroll Officer, who received the Rising Star award at the National Payroll Awards Conference 2023. Also recognised was Wendy Green, Senior Payroll Officer, nominated in the Payroll Professional of the Year category. Well done to Megan for her win and to Wendy for getting to the final stage. Also, a huge congratulations and thank you to the Pensions team, who presented their award-winning online pre-retirement course live at the conference. The team received great feedback from the conference delegates.

Congratulations to Dr Rani Khatib and colleagues on being highly commended at the HSJ Partnership Awards. The collaboration Dr Khatib has been leading on with Boehringer Ingelheim was highly commended in the Best Pharmaceutical Partnership category.

Congratulations to our Procurement Team who have scored in the 'best' category after an assessment of the team and services provided, focusing on delivering the best value for goods and services across the Trust. I know that the accreditation was a great opportunity

for the team to understand where they excel, and where we can work to improve. This a much-deserved recognition.

Congratulations to the Facilities Patient Catering Team for featuring in the Patient-Led Assessments of the Care Environment's (PLACE) top 10 for patient food in healthcare settings across England. It's a challenging task serving over 2,000 meals, three times a day to our patients, so this is an excellent achievement for the team and LTHT.

Congratulations to Professor Peter Lodge, Transplant Surgeon and Clinical Director for Leeds Cancer Centre, who has received a lifetime achievement award from the Great Britain and Ireland Hepatobiliary Association. It recognises the efforts Peter has made in expanding the boundaries in liver surgery and shaping many surgeons who provide services today all around the world.

Congratulations to Dr John Steele, Clinical Director for the Centre for Neurosciences and Consultant in Oral Medicine who has been elected to the role of President of the British and Irish Society for Oral Medicine (BISOM) for a two-year period.

Congratulations to Mark Songhurst, Project Manager for Scan4Safety, who was awarded the Public Service Alumni Award at The Anglia Ruskin University.

6. Consultant Appointments

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

New consultant posts:

- Mr Tristan McMillan – Spinal Surgery
- Mr Grant Zhou – Colorectal Surgery

Replacement consultant posts:

- Dr Islam Elsisy – Cardiology (ECHO)
- Dr Mikey Ewens – GUM
- Dr Susie Jacobs – Gynaecology (LCRM)
- Mr James Livermore – Neurosurgery
- Dr Khine Phyu – GUM
- Dr Caroline Young – Cellular Pathology (GI/Pancreas)

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.

Professor Phil Wood

Chief Executive