

Chief Executive's Report

Public Board
Thursday 25 January 2024

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 Supply Risk - We will deliver safe and effective patient care through having adequate systems and processes in place to ensure the Trust has access to appropriate levels of workforce supply.	Cautious	↔ (same)
Operational Risk	✓	Business Continuity Risk - We will develop and maintain stable and resilient services, operating to consistently high levels of performance.	Cautious	↔ (same)
Clinical Risk	✓	Patient Safety & Outcomes Risk - We will provide high quality services to patients and manage risks that could limit the ability to achieve safe and effective care for our patients.	Minimal	↔ (same)

Financial Risk	✓	Change Risk - We will deliver change aligned to the Trust's strategy on time and to budget with benefits achieved and no significant adverse impacts, focussing on the delivery of large-scale capital developments and waste reduction programmes.	Cautious	↔ (same)
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	↔ (same)

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		To ratify the delegated authority for the appointment of consultants

I would like to open this report by officially welcoming our Executive Director of Nursing and Quality Assurance (Chief Nurse) Rabina Tindale who commenced her role on 2nd January 2024. Rabina will be continuing her accomplished career in nursing leadership and will be returning to Leeds where she spent her early nursing career. I want to thank Jackie Murphy who joined us out of retirement as interim Chief Nurse for three months before Rabina joined us.

Following from the last update at November's Board, the Trust has officially signed up to the Domestic Violence and Sexual Violence (DASV) Charter that was shared by NHS England (NHSE) in September 2023. This provides a robust framework and assurance that Leeds Teaching Hospitals NHS Trust (LTHT) is committed to safeguarding for all our staff and patients. A DASV steering group has now been implemented with a purpose to implement the DASV Programme and to identify, analyse, and mitigate DASV so far as is reasonably practicable within LTHT in line with its duties under legislation. This steering group will be chaired by Jenny Lewis, Executive Director of Human Resources and Organisational Development.

We had a further two rounds of joint junior doctor strikes at the end of December and start of January. As always, I am extremely proud of all our staff whose efforts continue to keep our patients safe and demonstrate the Leeds Way through their collaborative working during these challenging periods. We respect the right of all those who wish to take part in Industrial Action.

On 13th December the Trust Board approved LTHT's annual Financial Plan for 2024/25 which builds on our Five-Year Financial Plan. There remain significant challenges across the Organisation and LTHT must remain adaptive in response to these pressures and our annual plan provides a flexible framework to support this. The annual plan was developed in advance and in anticipation of any national planning requirements from NHSE. It is in line with our process from last year and provides consistency in our strategies and plans across our key partners in the Leeds system and West Yorkshire Integrated Care System (WY ICS). To support this further, we have also developed CSU level activity plans to form the basis of our operational planning. We have identified a total Waste Reduction Target requirement of £116.5M for 2024/25 with a planned Capital spend of £103M. The phasing of the Income and Expenditure plan and delivery of our breakeven plan in 2024/25 is an integral part of our five-year plan which builds the financial foundations for the opening of the New Hospitals, strengthened Waste Reduction Programme

(WRP) governance and monitoring, in light of the significant financial challenge for the year ahead with any risks associated.

I am also delighted to announce that I have taken on the role as Chair for the Leeds Academic Health Partnership and Senior Responsible Officer for Cancer across the West Yorkshire Association of Acute Trusts (WYAAT), working with the West Yorkshire Cancer Alliance. Both roles align with our strategic objectives, and I look forward to the benefits that these new opportunities will bring the Trust.

1. Focus on care quality, effectiveness & patient experience

The Trust submitted a business case for an Elective Care Hub at Chapel Allerton Hospital, with a proposed investment of £27M, which was initially supported by NHSE and Department of Health and Social Care (DHSC). In November 2023, the Trust received disappointing news that the funding for the scheme was no longer available at this time, following a decision by the (previous) Secretary of State. The scheme remains a strategic priority for the Trust as a key enabler to help us meet current and future healthcare challenges and the Trust is continuing to explore alternative funding options. The scheme will therefore remain in Assets under Construction until a way forward has been agreed.

As part of our work with the HomeFirst Programme, colleagues on ward J16 are trialling some new pathways for long-stay patients. Recently they have successfully achieved an 83% reduction in “No Reason to Reside” patients’ length of stay from a previous average of 10 days. Reducing length of stay makes a huge impact on a patient’s hospital experience reducing their risk of infection and deconditioning.

The Trust has now officially opened the new Same Day Emergency Care (SDEC) department alongside the Emergency Department at St James’s Hospital (SJUH) Chancellors Wing. Opened in December, the project is part of a £5.5M capital scheme designed to maximise patient pathways in the Emergency Department and provide a modern, purpose-designed environment for both patients and staff.

In December Trust Chair Dame Linda Pollard and I added our signatures to the NHS smokefree Pledge. This is an ongoing commitment by the Trust to help patients and staff who have a dependency on tobacco and smoking. The aim is to support patients and staff and work collaboratively with partners locally and nationally to reduce smoking prevalence and ultimately supporting our continuing work with health inequalities.

Chapel Allerton Hospital and Leeds General Infirmary (LGI) have been accredited as a National Joint Registry (NJR) Quality Data Provider. This scheme allows hospitals to be publicly recognised for their excellence in promoting patient safety standards by complying with the mandatory NJR data submission process.

The external investigation related to paraprotein reporting in pathology has been completed, this was discussed with the pathology CSU leadership team at Risk Management Committee in December. The report with the recommendations and actions for improvement was shared with the Board, ICB and CQC engagement lead, and also with patient representatives who were invited to meet to discuss the findings of the investigation on 5th January 2024. A follow up meeting will be arranged with patient representatives in March. The pathology and haematology Leads continue to meet to review the reporting processes and turnaround times, supported by the Medical Director (Operations) and Medical Director (Risk and Governance). The CQC were updated on progress at the engagement meeting on 16th January 2024. A report on progress against the recommendations and actions set out in the investigation report will be presented to Quality Assurance Committee (QAC) at the next meeting in February 2024.

The Trust is undertaking a review of the Electronic Patient Record System (EPRO), this is related to creating documents on the system and ensuring these are closed once they are issued to patients or deleted if the document is no longer required. Guidance has been issued to all of our CSUs regarding the validation process required to ensure that all documents created in the EPRO system are reviewed and either issued or deleted. This includes actions to be taken in the event that letters are identified that have not been issued, including a clinical review. The CQC were briefed on this and updated on progress at the engagement meeting on 16th January 2024. A report on progress will be provided to Executive Directors and through the Quality and Safety Assurance Group.

During December, we also received the NHS Oversight Framework (NOF) segmentation Review for Quarter 3 (2023/2024) from NHS England, which confirms that we have maintained our position in Segment Two. We have also been placed in Tier 2 for Cancer services as well as continuing in this Tier for elective services. Despite periods of industrial action and loss of capacity within our Children's hospital we have made strong progress in both these areas and our recovery trajectory remains stable. Thank you to all our teams for their continued hard work.

Rosewood Nursery, LTHT gained a GOOD rating at a recent Ofsted inspection. Specific comments made by Ofsted noted that the staff are caring and have high expectations for all children, children build loving and trusting relationships with their key persons and receive all the reassurance they need to explore in a very nurturing environment.

2. Develop integrated partnership services

The Leeds Health and Wellbeing Strategy ([Leeds Health Wellbeing Strategy 2023-2030.pdf](#)) was launched with an in-person event at Leeds City Museum in December 2023. This is a collaborative effort with our partners to improve health inequalities in Leeds. The strategy sets a clear ambition for Leeds to be a 'healthy and caring city for all ages, where people who are the poorest improve their health the fastest' and the Healthy Leeds Plan outlines the health and care contribution towards delivering the vision of strategy.

On 7th December, former Government Health Minister Lord James O'Shaughnessy visited our new regional pathology facility, the Centre for Laboratory Medicine (CfLM) at SJUH. We showcased how we are working with our wonderful Pathology team, as well as partners at Mid Yorkshire Teaching NHS Trust, Calderdale and Huddersfield NHS Foundation Trust and our appointed managed service contract provider, Siemens, to operationalise the new centre as soon as possible. This will allow the transfer of Pathology services from the Old Medical School, releasing that building to become the first part of our new Innovation Village – as part of the wider Leeds Innovation Arc.

On 11th January I had the opportunity to join the Leeds Hospitals Charity strategy day where myself and Simon Worthington, Director of Finance shared the benefits of our partnership on an organisational level and for our staff and patient care.

3. Deliver continuous improvement and Inclusive Research

At the end of November, we received £5M funding from the National Institute for Health and Care Research (NIHR) to create a Healthtech Research Centre (HRC) in surgical innovation. A partnership with the University of Leeds and co-directed by Vee Mapunde (NIHR Surgical MedTech Co-operative) and David Jayne (Professor of Surgery), the aim is to improve a patient's journey from diagnosis, through surgery, to social care when returning to the community. LTHT have also been announced as the host for the new Regional Research Development Network (RRDN) for Yorkshire and the Humber. There are 12 RRDNs in the country, working to support

the country's world-class research system to deliver high quality research that enables the best care for patients and the public.

On 1st December along with Dame Linda I was delighted to welcome Andrew Stephenson MP, the new Minister of State for Health, to LTHT. It was a great opportunity for us to showcase our new hospital plans linked to our innovation ambition. The Minister tried out some of the fantastic developments created by clinicians working with entrepreneurs and technology industry leaders at our Innovation Pop Up. On the same day, following the visit, I met with the Candlelighters Charity Chief Executive Emily Wragg. I was really pleased to hear more about an exciting new project describing the launch of a brand new Candlelighters Supportive Care Research Centre (CSCRC) at the University of York and led by one of our Paediatric Oncologists. I was really impressed to hear how this innovative collaboration is being delivered and how colleagues from Leeds Children's Hospital have been instrumental in the centre's development. Over the next five years, the CSCRC will become a world-class centre of excellence in Yorkshire, producing high quality research to reduce side effects for children undergoing cancer treatment and developing specialists of the future.

I am also extremely pleased to hear a team led by Dr Sinisa Savic, Consultant Immunologist and Professor in the School of Medicine at the University of Leeds, has received £1M from the Medical Research Council (MRC) to support their ground-breaking work in the investigation of VEXAS syndrome. This work will support the provision of highly specialist care for patients with VEXAS syndrome and related disorders.

Throughout December, our team at the Leeds and Wakefield Breast Screening Unit in Seacroft Hospital began the first trial using Artificial Intelligence (AI) in the UK. The Leeds Investigation of Breast screening AI Trial (LIBRA) looks at the game-changing potential of AI to increase early cancer detection rates, reduce unnecessary call-backs for patients and ease workforce pressures in breast screening. I wanted to recognise this extraordinary study being undertaken by the team, headed by Dr Nisha Sharma, Director of Breast Screening. LIBRA further enhances our Trust as being a leader in driving innovation to improve quality of healthcare outcomes.

December also saw us welcome Sir Keir Starmer, Leader of the Opposition and Wes Streeting, Shadow Secretary of State for Health and Social Care. It was a great opportunity for them to meet colleagues in our colorectal team and discuss directly the successes with weekend working to help reduce waiting lists and how this benefits long term patient care.

On 10th January we were visited by Professor Dame Sue Hill, Chief Scientific Officer for NHS England and incoming and outgoing Presidents for the Institute of Biomedical Science Joanna Andrew and Debra Padgett. They were able to tour our new Centre of Laboratory Medicine and the Genomics Laboratory. Professor Dame Sue is also Senior Responsible Officer for Genomics in the NHS and she was pleased to see recent developments and the commitment of staff supporting the service. They also had the opportunity to meet with David Brett, Chief Scientific Officer for the Trust where they were able to have a robust discussion around Higher Specialist Scientist Training and how we can strengthen the regional leadership in healthcare science.

4. Support and Developing our People

Padma Dinesh (Senior Systems Support, Radiology I.T) has joined the BME staff network as co-chair replacing Monica Didi (Deputy Patient Carer & Public Involvement Manager) who leaves the Trust. I am pleased to welcome Padma to the staff Network, he has been with the Trust since 2016, working in the NHS since 2009.

LTHT have received a Disability Funders Network (DFN) Project Search award for supporting more than 70% of our interns from 2021/22 into permanent employment. The award recognises the efforts made to help young adults with a learning disability and/or autism spectrum condition

into employment. Increasing employment opportunities for young adults with a learning disability and/or autism spectrum condition makes sense for young people, employers, the economy, and our communities. DFN Project Search is a Supported Internship programme, placing young adults in real work settings where they learn all aspects of gaining and maintaining a job. We are in our third year using this model to identify work skills and support our interns to develop.

Six of our clinical leaders (Ife Ajibayo, Danielle James, Nikky Little, Jane Morgan, Mary-Claude Perrin, Bryony Smith) have been selected to participate in Action Learning Sets commissioned by NHS England. This is part of the #StayAndThrive International Retention Programme with the aim to provide clinical leaders with the tools to feel confident in growing and sustaining their own inclusive environment and help participants better understand their own cultural imprint and how that influences their own behaviours.

5. Sharing Success

Leeds Children's Hospital's Diabetic Service won the 'Digitising Patient Care' award at the HSJ awards for the team's groundbreaking work developing the DigiBete App - a 24/7 digital diabetes self-management solution for children and families now adopted by services across the UK. The Fracture Team were highly commended in the same category, recognising the team's innovative approach to treating simple and stable fractures through Virtual Treatment Pathways. The Sustainability, Energy and Waste Team were also finalists in the 'Towards Net Zero' category for the fantastic work they are doing in decarbonising the Trust's estate.

Congratulations to our Professional Development team who have won 'Best Employer' in the Staff Recognition and Engagement Category of the Nursing Times Workforce Summit and Awards for their contributions to the 'International Retention Programme – Stay and Thrive'. Well done also to our Adult Critical Care Team who were finalists in the category 'The Best Workplace for Learning and Development'.

Congratulations to LTHT Youth Worker Faye Bishop who has been awarded 'Inspirational Adult: Life Changer of the Year' at The Duke of Edinburgh's Award This Is Youth 2023 Awards. The award celebrates those who have been creative in their approach, inclusive in their outlook, and who stand out as a role model to others.

Congratulations to Professor Paul Emery (Rheumatology), Professor Peter Giannoudis (Trauma and Orthopaedics and Day One Charity founder), Professor Mark Wilcox (Microbiology) and Mr Shekhar Biyani (Urology) who were recognised for their achievements in the Kings New Year Honours.

Congratulations to Dr Rhani Khatib who was elected Fellow of the European Society of Cardiology. He also received award recognition from the Pumping Marvellous Foundation for his dedication to work in Heart Failure.

It was wonderful to attend the Trauma and Related Services (TRS) annual awards held jointly with Day One Trauma Charity awards. It was a chance to celebrate our TRS colleagues and the huge achievements of the Day One Trauma Charity.

I also would like to acknowledge Peter Reading has been substantively appointed as Chief Executive for Yorkshire Ambulance Service. On behalf of the Trust Board, I would like to congratulate Peter on his appointment and look forward to working with him in the coming years.

6. Consultant Appointments

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

New consultant posts:

Dr Kathryn Griffin – Post of Consultant in Pathology (Autopsy) with University of Leeds

Mr Michael Hughes - Post of Consultant in EGS

Dr Rabee Jamali – Post of Consultant in Neurology (Stroke)

Mr Oliver Ng – Post of Consultant in EGS

Dr Haroon Motara - Post of Consultant in Radiology (GU Oncology)

Dr Rachel Rummery – Post of Consultant in Paediatric & Perinatal Pathology

Dr Patrick Scott – Post of Consultant in Colorectal & General Surgery

Ms Elizabeth Vaughan – Post of Consultant in EGS

Replacement posts:

Dr Mohan Das – Post of Consultant in Respiratory (Asthma/TB)

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