

Chief Executive's Report

**Public Board
30th November 2023**

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	Approval

I would like to open this report by acknowledging a number of challenging and distressing events over the past couple of months and to provide assurance for colleagues and patients.

I send my thoughts and sympathies with anyone who is affected by the current conflict in Israel and Palestine and the recent earthquakes in Afghanistan. We celebrate and are proud of our diversity here at LTHT and I know there are colleagues who have personal attachments to the conflict.

Recently there have been a few high National profile news stories where a spotlight has been shone on speaking up in the NHS, particularly relating to the event at Chester Hospital and the survey around sexual assault on female surgeons. It is always difficult to address events like this, but incredibly important to do so. As Chief Executive Officer, I hold regular meetings with Alan Sheppard, our Freedom to Speak Up Guardian to ensure we are providing the upmost support across our organisation and beyond.

I also wanted to acknowledge the incident at St James's Hospital on 20th January 2023 which Counter Terrorism Policing (CTP) Northeast investigated and charged 27-year-old Mohammad Farooq, who worked as a Clinical Support Worker at St James's Hospital. The BBC has also broadcast a four-part drama series about the life of Jimmy Savile. Whilst tackling Savile's relationships with several people and institutions, LGI was referenced and reflected in certain scenes. These are both also extremely distressing incidents that will inevitably bring back some difficult memories.

We have a dedicated support network in the Trust and our intranet page has useful links to our Staff Health and Wellbeing booklet and important contact information for staff psychological support service, pastoral care and chaplaincy support we always encourage colleagues to seek help if needed.

With ongoing operational pressures across our services and our Winter plan in place, it was welcome news that our Winter Vaccination Programme has been extended to include all our staff and we are continuously encouraging all colleagues to get vaccinated as soon as possible.

We had our second round of joint junior doctor and consultant strikes at the beginning of October. As always, I am extremely proud of our staff whose efforts kept our patients safe during this challenging period and we respect the right of all those who wish to take part in Industrial Action.

I also want to officially welcome Jackie Murphy who commenced as Interim Chief Nurse on 3rd October. Jackie will be with us until our substantial Chief Nurse Rabina Tindale begins her role in January 2024. Jackie has joined us out of retirement from her previous role as Executive Director of

Nursing and Quality at Barnsley NHS Foundation Trust and I want to thank her for helping us especially during what is always a pressured time of year.

For the first time in four years, on 21st September 2023, we welcomed guests in-person to our Annual General Meeting following virtual events due to the pandemic. It was a fantastic event highlighting some of the key achievements made despite our challenges, as well as outlining our progress made with our Seven Commitments.

On 21st November 2023, Dame Linda and I were delighted to host an event at Westminster to provide our government and key stakeholders an update on our New Hospitals scheme. The event was held to platform the fantastic strategic work regarding the Innovation Village, “A Catalyst for Regeneration”, drawing in our ambitions to create an international hub particularly for Research, Innovation and Technology.

1. Focus on care quality, effectiveness & patient experience

For over a year now we have been working very hard to develop a comprehensive business case for an Elective Care Hub at Chapel Allerton Hospital. The aim of this proposed £27m investment was to allow more non-emergency surgeries to take place and in-turn reduce waiting times for our patients. Unfortunately, earlier this month we received the disappointing news that our Outline Business Case would not be supported by the Secretary of State and therefore will no longer be progressing to the Full Business Case stage. We have written to NHS England expressing our disappointment and we still believe that creating an Elective care hub at CAH is the right strategic model moving forward and as a Trust we remain committed in exploring all future opportunities to do so.

On 26th September 2023, colleagues from across the Trust came together for our fifth annual Waste Reduction Conference. I was really pleased to give the opening address, welcoming all to what was a really engaging morning. The conference serves as a valuable platform for sharing best practices, insights and innovations related to waste reduction, with many stories, successes and insights shared.

I wanted to provide assurance and thanks to our dedicated teams on all the work that has been undertaken as part of our Winter planning. We have robust Winter Operational plans with the associated governance frameworks in place, which were presented for assurance via a ‘Winter Plan deep dive’ at our Finance and Performance Committee in October.

We have also set up the WYAAT Urgent and Emergency Care Group, which is now supporting the development of the Standard Operating Procedures for the Strategic Command Centre that has been mandated by NHS England. The Trust has also finalised the new NHSE Operational Pressures Escalation Levels (OPEL) Scoring review and actions required, which will be integrated into our Operational Planning Guidance. Winter money allocations have also been agreed, where our CSUs are now enacting proposed plans.

In support of this, Dr Kelly Cohen, Clinical Director in our Operations Centre, joined NHS leaders at a roundtable in October with the former Health and Social Care Secretary, the Prime Minister, and various health experts to drive forward planning to ease pressures on the NHS this winter. Kelly represented Leeds fantastically, discussing our Seven Commitments and the hard work we are doing to make LTHT more resilient for winter, such as our Same Day Emergency Care (SDEC) and Primary Care Access Line expansion.

I am also delighted to announce that as a Trust we have now reached a truly impressive milestone in our robotics programme, with our 5,000th patient to receive robotic-assisted surgery. We successfully installed our first Da Vinci robotic system in 2005 at Leeds Children’s Hospital, and since then our robotics programme has developed to become one of the biggest in the NHS. Congratulations to all our robotics teams across the Trust for your hard work over the years.

Over the course of September, we welcomed Dr John Paul Bagala, Clinical Lead for Safe Motherhood at the Ugandan Ministry of Health to LTHT. As part of the innovative Kampala-West Yorkshire and Harrogate Local Maternity and Neonatal System partnership, Dr Bagala has conducted a month-long

'observership' with us in Obstetrics, Gynaecology and Neonatology, showcasing complex surgery, research, interprofessional education, safety and governance processes in a UK tertiary hospital, allowing Dr Bagala to immerse himself in the culture of The Leeds Way.

During October, Executive colleagues and I visited the site where our SDEC department will be. The dedicated space will support this area to become a 24/7 service, providing home-centred care for our patients, and empowering staff to handover and finish shifts on time. This will be a great asset to our preparedness for the operational pressures we expect over winter, and I am looking forward to seeing the difference this will make when it opens in early December this year.

Along with the West Yorkshire Integrated Care Board (ICB), the Trust has been working collaboratively to open the new Community Diagnostic Centres (CDC) in Leeds, with the main hub at Seacroft Hospital. The ambition is to develop a model which will improve access to community-based diagnostic services and reduce numbers of people coming into an acute hospital setting which is due to be fully operational in early 2024.

I would also like to mention that LTHT continue to work with partner organisations in the Leeds Health and Care system to find appropriate placements for all patients. There has been a recent Paediatrics LDA case where members of the Executive team have been involved in ongoing discussions with system partners, daily, to identify the best care and treatment options for this patient. The regional team from NHS England, representative from the Care Quality Commission and executives from NHS West Yorkshire ICB are all aware of this situation.

2. Develop integrated partnership services

On 16th September, I was delighted to attend the Egyptian Medical Society's annual scientific and education day as guest speaker. This is a charity based in London with membership from various specialties and the whole spectrum of career grades. We have over 50 colleagues of Egyptian heritage working at the Trust, and it was a pleasure to share with attendees some of the examples of our international partnerships work, and to explore why partnerships are so important for us in Leeds and for the NHS as a whole.

On 26th September, Our Chair, Dame Linda Pollard and I, had the pleasure alongside Minister Quince of unveiling the plaque for the grand opening of the new Centre for Laboratory Medicine, which is a flagship project within LTHT's "Building the Leeds Way" capital investment and improvement programme. We were joined by colleagues from across West Yorkshire and the region, emphasising the significant milestone in regional diagnostics to enhance healthcare delivery.

On 3rd October, I attended the Leeds Health and Social Care Hub Steering Group meeting, with the focus during this session on addressing Health Inequalities using insights gleaned from in-depth analysis of ambulance data, cancer research, and initiatives undertaken by the Health and Care Partnership. We also delved into topics such as the Investment Zone, health technology and innovation in Leeds, drawing connections to our Innovation Arc and the development of our New Hospital Programme.

On 12th October 2023, I was thrilled to attend an event chaired by Professor Charles Egbu, the Vice-Chancellor at Leeds Trinity University (LTU), around 'Shaping the future of Health and Wellness in West Yorkshire'. It was a fantastic opportunity to hear about how LTU is embarking on a significant investment programme to support regional improvements in health, wellbeing, and employability, which ultimately will create a positive impact on our organisation and multi-year goals. LTU has also received full approval from the Nursing and Midwifery Council for its new nursing courses designed to support the NHS, which we are delighted to be supporting as a placement provider.

Across the Leeds Health and Care Partnership, we are already working together to manage demand and improve health outcomes, including the Community Mental Health Transformation Programme and the HomeFirst Programme. As part of the Partnership Executive Group, there was an agreement to participate in a learning partnership with the Staten Island Performing Provider System, with the aim to learn from another healthcare provider that is working effectively taking a population

management approach into account. During the past couple of months, it was great to welcome Staten Island colleagues to both virtual and in-person events to progress our learning collaboration further to develop health and care for our patients in Leeds.

As Senior Responsible Officer for The HomeFirst Programme, I am delighted to be updating on this new model of care. Since the programme's inception earlier this year, two Transfer of Care pilots have been launched at St James's Hospital on wards J32 and J16 to test changes that aim to reduce delays. So far, they are showing positive results, with people being supported to safely return home in a timely manner.

I was really pleased to hear about the formal launch of the 'Shape Up 4 Cancer Surgery' programme in partnership with Macmillan Cancer Support. It is the first partnership of its kind in Leeds, with the Trust leading on a patient pathway programme that includes exercise specialists from Leeds Beckett University and Active Leeds.

On 18th October, I met with partners at Yorkshire Cancer Research. The Government's recent Major Conditions Strategy will see six major health conditions dealt with under one combined approach. I was pleased to take this opportunity to see how LTHT and Yorkshire Cancer Research can strengthen our partnership working following this.

On 26th October, we welcomed John Flint, the Inaugural Permanent Chief Executive of the UK Infrastructure Bank to visit LTHT. This was to provide an update around our New Hospital Build and the Innovation Village planned for the LGI site, with the potential it offers our healthcare and the wider economy in the city, including how this all may also link to the Bank's mandate and future plans.

On 15th November, Dame Linda Pollard and I attended the NHS Providers Annual Conference in Liverpool. As part of this I presented our HomeFirst programme alongside colleagues from the city. It was a pleasure to be part of an integrated forum and a fantastic opportunity to hear from a range of leaders about the longer-term vision and current challenges across health and care.

3. Deliver continuous improvement and Inclusive Research

I wanted to recognise the exciting work by Dr Nisha Sharma, director of breast screening, and the wider breast team on their trialling AI analysis with Densitas, a Canadian company developing AI to check for errors in breast x-rays. This exciting news has been widely covered both in local and national press in recent months. This pioneering initiative funded by Leeds Hospitals Charity has really enhanced our culture of research and innovation at LTHT, one of our core Seven Commitments.

On 4th October 2023 I really enjoyed attending the launch of Leeds Biomedical Research Centre (BRC), which has received £20.4M of investment from the National Institute for Health and Care Research (NIHR). The BRC is a partnership between the Trust and the Universities of Leeds and York, in a network of NIHR centres. This offers opportunities to make a real difference for people living with specific conditions in the Leeds region, and to expand LTHT's research excellence further.

Also on 4th October, I had the pleasure of attending the launch of ACQUIRE (Audit, Quality Improvement, Innovation, Research and Evaluation) at the Research and Innovation Centre recently, run by the Research and Innovation team and the Kaizen Promotion Team as part of the Leeds Improvement Method. The initiative offers advice on connecting the continuum of clinical audit, quality improvement, innovation, service development, evaluation and research.

I am also delighted to announce that we are proceeding with the recruitment for a Director of Innovation with interviews taking place early December. This role will be vital in the delivery of the Trust's commercial Innovation strategy and Innovation function. Enhancing connectivity between our world-class clinical research and expertise and commercial partners, the new Director will be developing and leading a coherent approach to maximise income generation, inward investment, and increase collaboration/joint ventures with commercial/academic partners.

4. Support and Developing our People

I am currently in the process of completing Mid-Year Reviews for our Executive Team, which will all be completed by the end of November and are a great opportunity for us to have dedicated time to review objectives that were set during appraisals and progress against these.

It has been agreed by the NHS statutory bodies in Leeds that our Finance Director, Simon Worthington will take on the additional responsibility of the Leeds Place Finance Director. Working collaboratively with the other Directors of Finance in the system, Simon will provide strategic financial advice to the Leeds Place Accountable Officer and CEOs of the NHS Statutory bodies. This brings the Leeds place into line with other parts of the West Yorkshire ICS where the "Place" Finance Director is from the provider sector. This is consistent with West Yorkshire ICBs new operating model.

At the start of October, I was proud to see the Yorkshire Speak Their Name memorial quilt, when it was installed at Bexley wing, St James's. This beautiful and emotive piece of work represents those who have died by suicide and was on display with us as its final stop on a tour around Yorkshire. Several colleagues from the Trust have been involved in organising the quilt's display, and I would like to thank our Health and Wellbeing team for their efforts in supporting staff.

We also had the pleasure of celebrating Black History Month throughout October at LTHT. There were a number of fantastic events held, including Lunch and Learn sessions with Professor Jacqueline Dunkley-Bent OBE Chief Midwifery Officer (International Confederation of Midwives). Alongside our dedicated BME Staff Network Intranet page, which includes further details for all our colleagues. Simultaneously, since our last Board, I am pleased to also announce the Moving Forward programme. It is a five-month personal development programme targeted at staff working in the organisation who are from a BME background. The programme is for those who are already working in supervisory roles but wish to progress further, strengthening our workforce and developing our people.

During October, it was also great to meet our new Cohort of Clinical Leadership Fellows on the Future Leaders Programme at LTHT. As part of this Leadership development course, meet and greets with Board Members are always welcomed and encouraged to discuss their progression and future aspirations during their leadership journey.

We also held our Board timeout session with Senior Leaders across LTHT on 19th October. I would like to give my thanks to colleagues for all the time and contribution put into this session, illustrating the progress made to date against our seven annual commitments, bringing these to life with real tangible benefits to our staff and patients is a credit to everyone's hard work. This was a clear example of triangulation by the Board to understand front line service delivery from our senior managers.

5. Sharing Success

Congratulations to Dr Stephen Bush, Medical Director for Operations at LTHT who has been appointed as a Non-Executive Director on the Supervisory Board at GS1 UK to support deeper clinical engagement.

Myself and Paul Jones, Chief Digital Information Officer, had the pleasure of attending Neurosciences Oscar Awards held at Aspire, Leeds on the 22nd September 2023. It was a fantastic evening with several award categories, congratulations to all those who were nominated, Highly Commended, or won in their respective categories.

On 3rd November 2023, 200 colleagues from across Leeds Children's Hospital, charity partners and colleagues from associated services came together to celebrate the Kite Awards, which included eight staff recognition awards, recognising excellence within the children's hospital. Huge congratulations to all colleagues nominated and those who won!

I was also delighted to hear about the fantastic work from Margaret Bills and Ruth Grimshaw from our Outpatients team in Lincoln Wing, SJUH, in aid of raising funds for Rob Burrow MND Centre.

Congratulations to the Specialty and Integrated Medicine team on ward J34 as Sophie Dales, Leeds United Foundation Health and Wellbeing activator, joined the celebrations for the team's Silver award for the collaborative work they are doing to keep our older adults as fit and active as possible whilst in hospital. The award is linked to the national 'Recondition the Nation' campaign, raising awareness of deconditioning and reducing functional loss.

Congratulations to our Boots Outpatients Pharmacy team who have won the 'Store of the Year – Specialist Pharmacy' award in the Boots' Best of the Best Annual awards. It recognises a team that stands out, seizes new opportunities, and leads initiatives.

Congratulations to our Renal Transplant Pharmacy Technician team who have won the Pharmacy Technician Team of the Year Award at APTUK (Association of Pharmacy Technicians UK) Awards 2023.

Congratulations to Patient Catering, who were runners-up in the Hospital Caterer of the Year Category at the Awards for Excellence in Vegetarian Care Catering. The team works incredibly hard to provide nutritious meals that cater to the diverse needs of our patients.

I was delighted to learn about the achievements of the Unity After the Cure Choir who recently undertook a six-hour singathon in aid of Leeds Hospitals Charity. The Choir led by Consultant Dr Kwok Williams have raised £2500 for the charity.

Congratulations to all the 58 Qualified Professional Nurse Advocates (PNA) who successfully completed their Level Seven PNA training over the last two years and for their rewarding contributions around improving retention and enhancing staff mental health and wellbeing, which was celebrated at the Professional Nurse Advocate Celebrations event.

Congratulations to Matron Katie Sweeting and the teams in Haematology and Infection Prevention and Control (IPC) who have won a Nursing Times Award.

Congratulations to Helen Taylor Bowers, Pharmacy Technician in Medicines Management and Pharmacy Services, who accepted an APTUK Fellow Membership award.

Congratulations to Clinical Support Worker Tracy Tedstone who has won the quarterly Head of Nursing Award in the Going the Extra Mile category.

Congratulations to consultant Dr Caroline Thomas from Theatres and Anaesthesia who has been awarded a large NIHR grant worth £250K to support a research trial using ibuprofen after major bowel resection. The co-applicant team are multi-disciplinary, including Trust acute pain specialist nurse Katie Duffy.

Congratulations to Dr Sinisa Savic, Consultant Immunologist, who has received the accolade of a full Professorship with the University of Leeds.

6. Consultant Appointments

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

New consultant posts:

- Mr Jonathan De Siqueira, Consultant in Vascular Surgery
- Dr Boshra Edhayr, Consultant in Radiology (Chest/Cardiac)
- Dr Linford Fernandes, Consultant in Neurology (Inflammatory)
- Dr Lilianne Gomez Lopez, Consultant in Paediatric Gastroenterology
- Dr Andrei Klein, Consultant in Obstetrics
- Dr Jennifer Logue, Consultant in HPB/Transplant Surgery
- Dr Michelle Ooi, Consultant in Radiology (MSK)
- Dr Sarah Rumore, Consultant in Paediatric Gastroenterology

Replacement consultant posts:

- Mr Idicula Babu, Consultant in Hpb/Transplant Surgery
- Dr Gibson, Consultant in Obstetrics & Gynaecology (Ambulatory)
- Dr Kaufmann, Consultant in Gynaecology/Oncology
- Dr Sam Pearson, Consultant in Diabetes (Sim)

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