

Chief Executive's Report

**Public Board
28th September 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 Scale) Appetite	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	Moving Towards
Operational Risk	✓	Business Continuity Risk - We will develop and maintain stable and resilient services, operating to consistently high levels of performance.	Cautious	Moving Towards

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	Moving Towards
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	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

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 the verdict of the Lucy Letby trial. This was a shocking case, and my thoughts are with all the families and those affected. As horrific as this case is, it is also a rare one knowing that our staff at Leeds Teaching Hospitals work above and beyond saving lives, caring for patients and their families on a daily basis and as my duty of Chief Executive Officer, I would like to provide assurance that our Trust has robust systems in place to scrutinise the care we provide and where necessary, take action.

The Trust Board has the authority to delegate responsibilities to our Assurance Committees, which are chaired by our Non-Executive Directors and tasked with concentrating on specific aspects of our business, operating under clearly defined duties outlined in their Terms of Reference. With the aim to maintain objectivity while challenging and scrutinizing to gain assurance, or escalating issues when assurance cannot be obtained, all Committees within the Trust are supported by a full set of minutes and actions log and the Trust holds these accounts as a record of transparency, to provide a summary of the discussions, the assurance provided, and the actions and recommendations that will take place. These systems underpin our patient safety focus and our Leeds Way values.

In August 2023, the Department of Health and Social Care announced an independent inquiry into the events at the Countess of Chester Hospital. Events like this provide us with an opportunity to review how we can better ensure a safe environment for the people

who use our services. I have previously circulated to the Board a summary of our mortality review processes as a Trust.

We utilise internal and external audits for independent feedback, including specialist feedback from national authorities. We also incorporate benchmarking and trend analysis against our peers to understand the Trust's position and where improvements can and need to be made.

As Chief Executive Officer, I make it a priority, alongside Dame Linda Pollard as Chair to ensure we have dedicated time visiting our patients and staff across all sites. This is to not only get the chance to meet our dedicated and hard-working teams in person, but also to ensure we are supporting our staff and providing opportunities for feedback during these visits. It also allows us to gain assurance that the communication and information we receive via our committees is reflective or if there are any actions that may need to take place.

The Leeds Way underpins the importance and how all our staff across the organisation have a vital role to deliver the highest quality, safe, effective, and innovative care to ultimately improve patient lives and health outcomes. It is my duty as Chief Executive Officer to ensure that all our staff feel safe and supported during this challenging time. We have robust Governance and regulatory processes, with support in place should any of our patients or staff wish to seek support or raise confidential concerns, all of which will be investigated fully and taken seriously.

We have had further industrial action from our Consultants and Junior Doctors in August and September with further dates organised for October. September and October will present an overlap of strike days between the two workforce groups for the first time. This is a challenging time for us as a Trust as well as nationally but as always, I am witness to the dedication and hard work of our colleagues here at LTHT who demonstrate the Leeds way daily and continue to support all those who wish to strike.

I am delighted to announce that we have substantially appointed our new Executive Director for Nursing and Quality Assurance (Chief Nurse). Rabina Tindale is currently Executive Chief Nurse and Director of Infection Prevention and Control for Wrightington, Wigan and Leigh NHS Foundation Trust and comes with a wealth of knowledge and expertise. It will be a welcome return as Rabina began her career in emergency nursing here with us at St James's Hospital. I would like to thank our Interim Chief Nurse Helen Christodoulides who has provided fantastic leadership since February 2023. Helen will be leaving us in October 2023 to take on a new national nursing role with Spire Hospitals. Interim arrangements will be announced in due course to cover until Rabina joins us on 2nd January 2024.

I would also like to formally welcome Dr Magnus Harrison who joined us as Chief Medical Officer on 18th September. It is also appropriate to take this opportunity to thank Dr Hamish McLure who stepped into the interim CMO role from 1st February 2023 and has delivered this with distinction during a period of significant operational pressures including industrial action.

I would like to recognise our colleagues in Maternity after the Care Quality Commission (CQC) rated our maternity services as "Good". The CQC also highlighted a number of

areas of outstanding practice including our strong focus on health equity, our work with Leeds Maternity Voices Partnership and the specialist care provided by our preterm midwifery team. We had fantastic engagement between our colleagues and CQC during their inspection and I am proud of all our colleagues who have helped achieve this rating. There are always areas of which we continue to progress, and we have a strong leadership team within our Maternity department who always strive for the best for our patients. It was a pleasure to visit the teams at LGI and SJUH who are all collectively responsible for this rating.

1. Focus on care quality, effectiveness & patient experience

In May 2019, the Trust was notified of a Safety Alert issued by the Standing Committee on Structural Safety (SCOSS), to emphasise the potential risks of the failure of Reinforced Autoclaved Aerated Concrete (RAAC). The Trust immediately acted upon the potential health and safety risk within its Estate. An independent 'tabletop exercise' was undertaken to establish which [if any] buildings fitted the criteria (buildings built between 1955 and 1979, with a flat roof construction), 20 buildings were identified with possible potential. Independent Structural surveys were subsequently carried out by an accredited/certified structural engineer. A more detailed visual inspection of these 20 buildings was undertaken. On the 5th September 2023, a letter from NHS ENGLAND highlighted a requirement for all Boards to ensure that they support their estates teams and review the returns provided and assure themselves that the assessments made were thorough and covered all buildings. I can confirm that an independent and detailed review has been undertaken and that no RAAC was identified during the 2019/20 surveys; [extract] 'The findings of the visual inspection were that none of the roof configurations in the flagged buildings were identified as being made of RAAC slabs. We have since further extended the scope of our review to seek assurance from any relevant duty holders/landlords on any leased buildings which our staff/ services occupy. We have since further extended the scope of our review to seek assurance from any relevant 3rd party duty holders/ landlords on any leased buildings which our staff/ services occupy. Of which there are 12. All 12 have been written to and at the time of writing this report 50% (6) have confirmed no RAAC.

Following the updated national guidance and in preparation for the winter season, the infection prevention team have worked in close collaboration with CSU colleagues and specialist clinical teams to develop a new easy-to-use respiratory virus guidance document for adult inpatients. The document includes advice on diagnostic testing, step-down from isolation, care home discharge, staff return to work, PPE (including facemasks) and lateral flow device testing. As always, our priority is to keep patients, visitors and staff as safe as possible during the upcoming winter season, and for this reason the document provides information for all respiratory viruses, not just COVID-19.

On 30th August, I was invited to present our collaborative winter plans to the NHS England leadership team in London, including our multi-partner delivered HomeFirst Programme. I was joined by Kelly Cohen, Clinical Director for the Operations Centre alongside Jenny Cooke, Director of Population Health Planning and Caroline Baria, Interim Director, Adults and Health at Leeds City Council. We have already robust planning in place in collaboration with our city partners to ensure patient safety during periods of peak demand over winter and our plans were well received by the national team. We have

strong city partnerships, and I am confident that our planning will put us in the best possible position.

Chapel Allerton Hospital and Leeds General Infirmary have been named as a National Joint Registry (NJR) Quality Data Provider 2022/23. The 'NJR Quality Data Provider' scheme has been devised to offer hospitals public recognition for achieving excellence in supporting the promotion of patient safety standards through compliance with the mandatory National Joint Registry (NJR) data submission quality audit process. The Scheme monitors the performance of hip, knee, ankle, elbow, and shoulder joint replacement operations to improve clinical outcomes primarily for the benefit of patients, but also to support orthopaedic clinicians and industry manufacturers.

Chapel Allerton Orthopaedic Centre has been successfully accredited as an Elective Surgical Hub delivering high standards in clinical and operational practice. The scheme, run by NHS England's Getting It Right First Time (GIRFT) programme, assesses hubs against a framework of standards to help the team deliver some of the most common surgical procedures more quickly. It also seeks to assure patients about the high standards of clinical care. We demonstrated the flow and patient journey through ward C3 and into theatres and were able to explain the new Enhanced Care Post Operative Unit. They were very impressed with our facilities.

As SRO for the Homefirst Programme, I have been visiting the community hubs that are situated around Leeds. The hubs work with people to facilitate faster recovery from illness, early hospital discharge and to avoid premature admission to long-term residential care. Offering the right support at the right time, they also provide an alternative to hospital admission. The Homefirst Programme is a new model of care currently being implemented across Leeds, which will see 1,700 fewer adults admitted to hospital each year, and 800 people spending fewer days in hospital and LTHT is a key partner in the programme. We are already seeing the benefits of this programme across the system, including impact on our own bed occupancy and time to discharge.

On the 7th September we held an official event where staff and partners gathered in the new Acute Hospital Laboratory (AHL) to celebrate its completion with a ribbon cutting ceremony, opened by our Director of Finance, Simon Worthington. This is a tremendous achievement and demonstrates our strong working partnerships and benefits our whole region. The new Acute Hospital Laboratory (AHL) for Trust has been officially completed at LGI's Jubilee Wing. The new laboratory will provide essential and urgent pathology testing facilities to support clinical teams at the hospital when the main pathology service relocates to the brand-new, state-of-the-art Centre for Laboratory Medicine, that has just completed construction at SJUH. Staff will be moving into the AHL following the installation of state-of-the-art equipment and technology.

2. Develop integrated partnership services

Companies House and the Charity commission have confirmed the formal name change of Leeds Hospital's Charity from the original name of Leeds Cares. The charity has been using "Leeds Hospital's Charity" as a working name since January 2021 so to have the name legally recognised is fantastic.

I had the pleasure of meeting with Heidi Watson, CEO of the Children's Heart Surgery Fund (CHSF). Heidi and I discussed our exciting plans for the new hospitals, the support we already receive from the charity and also visited ward L51 at the LGI, our children heart ward to see first-hand how CHSF benefit our paediatric patients.

In August I was delighted to meet again with Maggie's Centre Chief Executive Dame Laura Lee. She visited Maggie's Yorkshire Centre here at St James's Hospital and we were able to discuss the successes of our fantastic collaboration as well as the great opportunities there are for us to further support a person's cancer journey here at LTHT.

There was a Leeds Committee of the West Yorkshire ICB on 19th September ([NHS West Yorkshire ICB Board Meeting - 19 September 2023 :: West Yorkshire Health & Care Partnership](#)) with an update coming to our next Trust Board in November.

3. Deliver continuous improvement and Inclusive Research

We welcomed Lord Markham CBE, Parliamentary under Secretary of State at DHSC, to LGI. Dame Linda Pollard, Trust Chair and I guided him around the new hospital development site where he was able to hear how our new hospitals will revolutionise how we deliver healthcare. It was also an opportunity for Lord Markham to visit our Innovation Pop-Up, where clinicians and entrepreneurs come together to accelerate advances in science and technology, creating new products and services to solve healthcare challenges.

Award-winning Corstorphine & Wright have successfully been appointed the architects, who will develop the concept for the Rob Burrow Centre for Motor Neurone Disease (MND). Since Leeds Hospitals Charity launched its appeal to build the Rob Burrow Centre for Motor Neurone Disease in September 2021, £4.5 million of the £6.8 million fundraising target has been raised. This is another big leap ahead for this project and the final product will benefit many MND patients for our region.

We have submitted the planning application for the Elective Care Hub at Chapel Allerton Hospital. Subject to consideration and approval by NHS England, this will be a huge step forward for our patients and staff. With a proposed £27m investment, it will include a new theatre and office space and will allow more non-emergency surgeries to take place and reduce waiting times for patients. It demonstrates our vision for creating protected, specialised clinical areas to help us tackle the post Covid planned operation backlog and ensure we are doing all we can to care for patients as soon as possible.

In August I joined Dame Linda, in visiting the National Pathology Imaging Co-operative (NPIC) Centre at St James's Hospital to hear an update on the NPIC program at LTHT. NPIC is deploying digital pathology scanners in 40 hospitals across the country and is developing unique AI systems to aid in cancer diagnosis. We also heard a briefing on the program including the work being done in partnership with Genomics England.

Featuring as part of the annual Leeds Digital Festival 2023, I was delighted to speak along with Dame Linda at the 2nd Birthday event for LTHT's Innovation Pop-up. It was an exciting opportunity for guests at the event to meet our Pop-Up Members and explore some of the exciting innovations of the past two years, as well as hearing our ambitions

and plans for the future, including our exciting new partnership with Fujitsu, Intel and the Leeds Hospitals Charity who all supported the organisation of the birthday event. The Pop-up brings together clinicians, entrepreneurs, and developers. It is a collaboration space to develop, test and trial new and emerging health and med tech systems and products. It is the first phase in establishing an Innovation Village on the LGI site and is a valuable test bed for new innovations, technologies, and ways of working.

4. Support and Developing our People

On 4th September 2023, NHS England launched the [‘Sexual Safety in Healthcare – Organisational Charter’](#) in collaboration with healthcare partners. The charter has been developed by NHS England, lived experience organisations, professional bodies, employers and partners across healthcare. It has been designed to support and ensure that all those who work, train and learn within the healthcare system have the right to be safe at work. NHS England Chief Executive, Amanda Pritchard, has signed the charter on behalf of NHS England and as fellow signatories to this charter, we are committing to a zero-tolerance approach to any unwanted, inappropriate and/or harmful sexual behaviours towards our workforce and will commit to ten principles and actions to achieve this.

In July, Dame Linda and I were delighted to speak at the Leeds Female Leaders Network. As a joint initiative between LTHT and the University of Leeds, this is wonderful collaborative partnership which builds and maintains strong female leadership in Leeds. It is also an opportunity for colleagues to network and learn from each other. I look forward to watching it continue to grow and develop our leaders of the future.

We welcomed regional leads from NHS England North East and Yorkshire to show them our New to Care programme and how it has been changing the way we recruit Healthcare Support Workers (HCSWs) here in Leeds. The programme supports a diverse and inclusive workforce by widening access to the HCSW role through a four-week programme. This empowers people who are ‘new to care’ with the theory and practice, as well as the Leeds Way Values, to provide quality care to our patients and support the existing workforce. The aim of the programme is to respond to the increased demand for HCSWs, support the resilience of our services during winter and operational surges, whilst reducing reliance on temporary staffing.

On 19th September, Director of HR Jenny Lewis and I attended the HPMA Excellence in People Awards which is a HR awards celebration of achievement for staff across the NHS, that was held for the first time in Leeds and the Royal Armouries. As such a large and important employer in the area, it was very important for us to be part of this celebration and we were very delighted to have attended, as it is a recognition of staff in such a valuable way, particularly at the moment with all our current challenges and also it gave us the opportunity share our reflections on the past year and engage with our Foundation Trust members and members of the public.

5. Sharing Success

To coincide with our “Good” CQC rating in Maternity, our maternity and neonatal teams have achieved the highest preterm optimisation in Yorkshire and the Humber for the last 6 months. This work includes providing important interventions that make a real difference for preterm babies such as early breast milk, intrapartum antibiotics and deferred cord clamping. These metrics are measured, and Leeds General Infirmary received a Certificate of Excellence for giving 80% of all eligible metrics to mothers and preterm infants.

Congratulations to Dr Paul Jones, Chief Digital and Information Officer, who has been awarded an Honorary Doctor of Science (DSc) from Lancaster University in recognition of the outstanding contribution he has made to digital health and technological advances within the health sector.

Dr Hamish McLure, Interim Chief Medical Officer and I, had the pleasure of attending the first ever awards ceremony for Speciality and Integrated Medicine (SIM) CSU. We had the opportunity to hand out awards and meet all those who were nominated, highly commended and winners in their respective categories. Evenings like these are fantastic for colleagues to reflect and celebrate on their successes as a team.

Congratulations to Leeds Radiology Academy Trainee Chand Muthoo who was awarded a Top 20 Scientific Presentation award at the European Society of Gastrointestinal and Abdominal Radiology 2023 Annual Scientific Meeting held in Valencia. In addition, Chand also won a competitive BSGAR travel bursary for his work with Yorkshire Cancer Research funded Bowel Cancer Improvement Programme.

Congratulations to Deputy Head of Chaplaincy Jo Jones who was ordained as a Deacon in the Church of England by the Right Reverend Nicholas Baines, Bishop of Leeds. This was a culmination of three years training and is a fantastic achievement.

Congratulations to Ben Rhodes, Head of Chaplaincy on his appointment as an honorary canon for Wakefield Cathedral. Ben will become a member of the College of Canons of the Diocese of Leeds and will offer his wisdom and experience in support of the ministry of the cathedrals.

We have received four shortlisted nominations in the Health and Service Journal (HSJ) awards. Congratulations to Dr Alex Simms, Consultant Cardiologist (Nominee for Clinical Leader of the year), LCH Digibete (Nominee for Digitising Patient Care), Virtual Fracture Clinic (nominee for Digitising Patient Care) and Decarbonising the Trust estate (Nominee for Towards Net Zero award).

We have received four nominations in the Nursing Times Workforce awards in the categories of Best Workplace for Learning and Development, Adult Critical Care Team of the year, Best recruitment experience and best international recruitment experience – Workforce and Education.

Congratulations to Raneem Albazaz, Consultant Radiologist who has been appointed to lead a nationwide review into services for pancreatic cancer patients in England. The Optimal Care Pathway, in collaboration with GIRFT is a UK-led initiative bringing together 300 health professionals and pancreatic cancer patients to agree on how standards of

diagnosis, treatment and care of those with pancreatic cancer and their families can be improved.

Congratulations to Paul Carruthers who has won Mr Gay Great Britain. Paul is our Lead Nurse for the Gender Identity Development Service and Children's Endocrine Nurse Specialist Team at Leeds Children's Hospital. Paul was shortlisted for his work supporting the LGBTQ+ community, at work and in his personal life. With this new and exciting platform, Paul hopes to educate and give voices to the young trans community.

6. Consultant Appointments

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

New consultant posts:

- Dr Lydia Coade Post Of Consultant In O&G (Abnormally Invasive Placenta)
- Dr Adam Bhanji - Post Of Consultant In Oral Medicine
- Dr Oliver Tavabie – Post Of Consultant In Hepatology

Replacement consultant posts:

- Dr Jessica Shearer - Post Of Consultant In Hepatology

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