

Chief Executive's Report Public Board

Thursday 28th March 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 acknowledging that I have officially marked my one-year milestone as Chief Executive in February and I am hugely encouraged by our collective accomplishments. The groundwork around our strategy and the 7 Commitments has streamlined our focus and whilst there is more to develop here, I am confident we can build on the work that has been done to continue to improve patient safety and experience and to be the best Trust we can possibly be. It has been an extremely challenging year for all of us, but I am continually inspired by the commitment and enthusiasm that I see from everyone throughout the whole organisation. The year has flown for me, and I am extremely grateful to everyone for welcoming me into the role and for trusting me with this leadership. This is a great Trust, and I am very proud of the work that we do.

On 14th February, Executive colleagues and I spent the day looking at the progress we have made against our 7 Annual Commitments this year, thinking about what our collective focus needs to be for the coming year and how we strengthen the delivery of these. On 6th March I was delighted to have officially launched the 2024/25 Annual 7 Commitments at our Team Brief and Senior Leaders event. We followed this up with our Senior Leadership team at our Board Timeout on 21st March, it was a fantastic turn out with a day of workshops and discussions around our new Commitments, Strategic Objectives, and next steps into the implementation phase. It is incredibly important during these very challenging times to continue to strive to deliver the very best quality care that we can to the communities that we serve. As part of this, a number of our Trust strategies are also being refreshed which will feed through our internal Committees, that are in line with our Strategic Objectives and the Annual Commitments mentioned above. These will be presented to the Board in May 2024. *Please see item 9.1.1 - Appendix one 2024 25 Annual Commitments and Strategic Priorities for further information.*

On 13th February, The Trust received a letter of congratulations confirming the approval of our VCHA (Veterans Covenant Healthcare Alliance) 1 Year Review, demonstrating the Trust's ongoing work to continue to be a 'Veteran Aware' organisation. The VCHA team will remain in contact with the Trust and encouraging our continued commitment and efforts to improve services

for our Armed Forces Community. The Trust will undertake a three-year reaccreditation due in February 2026.

I would like to acknowledge that our Director of Finance, Simon Worthington, has decided to retire in mid-July 2024. Simon has been a Director of Finance in the NHS for 21 years with seven of those being spent here at LTHT. Without a doubt, Simon has patients and staff at the heart of every decision he makes and for this we will miss him. I would like to pass on my personal thanks to Simon as a colleague for his valued support of me in my role and for being a continual source of wisdom. We are currently in the process of the recruitment phase for a new Director of Finance with interviews having taken place on the 18th March.

I would also like to acknowledge that Dr Hamish McLure will be leaving his current role as Medical Director (Professional Standards and Workforce Development) at the Trust to take up a new position as Regional Medical Director for Yorkshire, Humber, the North East and North Cumbria for NHS England. Hamish joined the Trust more than 20 years ago as a Consultant Anaesthetist and subsequently took on the additional role interim Chief Medical Officer in 2023 before Dr Magnus Harrison joined us. Fortunately, we will not be losing Hamish's talents completely however and he will continue to work directly for the Trust in a clinical capacity, as a Consultant Anaesthetist. I hope you will all join me in congratulating and thanking Hamish for all his fantastic work and wishing him all the best for his next venture.

We had a further two rounds of joint junior doctor strikes at the end of February. 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.

I would also like give a huge thank you and acknowledge our Digital colleagues who were involved in the telephone line issue that took place the evening of 26th January and followed into the weekend. Our Digital team were fantastic and managed to transfer 5,500 telephone lines onto a brand-new telephone system over night to resolve the issue. Everyone was professional, responsive, and worked together brilliantly to ensure we maintain communications as best we could in the circumstances to keep our service safe.

On 20th March we were delighted to welcome Her Royal Highness, The Duchess of Edinburgh, to the Trust. This was Her Royal Highness's first visit since before the pandemic, and as our Royal Patron for our Children's Hospital, it was wonderful to have the opportunity to showcase our recent innovations and technologies that enhance our patient care.

1. Focus on care quality, effectiveness & patient experience

The Public Inquiry regarding unlawful actions in the mortuaries at Maidstone and Tunbridge Wells NHS Trust was launched in November 2021. The Trust has responded to a communication from the Chair of the Inquiry, which relates to Phase 2 of the Inquiry where they will be looking more widely at mortuary practice and procedures. The Trust has responded to a questionnaire to support this. The information will be used to help the Inquiry to understand the processes and practices in place in NHS hospitals that safeguard the deceased while they rest in a hospital facility prior to being collected by funeral directors. Trusts have also been asked to support the Inquiry team to test out their evidence collection tools and processes. Assurance will be provided to Quality Assurance Committee (QAC) and flow to our Trust Board through the QAC Chair's report.

As part of the financial element of the 7 Commitments, we have been focusing on investment in energy saving. Against a backdrop on external increasing energy costs (up 174% year on year), the Trust was successful with two bids to the Public Sector Decarbonisation Scheme totalling

which will save 5,500 tonnes of CO2e and £527,000 a year. The funding was invested into a number of energy efficiency, carbon saving schemes, which have all shown positive and great impacts.

We also recently welcomed a crew from BBC Yorkshire into the Emergency Department at LGI to get a look into the impact of knife crime and the types of injuries our teams are dealing with. It showed the work our A&E Navigators do to engage young people who are involved in violent crime. The resulting short documentary 'On the Front Line: The Knife Crime Emergency' was released on BBC iPlayer in mid-January. It has been a valuable opportunity for us as a Trust to showcase the incredible work we do, and to be part of an important national conversation around knife crime and how to tackle it. I would like to thank everyone involved in making this documentary possible.

Our A&E Navigators, Children's and Midwifery Safeguarding Team and some Emergency Medicine Consultants were recently invited to attend the launch of the Knife Angel which has been installed outside the Royal Armouries. The Knife Angel is a powerful 27ft tall sculpture made of over 100,000 seized bladed weapons created to spark conversations on knife crime. We are supporting the campaign to raise awareness of knife crime and the devastating impacts it can have on young people, their families and the wider community.

On 22nd January Muslim Chaplain Zubair Butt and Chloe Fisher, Family Care / Bereavement Sister in the Children's Critical Care Unit welcomed a representative from the Blackburn UK Trust to receive a donation of 100 bereavement packs. The bespoke packs provided by the Blackburn UK Trust and Maggie's Stillbirth Legacy are designed specifically to support Muslim families following the loss of a baby. Thank you to all colleagues who have been a part of this to make a difference to our patients and staff. I was also proud to announce that The Snowdrop Bereavement Suite at St James's Hospital reopened after a full refurbishment during February. It is now a much larger and more comfortable environment for bereaved families, with new furniture including a sofa bed and improved facilities. Leeds Hospitals Charity have also generously funded new artwork and furniture to create a more calming environment.

On the 7th February, I was delighted to attend the Reform roundtable on 'Reforming the NHS front door: Labour's vision for primary care' with Preet Gill MP, Shadow Minister, Primary Care and Public Health in London. The commitment to focus on prevention, early intervention and shifting healthcare out of the hospital into the community was discussed and very much welcomed.

During the first week of February, it was a real privilege for the Trust to officially open the new PET/CT scanner in Nuclear Medicine, alongside colleagues from Radiology and Alliance Medical. The PET/CT service will allow us to improve patient experience by reducing the scan time and the radiation dose, as well as ensuring we have superior image quality and quicker turnaround time for reports.

Also, during the first week of February, the Trust also closed hundreds of outstanding IT support tickets, which is helping us return our ticket backlog to manageable levels so we can focus on providing IT support faster and more effectively. We have also identified some useful lessons learned and areas which will allow us to improve experience and the way we deliver our services. We also launch our new Nursing, Midwifery and AHP Digital Strategy explaining our plans to put digital at the heart of healthcare, educating, empowering, and enabling colleagues in our digital plans going forward.

Part of our work over the next year is ensuring our workforce is equipped with the latest digital tools to help and support colleagues in delivering exceptional patient care.

We welcomed two of our local councillors at Wharfedale Hospital at the start of February for an update about our work on building a £10 million Elective Care Hub at the site. Councillor Sandy

Lay and Councillor Ryk Downes joined colleagues to talk through our plans, which underline our commitment to long-term investment in Wharfedale.

I would also like to thank Andrew Stephenson MP, Minister of State (Minister for Health and Secondary Care), who joined us on 12th February to gain some insight into just some of the projects we are really proud of. I welcomed him to SJUH, and we discussed some of our successes and challenges. We also spent time with Colorectal colleagues who have been working incredibly hard to reduce elective operation backlogs, visiting colleagues and patients on ward J82. Here we were able to showcase our robotic surgery achievements and sharing what this means for patients and the Trust was a highlight. We rounded off the visit with a trip to Wharfedale Hospital, where the Minister also heard about our work to create a £10m elective care hub. Thank you to everyone involved in making the visit a success.

Our Director of Midwifery, Sue Gibson left LTHT in February after many years of dedicated service to our maternity services. Sue regularly attended our Board and Committees providing assurance and I thank her for providing fantastic leadership and true professional commitment to the Trust. Sarah Smyth, Deputy Chief Nurse will be providing oversight of the service in the interim and recruitment is currently being organised for Sue's successor.

During the week commencing 4th March, we held our end of year CSU Reviews, following the first round in September 2023. This was a great opportunity for CSUs to showcase their progress on our 7 Commitments to the Executive Team and provide a safe space for meaningful discussions, plans and next steps going into the new financial year. These reviews provide assurance to the Executive Team regarding performance, delivery and any further support required for positive progress encompassed via the Leeds Improvement Method and Leeds Way Values.

2. Develop integrated partnership services

On 23rd January the Trust was delighted to host Leeds Trinity University Vice Chancellor Professor Charles Egbu with members of the Leeds Trinity Executive and Faculty teams to tour the site of our future state of the art hospital and provide an opportunity to visit our Innovation Pop Up and our latest innovations. It was a wonderful event, and we always welcome guests to visit our Innovation Pop Up.

On 27th January a team of 20 colleagues from LTHT, Leeds Community Healthcare NHS Trust (LCH) and Leeds and York Partnership Foundation Trust worked together the previous weekend to ensure a patient with learning disabilities could have a range of procedures at the same time. Although this was initially traumatic for the patient, the teams worked together to help him feel safe and access the care he needed. It is so important that we provide individualised care that works for patients, so thank you to all those that made this happen, it really showcases the Leeds Way.

On 30th January myself and Dame Linda Pollard attended the Leeds Health and Wellbeing Board to Board meeting, it was a valuable opportunity to collaboratively work with partners across the city, including Leeds City Council to enhance health and wellbeing across Leeds and beyond.

On 8th February I attended an event for the formal launch of the multi-million-pound CHORAL research project. CHORAL is a new partnership to tackle the serious health and wellbeing problems affecting children and young people across Leeds, Yorkshire and the UK and this event marked the official launch. CHORAL is a collaboration between the University of Leeds and Leeds Children's Hospital with funding from Leeds Hospitals Charity. The partnership is bringing together scientists, politicians, public sector organisations, and advocacy groups. We are proud to be a part of this collaboration and look forward to what the future brings.

During mid-February, The Leeds Tuberculosis (TB) Service were delighted to recently welcome a team of public health experts from Japan who came to explore how we reach out to underserved populations, including international migrants and the homeless. The delegates enjoyed a tour of our mycobacterial labs, followed by a presentation on the collaborative work of the Trust and LCH. The delegates were particularly impressed with the hybrid weekly multi-disciplinary team meeting, the TB service shared email inbox (providing open access to TB consultant input Monday-Friday 9am-5pm), and the near 100% treatment completion rates of patients with both latent and active TB, thanks to the holistic care provided by the team.

Across LTHT there have been some fantastic achievements relating to discharge over the last few months, during the height of December pressures LTHT saw the highest number of discharges, at a huge figure of 1,300. This is the highest number that we have ever had since we started recording this data - 40% of these patients were home before 3pm which is an outstanding achievement.

I was so pleased to see the news that the final design proposals for the Rob Burrow Centre for Motor Neurone Disease have been submitted for planning approval to Leeds City Council at the end of February. The new centre at Seacroft Hospital has been designed following extensive stakeholder and engagement sessions with clinical staff, patients, the Burrow family and the wider MND community. Once planning is approved, we expect to see the project move quickly and look forward to progressing this project.

On 1st March I chaired a Northern Health Science Alliance Roundtable event at Convention of the North. It was a great event where the meeting focused on the role of regional Government and anchor institutions in leveraging skills, opportunities, and growth across the North as a way to boost the NHS and the regional life sciences economy.

On 12th and 13th March, I attended the NHS National Genomics Board (chaired by Dame Sue Hill) and Regional North East and Yorkshire Genomics Strategy Day respectively. I was delighted to be part of these discussions and see how LTHT is contributing to the longer-term strategic delivery for Genomics across the country.

On 14th March we celebrated the HomeFirst Engagement and Celebration Event at Leeds Civic Hall. This was to honour the progress and impact HomeFirst has made to date, share lessons learnt, discuss next steps and strengthen our connections as a system and share experiences of our staff and people who use our services.

I am also pleased to highlight that LTHT have re-signed documents to support the Articles of Association and are actively involved as an Organisation in the Leeds Business Improvement District (LeedsBID). Established in 2015, LeedsBID is the largest BID (outside of London) as a not-for-profit, non-political organisation set up to improve Leeds city centre for all. Investing £14 Million in Leeds City Centre from 2020—25, it is a catalyst for change, influencing ideas and enabling action.

3. Deliver continuous improvement and Inclusive Research

There was a fantastic atmosphere around the official launch of Health Innovation Leeds on 15th January which was led by the Leeds Academic Health Partnership. The Trust is a member and at the last Board I was proud to announce I have taken on the role of Chair which is something I am very passionate about. Health Innovation Leeds is a new approach by health and care partners across Research and Innovation to come together to build on our international reputation as a health innovation hub and showcase the world-leading developments taking place in Leeds. This is a brilliant opportunity for health and care in Leeds and a really helpful gateway to find out about the excellent research and innovation opportunities in our city.

On 19th January, I was thrilled to visit the 3M Buckley Innovation Centre at the University of Huddersfield, with our Development Director Tori Critchley. The purpose of the visit was to explore collaboration opportunities and how we might share our respective expertise working together to drive innovation and develop West Yorkshire as a global 'go to' for health tech. This is as part of the future development of their National Health Innovation Campus and our own Innovation Village.

During February, Norwegian Healthtech start up and our Innovation Pop-Up member HoloCare took a big step forward with their mixed reality and artificial intelligence-powered platform supporting pre-surgical planning. HoloCare's software creates interactive 3D holograms of a patient's organ, allowing surgeons to precisely plan and personalise surgeries to the patient's unique anatomy. This better understanding could support our surgeons to carry out operations more efficiently and accurately – helping to improve wait times, improve patient surgery outcomes, and improve clinician wellbeing.

4. Support and Developing our People

I would like to congratulate our Chief Medical Officer, Dr Magnus Harrison for being newly appointed as the Chair of the North East and Yorkshire Neurosurgery Network Board. This role will provide leadership stability of the Regional Operational Delivery Network for Neurosurgery in driving forward system-wide working to deliver service development and the transformational agenda.

On 19th January Magnus also joined a development day for some of our newest consultants. These sessions are a great way for new colleagues to interact with experienced faculty from across LTHT and gain insights into some of the common issues facing those who are just starting a in their consultant role. This is a really supportive environment and I look forward to working more closely with these colleagues as they continue to develop their careers.

On 28th January we held services to mark Holocaust Memorial Day, and I joined colleagues in the LGI Chapel on the 22nd to reflect on what the day means and light a candle in memory of those affected in genocides around the world. My thoughts and condolences go out to all our patients, staff and anyone affected in global affairs or genocides. We have a safe and open space for any of our colleagues who wish to seek any support regarding such matters.

At the start of February, I had the pleasure of meeting two members of staff Sam Chadwick-Brown and Margaret Bills who have both been fundraising for Leeds Hospitals Charity to build the new Rob Burrow Centre for Motor Neurone Disease. These funds were be donated towards the building of the new Rob Burrow Centre for Motor Neurone Disease at Seacroft Hospital. Well done to both Sam and Margaret, this is a great example of our Leeds Way Values.

Our Apprenticeship Awards Ceremony was also held during this week to conclude National Apprenticeships Week from 5-9th February. These are a great reminder of some of the brilliant work all of you do for our Trust.

In February we also celebrated LGBT+ History Month and this year the theme was 'Medicine - #UnderTheScope'. This theme focuses on the really important contributions, challenges, and history of the LGBTQ+ community within the field of medicine and I look forward to working closely with colleagues to progress this.

Time To Shine is back for another year, and this year's staff awards focuses on the 7 Commitments! I am really looking forward to reading submissions about the work all our fantastic staff have been doing linked to these priorities. We are also introducing a brand-new category

this year “The Rising Star award” which recognises colleagues who have joined the Trust over the last two years and who are already making their mark. I look forward to celebrating with everyone in the Summer.

5. Sharing Success

Congratulations to our maternity teams who have received excellent results in the CQC maternity patient experience survey 2023. 359 people shared their experience of Leeds Maternity Services from January-March 2023. Those surveyed were very satisfied with their experiences overall and LTHT was in the top 5 best scoring Trusts in the region for several themes.

Congratulations to four maternity support workers (MSW) who are the first in West Yorkshire to be recognised with Chief Midwifery Officer awards for their service to MSW excellence during January.

Congratulations to Anna Clark who has been successful in the National Institute for Health and Care Research (NIHR) Doctoral Clinical and Academic Fellowship Award. Anna has been with our Medical Physics Department since 2017 working on the use of imaging to improve radiotherapy and will be commencing her Doctoral Clinical and Practitioner Fellowship in April.

Another congratulations to Gwen Saalmink, who has also been successful in a NIHR Fellowship application. Gwen is a Senior Research Nurse in Oncology, due to start her fellowship in April 2024 and will look at developing a new cutting-edge model of follow-up after treatment.

I was also delighted to hear that the Neuromuscular Service at Leeds Children’s Hospital has again been recognised as a ‘Centre of Excellence’ from Muscular Dystrophy UK, for providing outstanding neuromuscular care and research. This award showcases how the team works to promote best practice, demonstrating their commitment to improving care and outcomes.

It was also great to see the Estates and Facilities Quality Assurance Team recognised for their brilliant work by winning the MICAD Best User award for 2023. MICAD is the system we use for completing cleanliness audits and the team worked with the software developers to improve how we use it. This is a great example of making the best use of our assets as a Trust and supporting delivery of the financial plan by using one system rather than multiple.

Congratulations to colleagues who have been recognised in Asian Standard News during January. Misbah Mahmood, Deputy Chief Midwifery Information Officer, Dr Rani Khatib, lead of the Cardio Renal Metabolic Medicines Optimisation service and Dr Nisha Sharma, Director of Breast Screening, have all been recognised amongst Leeds’s Most Influential South Asians 2023.

Congratulations to Consultant Dr Sunil Daga, who has been recognised by Jain and Hindu Organ Donation Alliance (JHOD) Charity for his efforts to improve organ donation within the Jain and Hindu communities throughout the country.

Congratulations to Professor Manoj Sivan, recently appointed Clinical Professor, the highest academic grade appointment a consultant can have. Professor Sivan is one of two clinical professors in Rehabilitation Medicine in the country, the other being Professor Rory O’Connor, who also works within our Leeds Academic Department of Rehabilitation Medicine.

6. Consultant Appointments

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

New consultant posts:

- Dr Jonathan Carmichael – Post of Consultant in Haematology (CAR-T Cell & Myeloma)
- Dr Lauren Harkin – Post of Consultant in Acute Medicine
- Dr Helen Dickson – Post of Consultant in Acute Medicine

Replacement posts:

- Dr Max Ridley - Post of Consultant in ICU
- Dr Rebecca Lathey - Post of Consultant in ICU
- Dr John Dalton – Post of Consultant in Gynaecology (Colposcopy)

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.

9. Supporting Information

Item 9.1.1 - Appendix One provides further details regarding 2024/25 LTHT Annual Commitments and Strategic Priorities.

Professor Phil Wood
Chief Executive