

Chief Executive's Report

Public Board
Thursday 31st July 2025

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

Our Annual Commitments for 2025/26 are:	
Recognise and act upon moments that matter to our patients	✓
Support our patients to get home a day sooner	✓
Be in the top 25% for patient experience and efficiency in outpatients	✓
Support each other to act with kindness and compassion	✓
Reduce our carbon footprint by creating greener patient pathways	✓
Support our staff to manage every £ wisely	✓
Make best use of our estate, equipment and digital assets	✓

Risk Appetite Framework				
Level 1 Risk	(✓)	Level 2 Risks	(Risk Appetite Scale)	Impact
External Risk	✓	Legal & Governance Risk - We will operate the Trust in compliance with the Law and UK Corporate Governance Code, where applicable.	Averse	Moving Towards
External Risk	✓	Partnership Working Risk - We will maintain well-established stakeholder partnerships which will mitigate the threats to the achievement of the organisation's strategic goals.	Open	Moving Towards
External Risk	✓	Regulatory Risk - We will comply with or exceed all regulations, retain its CQC registration and always operate within the law.	Averse	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.	Information and Discussion

2. To ratify the delegated authority for the appointment of Consultants.	Approval
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1. Highlights from the last two months

It has been an incredibly challenging few months for all of us in the Trust with the CQC ratings for maternity and neonatal services being published, the well- led CQC inspection and the additional operational pressures that come with the increasingly warm weather. I therefore want to start by thanking all our staff for their continued hard work and dedication.

July saw the publication of the Government's 10-Year plan for the NHS. Whilst there were some new announcements, the impacts of which are covered in more detail in my Partnerships Update Paper 13.1, the plan reinforced the Governments 3 big shifts of *Hospital to Community, Analogue to Digital and Treatment to Prevention*. As a Trust we are already working with partners to embed these shifts and I look forward to continuing to transform our services in order to provide the best possible care for patients.

A few weeks ago we also had a visit from the NHS England Chair Penny Dash. It was a pleasure to welcome her to the Trust to discuss with some of our health and Local Authority city partners our improvement work around provider partnerships and plans to respond to the 10-year plan, focussed on the development of neighbourhood health services.

Finally, I would like to take this opportunity to say a final goodbye to our outgoing Chair Dame Linda Pollard. Linda has been an exceptional Chair over her tenure with us, always a fierce advocate for the Trust and I know she will be greatly missed by everyone. She is going on to Chair the NHS Counter Fraud Authority and I wish her the best of luck in this new endeavour.

I would also like to welcome our new Chair Antony Kildare who will be joining us officially from the 1st August. He brings with him a wealth of experience in non-executive, trustee and Chair roles across healthcare and the NHS, as well as over 25 years in leadership positions spanning commerce, innovation and regeneration. I look forward to working with him and I know everyone will make him feel very welcome in the next few months as he settles into the role.

Finally, I have also announced that I will be retiring at the end of this year. I feel this is the right time for me but also for someone new to come in and lead the organisation, alongside our new Chair, through the current challenges and changing landscape for the Trust. There will be a robust recruitment process that will start shortly to seek my replacement.

2. Focus on care quality, effectiveness & patient experience

The final reports from the CQC maternity and neonatal inspections were published on 20th June that rated out maternity services at both the LGI and St James as 'inadequate' as and our neonatal services as 'requires improvement'. I understand how disappointing the new ratings were for all our staff and patients and we are working hard to action the things highlighted by the regulator. The Trust has also formally joined the NHSE Maternity Safety Support Programme (MSSP) and will be working closely with them over the coming months. We also had a CQC well-led on-site inspection which was conducted 17-19th June 2025 and we expect to see a draft report from that in August.

The Trust received a letter from NHS Resolution on 25 June 2025, following publication of the CQC report, asking the Trust to undertake a further review of the Maternity Incentive Scheme (MIS) year six evidence submitted to the Board in March 2025. The Trust arranged for the review to be done on 7 and 8 July 2025, supported by the NHS England Quality Improvement Maternity Safety Support Programme (MSSP). The Trust is continuing to liaise with NHS Resolution and the MSSP on this. Further details are included in the report to Board (item 10.1(i)).

This month I attended both the Council's Adult Health and Active Lifestyle Scrutiny Board as well as the Health and Wellbeing Board to update our city partners and give them assurance about the steps we are taking to address the concerns raised in the CQC reports.

I would also like to highlight some fantastic news from our maternity teams where they recently launched the nationally recognised Birmingham Symptom-specific Obstetric Triage System (BSOTS) in our Maternity Assessment Centres (MAC) and Antenatal Day Units (ANDU). BSOTS supports efficient, safer and more consistent care for women and birthing people attending with urgent pregnancy concerns. It supports us in delivering national standards for maternity triage and reduces delays and risk to patients attending triage, improving overall experience.

Recently, we received news that NHS England has moved our Trust to Tier 1 for elective care performance, which is the group of Trusts with the most challenges to address, and means we'll see an increased level of NHS England monitoring and scrutiny. I know teams across the Trust have been working incredibly hard to reduce waits for patients so this news is of course very disappointing. There is already work happening which we can be proud of and we have a clear understanding of where our biggest challenges lie, with plans being put in place to take action to recover our position.

NHSE has introduced a new NHS Oversight Framework where all trusts have been ranked based on average metrics and then segmented from 1-5 to form a national league table. Our provisional score is segment 3. We will continue to work with regional and national colleagues to explore opportunities for improving this ranking.

3. Develop integrated partnership services

In June Secretary of State Wes Streeting visited Leeds and attended a roundtable with our Medical Director Magnus Harrison and other key partners in the Leeds Health and Care system. It was a fantastic opportunity to showcase the breadth of innovation in Leeds as well as the strength of our partnership in the city. Shortly after the visit the Government announced that Leeds will become the base of their Health Mission which is a very exciting opportunity and one that LTHT and the wider partnership welcomes.

The Leeds Place based review to support the establishment of provider partnerships is continuing. External consultants The Value Circle have been conducting rapid engagement with key stakeholders since the launch event at the end of May. This included a CEO roundtable I attended a few weeks ago. The review will move into a broader engagement phase and then analysis next month ahead of a final report early Autumn.

Earlier this month I attended an NHS leadership event in London. These events are always a great opportunity to connect and learn from how other trusts across the country are tackling some of the key issues we all face.

I also attended the Maternity Summit on 16th July at the Royal College of Obstetricians and Gynaecologists there are obvious challenges for us as a Trust but the event touched on the National Challenges for maternity services that all organisations are facing in providing safe and compassionate care, in particular there was lots of discussion around best practice for listening to patients and ensuring their voice is integrated into service design and delivery.

4. Deliver continuous improvement, Inclusive Research and Innovation

Last week I was pleased to welcome the Executive Team from Doncaster and Basset Law Teaching Hospitals NHS Foundation Trust. They spent the day learning about and hearing examples of our Leeds Improvement Methodology. Many thanks to the KPO team for hosting them; it's always great to share with others our journey and knowledge around improvement.

The Annual R&I conference was held at Leeds University on the 10th July. I was disappointed to not be able to attend but I understand from colleagues it was an excellent event that brought together clinicians, researchers and healthcare professionals from across the Trust and partner organisations to showcase the very latest ground-breaking research, innovation and advancements in patient care within the NHS.

On the 10th June I chaired the Leeds Academic Health Partnership Board. We reflected on the great opportunity Integrated Neighbourhood Health poses for acceleration of research and innovation and also agreed to renew our partnership until August 2027. The agreement formalises our shared understanding within the partnership and signifies the commitment by partners to continue to work together across the health and care and academic sectors in Leeds.

On the 3rd of July I was honoured to open the latest Acquire event which aims to support colleagues right across the Trust with embedding research into everyday practice. Led by the Research and Innovation teams and held at the Research and Innovation Centre at SJUH, these events take place quarterly and are open to all colleagues to provide support and networking related to how the evidence base combined with research science can be embedded within clinical audit, quality improvement, innovation, service development, evaluation and everyone's practice.

Supporting and Developing our People

Each month we have been shining a spotlight on some of our new commitments June was sustainability month and in July we focussed on compassion and what that means for our patients. For both we shared a range of views, videos and articles on the intranet to prompt discussion and promote understanding. I have been really pleased with how these new commitments have been embraced by our staff and are being embedded across all our CSU's.

We been holding a number of staff support events specifically for our maternity and neonatal colleagues to come together and voice concerns or feelings in light of the recent CQC reports. These will continue and I encourage staff in these areas to attend or raise feedback through their line managers as we are keen to hear from them.

Similarly, I have continued to hold regular chat and brew sessions open to all staff who want to come and discuss and issue directly with me. These are incredibly helpful sessions which often lead to quick and direct action being taken to resolve things.

I am very pleased to see that work has begun on the RHS garden outside Trust Headquarters at St James. When finished it will be a fantastic space to support staff wellbeing, providing seating and green space as a welcome break from desks/ wards. I know it's something I look forward to using when it's completed.

I am continuing to undertake appraisals for the executive team which have been delayed slightly due to operational pressures but are being completed in the coming weeks as a priority.

Sharing Success

Earlier this month we held our 10th annual Time To Shine awards. It was a fantastic night of celebrations and I want to say a huge congratulations to all our worthy winners. Leading up the night in celebration of the 10th anniversary, we had a number of wonderful activities which took place across the Trust to help as many colleagues get involved as we could. The Spin to Win tour was incredibly well received at Wharfedale, Seacroft, Chapel Allerton, LGI and St James's with large queues of staff all excited to take part. Congratulations to all of you lucky winners.

Congratulations also to Mr Harish Bhandari, Consultant Gynaecologist and Sub-specialist in Reproductive Medicine and Surgery at LTHT, who has been elected as Honorary Treasurer and one of the three Executive Officers of the British Fertility Society.

A special mention as well to staff nurses, Coreene Nickie and Jashonne Edwards who travelled to 10 Downing Street recently to meet the Prime Minister during the Windrush Day Celebrations.

Finally, congratulations to our Prevention and Management of Violence and Aggression team, who have won Security Team of The Year at the National Fire and Security Industry Awards. The team won their award for their work setting up the proactive training programme which is committed to ensuring staff feel safe at work.

5. Consultant Appointments

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

New appointments

Dr Redman **Consultant in CLINICAL GENETICS**

Dr Start **Consultant in RADIOLOGY (CHEST)**

Replacement appointments

Dr Aworanti **Consultant in PAEDIATRIC GENERAL SURGERY**

Dr Best **Consultant in CLINICAL GENETICS**

Dr Guruswamy **Consultant in PAEDIATRIC ANAESTHETICS**

Dr Jambunathan **Consultant in ANAESTHETICS (CARDIAC)**

Mr Kozan **Consultant in UROLOGY (FEMALE, FUNCTIONAL & RECONSTRUCTION)**

Dr Lillitos **Consultant in PAEDIATRIC CARDIOLOGY (FETAL CARDIOLOGY)**

Dr Martin **Consultant in PAEDIATRIC GENERAL SURGERY**

Mr Chava **Consultant in TRANSPLANT SURGERY**

Dr Mati **Consultant in RENAL MEDICINE**

6. Improving Health Equity

The Trust is committed to Improving Health Equity meaning reducing the unfair and avoidable differences in health some groups experience. In my role as Chief Executive Officer, I endorse this commitment within my work.

7. Publication Under 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

There are no supporting documents required for this paper.

Professor Phil Wood
Chief Executive