

## Chief Executive's Report

**Public Board**  
**Thursday 25<sup>th</sup> September 2025**

<b>Presented for:</b>	Information and Discussion
<b>Presented by:</b>	Brendan Brown, Chief Executive Officer
<b>Author:</b>	Professor Phil Wood, Chief Executive until 14 September 2025 Brendan Brown, Chief Executive Officer
<b>Previous Committees:</b>	NONE

<b>Our Annual Commitments for 2025/26 are:</b>	
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	✓

<b>Risk Appetite Framework</b>				
<b>Level 1 Risk</b>	<b>(✓)</b>	<b>Level 2 Risks</b>	<b>(Risk Appetite Scale)</b>	<b>Impact</b>
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

<b>Key points</b>	
-------------------	--

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

## 1. Focus on care quality, effectiveness & patient experience

We welcomed Birte Harlev-Lam OBE, a nationally respected leader in maternity and neonatal care, as the new Independent Chair of our Maternity and Neonatal Improvement Programme Board. Birte's career spans clinical, executive, and non-executive leadership roles at local, regional, and national levels. She will provide independent leadership, strategic oversight, and constructive challenge to drive sustainable improvement across maternity and neonatal services at the Trust.

We received notification from Baroness Amos on Friday 12<sup>th</sup> September confirming that Leeds Teaching Hospitals NHS Trust will be one of 14 hospital trusts included in the National Independent Investigation into Maternity and Neonatal care. This will focus on understanding the experiences of affected women and families, identifying lessons learned and driving improvements to ensure high quality and safe maternity and neonatal care across England. Upon conclusion of the investigation Baroness Amos will deliver a clear set of national recommendations, with interim recommendations delivered in December 2025. The Trust has already taken significant steps to address improvements to our Maternity and Neonatal services following the CQC reporting, however there is still much more to do, and we welcome the inclusion of our Trust in the national review.

The CQC published the report of the Well-led inspection, which was carried out in June, this week. We welcome the receipt and feedback to be able to improve our services for staff and patients, with more details and progress to be reported to future Board meetings.

The Emergency Department have made significant improvements to ambulance handover times against the national 15-minute target set in April 2018, with a step change over the last few weeks they celebrated a 10 minute 49 second handover which is significantly improved from an average time in June of 23 minutes.

In August the Theatres on-call Team worked above and beyond to facilitate transplants for some of the sickest patients. They were working until 10pm one evening with the first transplant of the week, and they were then called back in at 5am the next morning for an extremely urgent liver transplant. In addition, Theatres put together a second Team for another patient, an incredibly complex case receiving a second liver transplant. The on-call team were also back in again on another evening that week to perform a transplant. Everyone in Theatres has gone above and beyond to facilitate these transplants for some of the sickest patients on the list whilst assuring quality and safety for our patients.

It's fantastic to hear that more than 10,000 tests have been carried out for patients at Armley Community Diagnostic Centre (CDC) since it opened at the end of September 2024. This new centre means local people don't have to travel into the city's larger hospitals for these tests and can book these closer to where they live. It's one of three CDCs in Leeds, joining Seacroft and Beeston in bringing care closer to patients' homes.

Well done to our hospital-based Youth Workers, who recently supported four young people living with long-term health conditions to successfully complete their Gold Duke of Edinburgh Award expedition, a remarkable achievement. Our Youth Work Team is the first hospital-based youth work team in the UK to deliver the gold DofE award with patients and completing the expedition is a huge milestone for the Team. Congratulations to the team for their innovative approach in supporting this scheme.

September's focus was on Quality, and we are pleased to hear about the progress being made with Outpatient letters, as part of the Outpatients Transformation programme. Changes to the standard appointment letter have been made with input from patients, patient experience colleagues and other specialists in disabilities and access to improve accessibility and inclusive communication. The Teams continue to promote Patient Hub and The NHS App as the best way for patients to access and manage their hospital appointments. A big thank you to the groups working to deliver our ongoing commitment to accessible, inclusive communication so that everyone can get the care they need without barriers.

Congratulations to the Tissue Viability Team and all others who have been involved in dramatically reducing the number of pressure ulcers across the Trust. In Q1 this year, category two pressure ulcers were reduced by 42% compared to the same time last year and category three pressure ulcers had reduced by 50%. This is a great testament to the dedication and compassionate care of our Teams, and reflects our commitment to patient safety, quality and continuous learning.

Teams on the Older People's Medicine wards J08 and J16, have significantly reduced more than 1,000 unnecessary patient medications over a three-month trial. The Teams have participated in the CompreHensive geriAtRician-led Medication Review (CHARMER trial), an England-wide research project that aims to help address overprescribing in the NHS.

## **2. Develop integrated partnership services**

LTHT have signed up to the West Yorkshire Vision Zero Strategy, which aims to eradicate all road deaths and serious injuries across West Yorkshire by 2040, while promoting safe, healthy, and equitable mobility for all. Last year, 1,450 people were killed or seriously injured on West Yorkshire's roads, at our Major Trauma Centre at LGI, 28% of injuries are caused by road traffic collisions. Phil Wood joined the Vision Zero conference in August 2025, to learn more about this innovative development and hear how partners across the region are collaborating to improve road safety and save lives.

As previously updated back in June, health and social care partners in the city launched a strategic review to explore options for establishing a provider partnership in Leeds between us all, looking at opportunities to do things in a more integrated way. Initial findings have been shared with Chief Executives, who are working together to help identify and agree on key areas for further exploration, involving wider groups of people. Engagement is continuing, with findings being shared in September and October internally for review for development of actions to implement.

The Leeds Teaching Hospitals NHS Trust (LTHT) and Harrogate and District NHS Foundation Trust (HDFT) are formalising a strategic partnership to enhance collaboration across Clinical and Corporate Services, building on longstanding links and shared membership in West Yorkshire Association of Acute Trusts (WYAAT). The proposed agreement outlines joint aims to improve health outcomes, service quality, sustainability,

and staff engagement for both populations, underpinned by principles of equity, ambition, and radical transformation. Governance will be streamlined through quarterly joint executive meetings and project delivery groups, with an initial 12-month workplan focused on increasing utilisation at Wharfedale Hospital and developing a networked clinical service. For patients, the LTHT-HDFT partnership will mean more coordinated, higher-quality care delivered through shared clinical services and improved access to facilities such as Wharfedale Hospital. By aligning resources and expertise across both Trusts, the partnership aims to reduce duplication, enhance service sustainability, and ensure equitable care tailored to local needs—ultimately leading to better health outcomes, faster treatment pathways, and a more consistent patient experience across Leeds and Harrogate.

In May 2025, LTHT in partnership with Leeds City Council and the West Yorkshire Combined Authority announced a significant new stage in the development of the city's Innovation Village. Market engagement has now commenced with potential developers, investors, and occupiers the findings of which will support a masterplan to consider development opportunities. Part of this transformation includes the development of the historic Old Medical School into a cutting-edge health-tech innovation hub in partnership with Scarborough Group International, due to be completed by 2027. The Innovation Village will be the go-to destination for science, research, technology, and innovation and will support the vision of the government's 10-year plan and the regeneration of Leeds City Centre. The Trust is a key partner and close oversight, and assurance will be through the Infrastructure Committee, with reports flowing to Board for updates and assurance.

### **3. Deliver continuous improvement, Inclusive Research and Innovation**

Our telephone system upgrade was completed in August, with over 13,000 phones and 36 million calls a year, it's a vital part of how we keep in touch with patients and each other across the Trust. Now, every hospital has a modern system that's ready for the future – fully supported, running and saving money long-term. It's also integrated with our data network to support the latest digital tech.

The Hand Transplant Team travelled to Helsinki recently for the biennial meeting of the International Society of Vascularized Composite Allotransplantation (ISVCA). The group from the Trust included clinical psychologists, hand therapists, surgical fellows, and doctoral students. It's excellent news to hear that several members received international recognition, with awards for both clinical and psychosocial research and we are exceptionally proud of our unique hand transplant service in Leeds, being the only Trust in the country contracted by NHSE to provide hand transplants. Huge congratulations to the whole Team; this global recognition highlights the programme's innovation and impact.

### **4. Supporting and Developing our People**

During his tenure Professor Phil Wood continued to hold regular engagement sessions open to all colleagues to discuss issues directly. These have been helpful sessions, often leading to quick and direct action being taken to resolve concerns.

Our Trauma and Related Services proudly held an Equality, Diversity and Inclusion (EDI) week. The team created a vibrant celebration of cultural diversity and personal stories, with colleagues wearing traditional dress and sharing food from their own cultures. The week of celebration and connection was a powerful reminder of our dedication to embracing diversity and building a supportive, welcoming community across our services.

Chief Nurse, Rabina Tindale and colleagues attended a special celebration event for the “Hello, My Name Is Day”, hearing about the continuing legacy of the campaign from Chris Pointon followed by presentations from the Cystic Fibrosis Unit and Leeds Dental Institute on their fantastic projects.

Executive Team colleagues Phil Wood, Jenny Lewis, Paul Jones and Clare Smith attended the South Asian Heritage Month celebration event held at Thackray Medical Museum on 17<sup>th</sup> August 2025. We are fortunate to have colleagues from diverse cultural backgrounds at LTHT and this event, hosted for the third year running, was the stand-out event during South Asian Heritage Month – a celebration of the people and their culture. It was apparently a joyous and celebratory occasion, and I’d like to thank our BME Network and everyone who helped organise, participated or shared their culture with colleagues.

## **5. Sharing Success**

Leeds Dental Institute held their Annual Away Day with focus around staff health and wellbeing. As part of the day’s celebrations, the team held their LDI Smiley Awards, which recognised colleagues and teams who consistently demonstrate the Leeds Way Values. Congratulations to this year’s winners for their dedication, professionalism and positive contributions.

I’m proud to share that our Gynaecology Team has been Highly Commended in the large hospital category of the 2025 Royal College of Obstetricians & Gynaecologists Training Evaluation Form (TEF) Awards. Out of 167 units nationally, this recognition highlights our excellence in education, supervision, professional development, and clinical training.

This month’s Friends and Family Test (FFT) award was presented to Ward L24, Neurosciences Centre at LGI in recognition of their exceptional performance across all three C’s, praising the team’s positive attitude and making patients feel at ease during a stressful time.

Congratulations to our LTHT Patient Experience winners, Zoe Shrivastva, Sarah Barrow and Jason Swarbrooke who have gone on to be shortlisted in the Picker Experience Network Awards.

## **6. Highlights from the last two months**

On the 30<sup>th</sup> July, we saw the conclusion of five days of resident doctors’ industrial action - I would like to thank everyone for their fantastic efforts over this period. We continued to provide safe and compassionate care for our patients while respecting the right of colleagues to take industrial action. Colleague efforts in the run up to and during the industrial action has been recognised by the Government and NHS England with the Secretary of State for Health and Social Care and the Chief Executive of NHS England [sending a letter of personal thanks to staff](#).

We welcomed over 600 Resident Doctors to Leeds Teaching Hospitals on 6<sup>th</sup> August including 144 Foundation Year 1 (FY1) doctors starting in their first medical role.

Clare Smith, our Chief Operating Officer, has been appointed as the new Chief Executive of York and Scarborough Teaching Hospitals NHS Foundation Trust. Clare has been a committed leader and a valued member of the Trust since 2014. We are incredibly grateful for all of Clare’s contributions, and we wish her every success in the new role.

Jenny Lewis, our Director of HR and OD will also be leaving the Trust to take up a new role as Group Chief People and Culture Officer at Bristol NHS Group. Jenny has been here at Leeds since August 2018 and during this time has developed and driven forward our workforce strategy and people priorities and led the development of the Leeds Health and Care Academy. We want to thank Jenny for everything she has done for LTHT and wish her all the best in her new role.

The NHS Planning Framework has been provided to all organisations who have been asked in view of “The Ten-Year Health Plan” to prepare an integrated five-year plan that sets out core principles and key planning activities, joining up strategic and operational planning and demonstrating robust triangulation between finance, quality, activity and workforce. The Trust is in the process of developing this plan; the first phase to be completed by the end of September 2025 by undertaking a strategy refresh, demand and capacity modelling and financial baseline analysis. This will be followed by phase two which will be the development of integrated plans, assurance and submission in December 2025.

The new NHS Oversight Framework has been implemented and the Q1 2025/26 segmentation information has now been made available for each NHS Trust. This information is available for public view on the Model Health System (MHS) [NHS England » The Model Health System](#) and has been calculated using the NHS Oversight Framework Methodology. Leeds Teaching Hospitals Trust average metric score is 2.57, placing the organisation in segment 3 with a national league ranking of 95 / 134 across Acute NHS providers. The Trusts position will be monitored closely and updated as part of the Integrated Performance and Quality Reporting (IQPR) each quarter.

All NHS Trusts are required to submit a new process of self-assessment (Assessing Provider Capability) by 22 October 2025. The Trust will collate our response in the coming weeks for this submission and will align this to other regulatory feedback to report to the November Board. [NHS England » Assessing provider capability: guidance for NHS trust boards](#)

World Suicide Prevention Day took place on 10<sup>th</sup> September, on which the “Baton of Hope” passed through the new RHS Trust HQ wellbeing garden here at St James’s. Many came out to show their support. The baton has been travelling across Leeds carried by 84 baton bearers all of whom have been bereaved or affected by suicide. It was an important opportunity for colleagues to share their experiences and remember loved ones.

## 7. Consultant Appointments

The Chief Executive is required to report that, under delegated authority, approval of the following appointments are required by the Board:

### New appointments

Dr Konstantina Rosiou **Consultant in GASTRO (IBD)**

Dr Ahmad Maatouk **Consultant in STROKE**

Dr Alexandra Ward **Consultant in STROKE (REHAB)**

Dr David Mattinson **Consultant in STROKE**

Dr Fazil Nazir **Consultant in STROKE**

**Replacement appointments**

Dr Nicholas Charlesworth **Consultant in ANAESTHETICS**

Dr Simon Roshan **Consultant in ANAESTHETICS**

Dr Laura Burke **Consultant in HEPATOLOGY**

**8. 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.

**9. Publication Under Freedom of Information Act**

This paper has been made available under the Freedom of Information Act 2000.

**10. Recommendation**

The Board is asked to receive this paper for information, and to ratify the delegated authority for the appointment of Consultants.

**11. Supporting Information**

There are no supporting documents required for this paper.

Brendan Brown  
**Chief Executive**