

Chief Executive's Report

Public Board
Thursday 27 November 2025

Presented for:	Information and Discussion
Presented by:	Brendan Brown, Chief Executive Officer
Author:	Brendan Brown, 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

Focus on care quality, effectiveness & patient experience

On the 20th October the Secretary of State for Health and Social Care, Wes Streeting, announced an independent inquiry into Leeds Maternity and Neonatal Services here at the Trust. We are committed to working openly, honestly and transparently with the inquiry team and with the families who have used our services to understand their experiences so that we can make real and lasting improvements in the care, quality and service we deliver for our patients. Following this announcement, on the 21st October the Trust received confirmation from Baroness Amos that we will be removed from the National Maternity and Neonatal Investigation. A full discussion along with progress updates will be provided in today's meeting in agenda item 10.1(i).

Following receipt of the full Care Quality Commission (CQC) Well-Led Review report a session was held at Board Time Out in October, to review the governance structure, understanding how each of the committees receive assurance and how they hold to account delivery and embedding of the required improvements. This will be discussed in further detail under agenda item 10.2 (i).

The Trust has been identified by NHS England and West Yorkshire (WY) Integrated Care Board (ICB) as an organisation within the North East and Yorkshire (NEY) region where additional support could be beneficial in preparation for development of compliant 2026/27 and medium term operational, financial, activity and performance plans. The support will be provided to the Trust through a joint multi-disciplinary team approach consisting of senior colleagues from the WY ICB and NHS England NEY region who will work with us to develop and deliver our plans, ensuring that we are provided full advantage of the available external advice and support. This will be discussed in further detail in agenda item 10.5.

The Trusts Staff Flu Vaccination clinics launched in October, last winter around 8000 people in England died from flu, whilst flu vaccinations prevented an estimated 96,000 to 120,200 hospitalisations. Vaccinated people are less likely to catch or spread flu, reducing the risk of passing it to family, friends, colleagues and our vulnerable patients. With operational pressures ongoing across our services, it's more important than ever to ensure we protect ourselves, our patients and colleagues from flu this winter.

The Audiology and DIT teams have been working together to upgrade the system used to assess, record and manage patients hearing health. This has delivered improvements that make managing patient appointments, assessments, and hearing aid records much easier. One of the key improvements allows clinicians to automatically update hearing aid settings and programme changes, ensuring patient records are accurate and up to date. The change will save significant time for the team, reducing the risk of manual errors, and improving our patient's experience by making appointments more streamlined and information easier to access. This is a real and tangible example of how digital improvements are supporting safer, more efficient care for our patients.

The Falls Team from the Professional Practice Standards and Safety Team visited wards across the Trust for Falls Awareness Week. Each team outlined three things they could do to prevent a fall and supported enactment of these with a pledge campaign. Falls are a significant patient safety concern in all hospitals and can lead to physical injury, psychological injury and longer hospital stays. Preventing them is a priority to the Trust to improve patient safety and experience.

Antony Kildare, Trust Chair and I experienced a wave of positivity and energy when we joined colleagues and community partners involved in the launch of the new Frailty Strategy at the Thackray. It was impressive to see the teams come together to get a strategy in place for the next five years, which looks at the care we provide to our older communities, both in and out of hospital, to build an important sense of belonging.

The Trust had a visit from NHS England's national New Hospitals Programme to review water safe care practices at the Trust. This went well and the Trust is leading the way in clinical expertise around water related resources and we are working hard to inform national guidance. Water safety is important to ensure the prevention of waterborne infections in vulnerable patients, protect against pathogens such as Legionella and Pseudomonas and ensure the safe use of water for drinking, cleaning and medical equipment to improve patient care and experience.

Cyber security month fell in October, emphasising the importance of getting the basics right. Protecting our patients starts with protecting their data and the systems we use every day. Every colleague across the Trust plays a part in keeping information secure, and simple mistakes can put patient data and services at risk. Our Cyber Security team is leading work across the Trust to provide the right guidance and support to our colleagues so that we can stay cyber safe.

Develop integrated partnership services

The Patient Letters group have identified that around 10 appointment letters per week are unable to be sent to patients as they had no fixed abode. The team has established a partnership with St Anne's Resource Centre and Leeds City Council Street Support Partnership to offer a safe mail service for these patients. We know that patients experiencing homelessness have a more difficult time accessing healthcare, particularly for follow up, whilst also experiencing worse health outcomes because of their environment. This is a further positive step forward in addressing health inequity in the communities we serve.

The Trust is part of the Leeds City Council's 'Team Leeds' which supports the city's mission of tackling poverty and inequality through its newly refreshed Four Ambitions: Healthy, Growing, Thriving and Resilient. We will be supporting the Healthy ambition which aims to make Leeds a health and caring city for everyone by creating conditions for healthier lives. Over the next 12 months Team Leeds will create a shared plan for how activities are coordinated across its partners to deliver the ambitions, and we will continue to share examples of work the Trust is undertaking to support this.

In October we welcomed 22 colleagues from Mid Yorkshire Teaching NHS Trust to join the microbiology service at the Centre for Laboratory Medicine (CfLM) here at Leeds. This represents the first stage of consolidating regional microbiology services at the Leeds CfLM here at the Trust in a partnership with Mid Yorkshire, and Calderdale and Huddersfield NHS Foundation Trust. Consolidated pathology services will enable more consistent, clinically appropriate turnaround times and ensure the right test for patients is available at the right time. This makes better use of the skills of our colleagues to deliver improved, earlier diagnostic services supporting better patient outcomes.

Leeds has been selected as one of the host centres for the European Society of Transplantation (ESOT) Preceptorship Programme. The programme brings together centres from across Europe to share learning, train and innovate together. This will be a fantastic opportunity for our colleagues to gain knowledge and skills from other prestigious centres and bring them back to improve our own transplant service delivery.

In May 2025 an update was provided to the Board that the Leeds Health and Care Partnership had commissioned The Value Circle to undertake a review and provide recommendations for developing a provider partnership model in Leeds. This review has now concluded, and the final report has been received. The recommendation from this is to establish a joint committee between the statutory organisations in Leeds as well as primary care and third sector. The aim of this is to streamline and strengthen governance and decision-making across the city for a more integrated approach to overcoming shared challenges such as a growing and ageing population, persistent health inequalities and financial pressures. This will deliver better outcomes for the populations we serve, support progress towards achieving the NHS 10 Year plan and improve equitable access to healthcare.

Deliver continuous improvement, inclusive research & innovation

The Trust held its Annual Waste Reduction Conference at the end of September, which provided a great opportunity to focus on driving more efficient waste reduction, sharing successes and working through key challenges. This year the Trust welcomed Sir Jim Mackey, Chief Executive of NHS England, who shared his insights and talked through the national direction and what is influencing decision making. The waste reduction programme supports clinical and financial collaboration to ensure we are utilising the resources available to us in the most efficient way to deliver the best quality of care for our patients.

Dr Jake Weddell, Academic Research Fellow in Rheumatology won the abstract competition in the Clinical Category at the 11th British Society for Spondylarthritis (BRITSpA) Annual Scientific Meeting. His research strengthened collaboration between rheumatologists and radiologists within the Trust, streamlining processes for MRI scan requests and reports. As a result, the teams now work together in appraisal of the results, disseminating findings to colleagues and working collaboratively to implement change. This is a great example of utilising data to drive service development, improve efficiency and deliver better patient outcomes and care.

Supporting and developing our people

The annual national staff survey campaign launched in September and will run until November. This is important as it provides an opportunity for our colleagues to feedback on their experiences of working in the organisation. The feedback received will be used to understand what we are doing well and where further improvements can be made to improve colleague engagement and ensure more positive experiences for our workforce here at Leeds.

As Chief Executive I have been hosting an 'LTHT Live' session on Wednesday's at 1pm, which is open to all colleagues to join. This is an opportunity for the Executive Team to provide live updates on what is happening across the Trust, as well as an opportunity for colleagues to engage in providing 'shout outs' for their own colleagues and to ask questions that they may have for the Executive Team. The engagement in this has been very positive so far with numbers increasing weekly and provides a real time opportunity to ensure communications are flowing throughout the organisation.

The Staff Networks Showcase also took place this month highlighting the vital work in ensuring colleagues across the Trust feel supported, included and able to thrive in the organisation. Keynote speakers included Dr Madeleine Vernon and Emmanuel Blondiaux-Ding (Disabled Staff Network), Modupe Hector-Goma and Padma Dinesh (BME Network), and David Goulding and James Royal (Men's Action and Awareness Network). The presentations demonstrated the work undertaken by each network to support its members,

ranging from career advice and a listening ear to inspirational guest speakers at their forums. Each network continues to grow, empower colleagues, and strengthen its impact across the Trust.

The Trust proudly hosted its first ever East & South East Asian Heritage month event, facilitated by the BME Staff Network in response to requests from colleagues from these regions. The celebration showcased the rich heritage and culture of our East and South East Asian colleagues, providing an opportunity for people to come together to learn, share, and celebrate. Events like this play a vital role in embracing diversity, deepening understanding, and building a more inclusive Trust.

I was pleased to hear that a wide range of colleagues from different roles, departments and networks across the Trust also held an Equality, Diversity Inclusion (EDI) Strategic Group session. The feedback from the day identified a key theme of the importance of sharing good practice, learning from each other, and feeling safe to try new approaches. As a Trust we are committed to embracing the breadth of EDI, turning intent into action, and creating positive change.

October was Black History Month, with our committed BME Staff Network marking the month with a series of events, activities, sharing and learning. The theme this year was Standing Firm in Power and Pride, to honour the strength, resilience and pride of Black communities, past and present. This month of reflection is incredibly important to celebrate and empower our colleagues.

Sharing success

We marked a special milestone within the Trust with the return of the Long Service Awards, held for the first time at the Civic Hall. The ceremonies were kindly supported by Councillor Arif, who welcomed colleagues and praised their dedication at the first event in September. The awards recognised continuous NHS service, not just service within Leeds Teaching Hospitals, ensuring even more colleagues were celebrated for their remarkable contributions to healthcare and the NHS. Both award events honoured over an incredible 2,500 years of combined NHS service, and were a truly uplifting celebration of the dedication and commitment shown by our colleagues over many decades.

The Trust's Occupational Health Team received a Highly Commended award at the NHS Health at Work Network Recognition Awards. These awards celebrate innovative and impactful occupational health and wellbeing initiatives across the NHS, highlighting the vital role of occupational health in supporting colleagues. Leeds Occupational Health Service was recognised in the Growing our Occupational Health and Wellbeing Impact and Evidence-Based Practice category for their work to improve vaccination uptake among new employees at the Trust. This achievement reflects their commitment to evidence-based practice and to promoting colleague health and wellbeing.

I'm proud to share that the Procurement Department has achieved the Customer Service Excellence Accreditation for the second year running. This recognition highlights the team's commitment to delivering high standards of service and continuous improvement. This is an important element to get right as smooth processes help us deliver value for money. A key part of this success comes from the way we collaborate with our stakeholders, listening to their needs, working in partnership, and ensuring that our processes support the wider goals of the organisation.

I'm delighted to share that the Trust has also received the President's Award from the Royal Society for the Prevention of Accidents (RoSPA), recognising ten consecutive Gold Awards

for the management of health and safety at work. This remarkable achievement reflects the commitment of colleagues across the Trust to creating a safe and secure environment for patients, visitors, and staff, with a special mention to our Health & Safety Team who provide leadership and assurance work to support this.

Congratulations to Zoe Shrivastva, Specialty Dentist, and Sarah Barrow, Specialist Registrar, from the Paediatric Team at Leeds Dental Institute (LDI), who have won the Environment of Care category at the Patient Experience Network National Awards. Their project, '*Supporting Every Smile*' focuses on improving the journey for children and young people with additional needs or neurodivergent conditions by making dental care more accessible and inclusive. Delivered through the LDI's Learning Disabilities and Autism (LD&A) Champion's Group, with support from Susan Kindelan, Consultant in Paediatric Dentistry, the team thanked the wider Trust LD&A team and Leeds Hospitals Charity for their support. This recognition is a testament to the team's dedication to improving patient experience and ensuring that every child and young person receives care tailored to their needs.

The 14th October was Allied Health Professionals (AHP) day. AHPs cover many different professions and are such an important part of the clinical team to help our patients recover and stay well. Claire Arditto, Head of AHPs at NHS England joined the AHP day event which included an awards ceremony to celebrate the exceptional work of our colleagues.

I'm delighted to share that Shakira Satia, Named Midwife for Safeguarding, has been recognised nationally with an NHS England Safeguarding Star Award for her outstanding contribution to the leadership and delivery of safeguarding. She has chaired the NHS England National Maternity Safeguarding Network for the past two years, demonstrating empathy, collaboration and transformational leadership. Her ability to inspire others and drive position change has strengthened national safeguarding practice and improved support for vulnerable families.

The Trust has been named Regional Winners at the National Apprenticeship and Skills Awards for the Gatsby T-Level Employer of the Year Award. T Levels are a new qualification for students aged 16-19 in England who have finished GCSEs. The regional awards recognise and reward the achievements of exceptionally dedicated T Level apprenticeship employers, T Level employers and individuals who champion skills and all their benefits. The apprenticeship and employability programmes are important to ensure we have the right skill mix and diversity to resolve skill gaps in staffing to deliver the best for patient safety, quality and experience. Congratulations to our Workforce and Education Team and everyone involved who coordinates these programmes and we look forward to the results of the national finals.

On the 25th October the Paediatric Liver team at Leeds Children's Hospital celebrated 25 years of paediatric liver transplants being delivered here in Leeds. This is a proud milestone for the team and everyone who has been a part of the journey since the service was commissioned in 2000, as in that time nearly 450 children have received life-changing liver transplants in our hospitals.

1. Consultant Appointments

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

New appointments

Dr Carla Cadiz-Aravena **CONSULTANT OBSTETRIC PHYSICIAN**

Dr Hira Yousuf **CONSULTANT IN MEDICAL ONCOLOGY (BREAST)**

Dr Lucy McCabe **CONSULTANT IN O&G**

Dr Mohammed Hussain **CONSULTANT IN PAEDIATRIC ENT**

Replacement appointments

Dr Anand Upasani **CONSULTANT IN PAEDIATRIC UROLOGY**

Mr Mohamed Sabouni **CONSULTANT IN PAEDIATRIC T&O**

Dr Xanthippi Tseretopoulou **CONSULTANT IN PAEDIATRIC ENDOCRINOLOGY**

2. 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.

3. Publication Under Freedom of Information Act

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

4. Recommendation

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

5. Supporting Information

There are no supporting documents required for this paper.

Brendan Brown
Chief Executive