

Chief Executive's Report
Public Board
Thursday 30th May 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 2024/25 are:	
Reduce wait for patients	✓
Reduce Healthcare Acquired Infections by 15%	✓
Reduce our carbon footprint through greener care	✓
Use our existing digital systems to their full potential	✓
Strengthen participation and growth in research and innovation	✓
Deliver the financial plan	✓
Be in the top 25% performing Trusts for staff retention	✓

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" though 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
3. For the Board to report compliance against two remaining elements of the Provider Licence, with regard to supporting the objective 2b; to reducing inequalities between persons with respect to their ability to access those services and G6; registration with the Care Quality Commission (CQC).	To seek formal endorsement of compliance by the Board for the Trust to record in the minutes of the meeting.

I would like to open this report by announcing that since our last Board and following the news earlier this year of Simon Worthington's plans to retire in Summer, we have appointed Jenny Ehrhardt as our new Director of Finance for the Trust. I would like to thank Simon for all his years of service to the NHS and most recently LTHT and wish him well on his well-earned retirement and welcome Jenny into our Executive Team.

During the week commencing 5th March, we successfully completed the Executive Led End of Year Reviews for all our Clinical Service Units which followed the Mid-Year Reviews that took place during the Autumn last year. The End of Year Reviews are a fantastic opportunity for the Executive Team to hear the great progress delivered across the Trust, against last year's Annual Seven Commitments and the work ahead for 2024/25. We continue to follow The Leeds Way and make positive changes happen by using our Leeds Improvement Method (LIM) principles.

On the 26th March, I sat down with Dame Linda Pollard, our Trust Chair to have my appraisal, as we marked the beginning of the Trust's Appraisal Season. Appraisals are a vital part of our staff recognition and retention work. I hope all colleagues have a positive and successful meeting with their appraisal manager and I am currently in the process of completing Appraisals for our Executive Team.

Since the last Board, we have had some fantastic visits at Leeds Teaching Hospitals NHS Trust (LTHT). On 20th March, we were thrilled to welcome Her Royal Highness the Duchess of Edinburgh, to the Trust. The Duchess, alongside myself, Dame Linda, and colleagues took a visit to the Leeds Children's Hospital, taking time to meet staff and patients on our Neurosciences ward, L52. As Patron of the Children's Hospital, this was the first time the Duchess had the opportunity to visit since before the pandemic. These visits are extremely important to us, and I'd also like to provide thanks to Leeds Hospitals Charity for the gifts presented to the children on the ward and all staff involved in coordinating the visit.

On 4th April, Professor Sir Steve Powis, National Medical Director, NHS England (NHSE) came to visit us to speak about our Mechanical Thrombectomy service and walk through our stroke patient pathway. This is part of Professor Powis's programme to visit every Mechanical Thrombectomy service in the UK. This was an excellent opportunity for a constructive conversation about the service and on what the future could look like, as well as exploring future opportunities.

On 16th April, I was delighted to host a visit for Lord Patrick Carter, Baron Carter of Coles. Lord Carter was Chairman of the review panel examining the future of NHS pathology in 2016, so it was a great opportunity to show him around our Aseptics department and provide an update about Valley Parade, our new Pre Exposure Prophylaxis (PrEp) services site, and also discussed topics and initiatives regarding performance and productivity.

On 3rd May, we welcomed Amanda Pritchard, Chief Executive Officer, NHSE to the Trust. It was a wonderful visit as we showcased the LIM journey, including the development of our Trust strategy and the great success of our Seven Annual Commitments.

On 17th May, Dame Linda and I hosted MP Rachel Reeves, Shadow Chancellor of the Exchequer, for a visit to the Leeds General Infirmary (LGI). This was to provide an update in the current context of the NHS, and to showcase our plans for the new hospital build and the innovation village.

The West Yorkshire Association of Acute Trusts (WYAAT) Five Year Strategy 2024-2029 was approved by all Trust Boards between February and March 2024, following support by the WYAAT Committee in Common on 30th January 2024. The Strategy has now been published ([WYAAT Five Year Strategy \(wyhpartnership.co.uk\)](https://wyhpartnership.co.uk)) following the pre-election period.

I also wanted to acknowledge there is a legacy for the Board to report compliance against two remaining elements of the Provider Licence, with regard to supporting the objective 2b; to reducing inequalities between persons with respect to their ability to access those services and G6; registration with the CQC.

1. Focus on care quality, effectiveness and patient experience

Throughout the first week of March, our Oncology department launched 'Journey of cancer medicine' where colleagues worked together with patients to design a journey with the aim to help patients and their loved ones understand the next steps following diagnosis, and how treatment will occur. This is an incredibly patient-centred approach which will help those going through cancer treatment to feel more informed and know what to expect.

During the same week, our Clinical Genetics team completed an important digital project, moving their patient systems to PAS, PPM+ and Patient Hub. The move means patients can now manage their appointments digitally, reducing huge volumes of paper, saving time, and supporting efficiency.

I was pleased to hear our Neonatal Unit team at Leeds Children's Hospital received great feedback about their podcast 'Unexpected Beginnings' which is currently in the second series thanks to funding from Leeds Hospitals Charity. It seeks to address feelings of isolation experienced by neonatal families and support them through their journey.

On 13th March, our New Children's Allergy Day Unit officially opened at Leeds Children's Hospital. Colleagues gathered to celebrate this occasion, and the team have shown incredible resilience over the years. I am delighted the team now have a facility in which they can continue to deliver an outstanding service.

We had some really impressive work since the last our last Board, thank you and well done to all those involved in the huge amount of positive effort it took to reach (and exceed) the Emergency Care Standards set by NHSE and the continued dedication to improve our cancer backlog numbers, it is fantastic news that our patients are receiving more timely care.

On 17th April, Dame Linda and I enjoyed a great visit to the 'Shape Up 4 Cancer' Surgery clinic. It has now been six months since this initiative launched which showcases impressive data about how it is improving care for patients. The service is being funded by Macmillan Cancer Support for two years and I was impressed to hear that we are one of the only Trusts in the country delivering this sort of comprehensive care to support cancer patients ahead of surgery with exercise, diet and lifestyle guidance.

2. Develop integrated partnership services

Looking back to the 28th February, I was thrilled to introduce the launch of our new Leeds XR Health Hub with over 60 Innovation Pop Up members and other Health-tech Organisations across West Yorkshire. This is a new joint venture between our Innovation Pop Up and the University of Leeds Centre for Immersive Technologies, with funding for the devices provided by Leeds Hospitals Charity.

I was also delighted to hear we are another step closer in delivering our world class Innovation Village at LGI in the heart of the city's Innovation Arc. On 1st March, Levelling Up Minister, Michael Gove, announced news of the final go-ahead and funding for the West Yorkshire Investment Zone with a specific focus on the Leeds Innovation Arc, as well as strengthening our support to entrepreneurs and businesses.

One of my ambitions as Chief Executive is to address Health Inequalities within our community. It was interesting to chair a roundtable session on 1st March with the Northern Health Science Alliance (NHSA) to address the North-South research funding gap. We held plenty of discussions about collaboration across Northern regions to strengthen our position to bring additional Research and Development funding into the North.

I have recently been appointed as the joint Senior Responsible Officer for the West Yorkshire and Harrogate Cancer Alliance. The Alliance brings together clinical and managerial leaders from across the system to transform the diagnosis, treatment, and care for cancer patients in our region. Since our last Board, I have been meeting the team at the Alliance and witnessed the fantastic work they are delivering.

The Trust is a key partner of HomeFirst alongside community health, social care, and others. It is aimed at helping more people to stay at home, while improving the experience for people, carers, and staff. On 14th March, I joined colleagues at the HomeFirst Engagement and Celebration Event, marking our brilliant progress over the past couple of years. During mid-April, we welcomed a group of health leaders from Orange, New South Wales, Australia, to Leeds to learn from our successful experiences, it was really great to have made this international connection.

On 18th-19th April, I was really pleased to attend and participate in a panel discussion at the annual Health Service Journal Provider Summit. It was a fantastic event, with my particular focus on prioritising Research and Innovation in tough times and unlocking potential for a transformed healthcare landscape.

3. Deliver continuous improvement and Inclusive Research

I was delighted to hear that West Yorkshire will be allocated £180 million for the new West Yorkshire Health-tech and Digital Technology Zone. I am even more pleased, that some of this funding will support the redevelopment of the Old Medical School. On 5th March, Dame Linda and I celebrated this announcement by

welcoming the Mayor of West Yorkshire Tracy Brabin and Leeds City Council's Executive Member, Cllr Helen Hayden, to the Old Medical School to see first-hand our LTHT plans.

As the new Chair of the Leeds Academic Health Partnership (LAHP) I am pleased to share a new report *"Pursuing excellence – an independent analysis of Leeds health and care research and innovation"* benchmarking Leeds to similar cities in the UK and worldwide. This report confirms Leeds as a leading UK city and global player for health research and innovation and embodies our approach to research and innovation as part of our Seven Commitments.

On 22nd March, I had the pleasure to attend SurgTech Conference 2024 in Leeds. The event captured the research strengths and collaborative opportunities needed to innovate new approaches in surgery. At LTHT we pursue this through our National Institute for Health and Care Research (NIHR) infrastructure and academic partnerships, including the NIHR Biomedical Research Centre and the Centre for Health-Tech Innovation, as well as our clinical translational capabilities through our Innovation Pop Up at LGI.

It was great to hear Tommy's Pregnancy Charity has launched a dedicated research centre, which aims to reduce the number of babies born prematurely in the UK. Leeds is one of five institutions to focus on exploring the causes of premature birth, developing new treatments and tests, and improving the experience of parents. It really is something to be proud of that Leeds is the only place outside London to host a site.

On 9th April I was delighted to attend the International Transformation Guiding Board and another VMI Guiding Board Event on the 26th April. These events support our continued partnership with VMI, focusing on building improvement capability and fostering a culture of continuous improvement within a healthcare setting. We have adopted this fantastically at LTHT, embedding the LIM. The sessions are also designed to support NHS leaders with advancing and accelerating their journey towards implementation of the recommendations around NHS IMPACT.

4. Support and Developing our People

On 8th March we celebrated International Women's Day, it was really interesting to read colleagues insights on our social media accounts, hearing different perspectives and thoughts about what the day means to them, their life and careers. This day also saw a name change for the inspirational Leeds Female Leaders Network, who are now known as 'Empower Leeds Women', bringing together like-minded people across LTHT and the University of Leeds with the long-term aim to develop, build and maintain strong, female leaders across the healthcare and clinical academic sector in Leeds.

I am really pleased to congratulate the Research and Innovation Academy for their commendable collaborative project with Leeds Beckett University. The project has been shortlisted for an award recognising excellence in student nursing education.

During the week of 25th March, we celebrated National Supported Internship Day, it was great to hear colleagues organised an information stand at Gledhow Wing to raise awareness about our LTHT internship programme. The Trust has a really positive internship programme in conjunction with Disability Funders Network (DFN) Project Search, which is a one-year transition to work programme which helps to transform the lives of young people with a learning disability or autism spectrum condition.

Improving the working lives of all NHS staff is one of our priorities at LTHT, and although the pay negotiations with Government are not within our remit, I am proud that we maintain our responsibility for training and employing doctors in training and continue to collectively improve their working and learning experience in the Trust.

Having reflected on our results of the NHS Staff Survey, I felt very encouraged to see our engagement score has improved since last year, showcasing the stronger connections between teams. I also took an opportunity to host a session on 'Let's talk... NHS Staff Survey Results' on 11th April, where we discussed headline staff survey results, changes since last year, their connection to the new Seven Commitments, and how we can use them moving forwards.

22nd – 26th April was Celebrating Admin week, during this week CSU's and corporate teams were able to acknowledge their administration staff and their fantastic work. On the 23rd April, we held our second Celebrating Admin awards where I was honoured to open the event and present the first award. Along with Dame Linda and Clare Smith, Deputy Chief Executive and Chief Operating Officer, I also had the chance to meet some of the participants of this year's Excellence in Admin Programme.

I was also extremely pleased to support the Trust in successfully renewing our 'Gold' accreditation in the Defence Employer Recognition scheme for its support of the armed forces community. Gold award holders acknowledge the value of those who have served in the military, or continue to serve, by sharing this commitment with employees, and the community, by demonstrating their forces-friendly credentials and support around recruitment policies, reservists, and the Cadet movement. Regional Employer Engagement Directors from the Ministry of Defence, Richard Lenton and Pauline King, visited the Trust to present our certificate.

During the week of 7th May, we celebrated our LTHT Staff Networks, it was a fantastic week of celebrations and sharing of experiences across the Organisation focusing on Equality, Diversity, and Inclusion. I was delighted to see both physical stalls and online events that were sponsored by our Executive Team and very well received by colleagues.

On 10th May I was delighted to open and present at the Trust's Long service awards, celebrating many of our colleagues who have been with us at LTHT over a number of years. It was a wonderful opportunity to thank staff and look back over the years on all the great work taken place!

During the week of 13th May, the Trust held a Junior Doctor Appreciation Week. It really goes without saying, recognition and celebration is essential for the fantastic work our Junior Doctors continue to deliver here in Leeds. I was delighted to do a walk around with Dr Kitty Summers, Specialist Registrar in Clinical Oncology to meet some of our wonderful staff and to see the fantastic work delivered.

5. Sharing Success

During the month of March, we celebrated the fantastic achievement of 47 globally trained nurses who successfully passed cohort two and three of our Nurture You Leadership Programme. Well done to all!

I would like to thank all colleagues who supported our rapid response to an incident affecting our IT systems on 28th March. This was a regional network outage, which impacted Organisations across West Yorkshire and has since returned to normal operation. It was encouraging to see your business continuity planning in action, which allowed us to maintain services safely and securely.

It was Nutrition and Hydration Week from 11th – 15th March, I was so pleased to hear about how our Organisation has been delivering outstanding nutrition and hydration care. The team on Ward J15 have been presented with a bronze certificate of accreditation.

Our 'True Trauma Tales' podcast was aired throughout March, and I really enjoyed listening to the different patient stories in the Leeds Major Trauma Centre in this moving series. This is the first time LTHT have offered patient stories in this way and the six stories are incredibly moving testaments to perseverance and courage.

Congratulations to Dr Sue Hartup, Nurse Research Fellow in breast oncology who has been awarded a £251,000 grant by the NIHR, Research for Patient Benefit (NIHR RfPB) for a three-year research project.

Congratulations to Dr Beverley Riley, Business Development, and Innovation Manager, who has made it onto the list of the top 275 women pushing the boundaries of innovation in their sectors, as created by The NHS and N8 Research Partnership.

Congratulations to Dr James Cairns, Radiology, Medical Physics, and the Innovation team for receiving a prestigious Cum Laude award at the European Congress of Radiology for their collaborative scientific exhibit.

Congratulations to colleagues from across the Emergency, Trauma, Children's and Safeguarding services who received a National Youth Anti-Violence Educational Award.

Congratulations to our Clinical Digital Team who have been shortlisted for the 'Enhancing workforce engagement, productivity and wellbeing through digital' award at this year's HSJ Digital Awards. The winners will be announced on 6th June – great work and good luck to everyone involved.

Congratulations and thank you to all of our Cancer Clinical Nurse Specialists (CNS) on National Cancer CNS Day on 15th March. Our Colorectal CNS Nursing Team celebrated the crucial work they do caring for people diagnosed with Bowel Cancer.

The WYAAT and Hampson's LLP have been awarded 'Best Legal Services Partnership with the NHS at the 2024 Health Service Journal (HSJ) Partnership Awards. Well done to everyone involved!

I am also impressed to see the Trust's podcast, 'Vital Signs', has been shortlisted in the New York Festivals Radio Awards in the Best Health Podcast category for 2024.

Congratulations to Mrs Laura Deriu, Consultant Paediatric Trauma and Orthopaedic Surgeon, and colleagues at Leeds Children's Hospital, for successfully hosting the annual British Society for Children's Orthopaedic Surgery (BSCOS) conference.

Congratulations to our Midwifery and Nursing colleagues, Cathy Saynor, Perdi Jeffers and Nicole Newton, who were recognised at the Mariposa Awards.

Congratulations to Dr Heidi Siddle, a Clinical Academic Podiatrist who has been promoted to Professor of Musculoskeletal Health at the University of Leeds.

Congratulations to all winners and highly commended at this year's Celebrating Admin Awards, it was a fantastic event showcasing so many of our talented administrative staff across LTHT.

6. Consultant Appointments

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

New consultant posts:

Dr Seitz - Post of Histocompatibility & Immunogenetics Laboratory Co-director & Consultant Transplant Physician

Dr Rebecca Lancaster - Post of Consultant in Neonatal Medicine

Dr Alexandra Fonfe - Post of Consultant in Neonatal Medicine

Dr Aoife Hurley - Post of Consultant in Neonatal Medicine

Dr Phil Atkinson – Post of Consultant in Anaesthetics

Dr Oliver Coen – Post of Consultant in Clinical Oncology (Gynae and Lower GI)

Dr Simon Vlies - Post of Consultant in Cellular Pathology (Breast and GI)

Dr Andrew Power - Post of Consultant in Oral and Maxillofacial Surgery (OMFS)

Replacement posts:

Dr Kurmani - Post of Consultant in Cardiology (Intervention)

Dr Luke McMenamin – Post of Consultant in Anaesthetics

Dr Thakshila Amarasekera – Post of Consultant in Anaesthetics

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, to ratify the delegated authority for the appointment of consultants and as per the legacy for the Board to report compliance against two remaining elements of the Provider Licence, with regard to supporting the objective 2b; to reducing inequalities between persons with respect to their ability to access those services and G6; registration with the CQC, I seek formal endorsement of compliance by the Board for the Trust to record in the minutes of the meeting.

Professor Phil Wood
Chief Executive