

Chairman's Note

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Trust Board paper E

Dear Board Member,

Key considerations

Since we last met the key things on my mind have been:

- Given the unremitting pressures on our emergency services how do we ensure that this here and now focus does not shut out a mindset for planning for the future?
- Given the financial and other pressures which the NHS in general and our Trust faces , how do we ensure a cultural mindset that focuses on quality , innovation and enhanced performance against a background canvas of continuing constraints?
- Given the ongoing focus on the STP process how do we and our partners ensure there is appropriate engagement with our local communities and governance of the process as well as outcomes?
- My own engagement with staff in the Estates and Facilities Department as well as viewing the estate on all three sites and the insights arising from this.

Priority Items & Questions

In preparation for our next board meeting I would like to highlight the following priority items and a few specific questions to consider.

I have previously drawn attention to the fact that in the past few months, the Chief Executive's monthly performance report and the Chief Operating Officer's report to this Board continue to highlight both the continuing pressures on emergency services and the challenges in achieving targets such as the four hour barometer. The Board has to continue with its focus on this issue (which is not being experienced by this acute trust in isolation from others within the NHS) because of the financial, performance and other impacts (such as cancellations of elective operations) throughout the organisation. Whilst I would wish to commend the efforts being made by staff we cannot ignore the effect of these continuing pressures on the quality of patient experiences. Having made these points which are based on the here and now, we need to look to the future in terms of planning and delivering a different response which will need a system wide willingness to redefine boundaries and reshape how healthcare is delivered.

Recent months have also underlined the financial pressures on the NHS nationally, our local system and our own organisation. I think this has to be viewed as an opportunity to

look at ourselves critically and ask ourselves whether we are functioning in as efficient and quality conscious a manner as possible? I believe the next question we have to ask ourselves as a Board is – once we have determined what our strategic priorities are how do we ensure there is a cultural mindset that focuses on their implementation and innovation with minimal or no additional resources ?

I have previously mentioned how impressed I was by the mindset (and examples) that I saw during my visit to the AIIMS hospital in New Delhi where there was a clear focus on innovation and raising quality of clinical services against a background context of continuing resource constraints. I think we can learn from this and I am pleased to report that Dr Balram Bhargava (one of the AIIMS Directors) who has been invited to visit the UK and give a talk on frugal innovation at the end of next month has also agreed to visit Leicester. I think this is an opportunity for senior managerial and clinical leaders within our Trust to engage with a thought leader who is also a doer and has a global reputation.

The Board will be aware that both nationally and locally work has been ongoing in relation to the System Transformation Plans (STPs). Although the STP process is (rightly) focusing on transformation and collaboration on a system wide basis and until there is a change in the statutory position, this Board will continue to retain its existing legal and fiduciary responsibilities and be held accountable for them by national regulators. Both we and our existing health and local authority partners also need to ensure that there is an appropriate level of transparency and engagement with our local communities and to engender confidence, both in the process and outcomes.

During the past two weeks I have visited all three of our sites and engaged with staff at all levels within the Estates and Facilities Department who provide a wide range of support services within the organisation that are essential but are not necessarily visible. I also had an opportunity to look at the estate on all three sites and think that a conducted tour for the Board as a whole would be insightful.

I look forward to seeing you at our forthcoming Board Meeting on 2 March 2017.

Regards,
Karamjit Singh

Chairman, University Hospitals of Leicester NHS Trust