

Chairman's Note

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Trust Board paper C

Dear Board Member,

KEY CONSIDERATIONS

Since we last met NHS England have now taken a decision in relation the East Midlands Congenital Heart Centre. I am very pleased to note that the decision removes any future uncertainty about the service and reassures our patients and staff. I think it is a tremendous vindication of all the hard work that was undertaken in sustaining the service, maintaining support and garnering support from a wide range of stakeholders.

Board colleagues will appreciate that we have to think about longer term issues as well as reflect on current themes. In my view these issues include:

- a recognition that transformation of processes, organisations and local health systems is necessary in order to meet the needs of communities in the future. Two dimensions (and there are others) of this are firstly ensuring that champions of innovation (who can be at all levels) are encouraged and supported by leaders who are willing to be adaptive themselves and also recognise there may be learning from unanticipated consequences. In addition to these mindsets and behaviours we should be willing to learn from other sectors and translate their experience of transformation at scale into the health setting.
- the workforce within organisations such as ours and our local health system is working very hard and with great commitment and yet we know that increasing productivity , ensuring appropriate staffing levels through recruitment and retention , developing their skills and motivation is the key to future sustainability.
- a recognition that we need to operate as a really engaged healthcare system where individual organisational or personal interests are put aside in order to focus changing the manner in which service provision is organised and focus on meeting the current and emerging health needs of our communities. This will require courageous leadership willing to change culture, take difficult decisions involving change, undertake what communities perceive as meaningful dialogue as well as developing high quality integrated services spanning internal and external silos.
- the NHS will be celebrating its seventieth anniversary next year and transformation of organisations and service provision has to be a key theme for the future.

I believe our focus on current priorities has to be :

- ensuring that the Emergency Department is able to provide a sustainable and timely service to our public which is safe and of high quality and at the same time ensure that

we have a resilient plan to cope with the advent of winter. It is helpful to have a buddying relationship with Luton and Dunstable NHS Foundation Trust who are consistently performing at the top of the four hour league table and which is an important proxy indicator of safety and quality.

- ensuring that our financial and other resources are being used in the most effective and efficient manner and that this has a clear link to maintaining the safety and quality of our services. I know that through Board committees we seek to constructively challenge and seek assurance that this is the case.
- ensuring that our elective and outpatient services continue to operate at the same level and quality taking account of the pressures elsewhere, notably in the Emergency Department.

Earlier this week we undertook interviews for a Non-Executive Director role and specifically sought applications from those with a clinical background. In addition we sought applications for an Associate Non-Executive Director role as part of our longer term succession planning arrangements. I will report on the outcome of this process to the Board in due course.

Since the last Board meeting I attended the Annual Conference of NHS Providers and heard the Secretary of State, Simon Stevens (CEO of NHS England) and Jim Mackie (CEO of NHS Improvement) all speak about the current priorities that I have mentioned above. In addition I also attended and spoke at a conference on Diversity in Senior Leadership following an invitation by the Bishop of Leicester. I focused on the need for organisations such as ours to reflect on their responsibilities as employers, service providers and operating in the public sphere. I also had the great pleasure of attending and presenting awards to staff who had reached the 25 year milestone of working within the NHS. On behalf of the Board I thanked them for their commitment and hard work in ensuring that our care for patients was of high quality.

Finally I would like to remind the Board that we have had the first stage of our inspection by the Care Quality Commission and that the second stage focusing on the nature leadership will take place during January 2018. This is part of the new inspection process developed by the CQC and the commitment to timely feedback provides a real opportunity to focus on implementing any changes within a real time perspective.

I look forward to seeing you at our forthcoming board meeting on 7 December 2017.

Regards,

Karamjit Singh

Chairman, University Hospitals of Leicester NHS Trust