

Chairman's Note

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Trust Board paper C

Dear Board Member,

KEY CONSIDERATIONS

Given this is the first Board meeting during 2018, and a year in which we will be celebrating the 70th anniversary of the NHS, I want to focus on what I think should be a key theme for this year – embedding transformation within our own organisation and operating within a healthcare system where individual organisational or personal interests are put aside in order to align historic patterns of service provision to current and emerging health needs of our communities.

This will require courageous leadership willing to change culture and take difficult decisions, engage in what communities perceive as meaningful dialogue as well as developing high quality integrated services spanning internal and external silos.

In terms of our own organisation we have to focus on developing appropriate leadership at all levels, ensuring accountability for performance and responding with innovative ideas to meet the service, people and resource challenges that are dominating the here and now. During this coming year I would like to see critical (and realistic) appraisals of our distributive leadership and the capability and capacity of the teams and sections they lead, underpinned by a common recognition that transformation is necessary in order to meet the needs of our communities in the future. Changing mindsets and behaviours, motivating and developing skills within our workforce as well as rewarding those who are innovative exemplars is part of this.

I would also like to take this opportunity to share with colleagues three quotations that I believe are pertinent to the issues I have mentioned above because I do not believe the current performance issues that we face in ED and across different parts of our organisation are unsolvable.

“Insanity: one definition is to keep doing the same thing over and over again and expect different results”

Albert Einstein

“It's simple to make things complex, it's complex to make things simple.” *Meyers Law*

The Chinese character for 'crisis' can be subtly altered to read as 'opportunity'.

All three of these quotations (in my view) touch on the nature of leadership – in particular the ability to move beyond diagnosis to embed new action orientated mindsets and behaviours within teams, divisions, and organisations.

As a unitary Board we also have a responsibility to demonstrate that we are capable of responding to the complexity and ambiguity within and beyond our organisation in terms of our capacity to appreciate the issues and their linkages, as well as shaping a direction of travel that takes account of the here and now as well as the future because ultimately only that will ensure sustainability.

I look forward to seeing you at our forthcoming Board meeting on 4 January 2018 and would like to wish everyone a productive and satisfying year ahead.

Regards,
Karamjit Singh

Chairman, University Hospitals of Leicester NHS Trust