

Chairman's Note

Author: Karamjit Singh

Trust Board paper C

Dear Board Member,

KEY CONSIDERATIONS

In my note to the Board for our last meeting, I focused on an environmental context of ambiguity, complexity and uncertainty for Trusts such as ours and the implications of this for Board and organisational decision making. Some further thoughts on this issue are concerned with the leadership and people dimensions, since our staff comprise over two thirds of the resources that we utilise each year.

I want to firstly pay tribute to the bravery and personal conduct of the members of staff who tackled an armed individual in our Emergency Department, and the seriousness of this incident was underlined by the severity of the sentence that passed recently by the courts. I think their individual actions exemplified everything that is best about our National Health Service and our own Trust values in which we put the safety and quality of treatment for our patients at the centre of our concerns.

Colleagues will also be aware that we owe a great debt to our staff who have come to the Trust from overseas and who make a really important contribution (in various roles) to the services that we provide to our patients. I was reminded of this recently when I had the opportunity to attend an event organised on behalf of our international nurses at the Alfred Hill Training Centre at Glenfield. I am sure Board colleagues would want to join me in underlining the fact that we welcome and appreciate the continuing contribution of our international staff and will continue to support them as employees of this Trust whatever changes may occur in the future in a national context. This is also linked (indirectly) to another positive development within the Trust, which is a renewed emphasis on ensuring effective equality and diversity outcomes for our entire workforce. Whether individuals are relative newcomers to this society, or have been settled for more than one generation here, or do consider themselves as migrants or their descendants one of our core values is about fairness – treating others as we would want to be treated ourselves. A motivated workforce is essential for delivering high quality care to our patients and communities. The connection that I personally make in relation to both these themes is that we should always seek to be an organisation that is reflective of, receptive and responsive to the communities we serve.

Leadership is important at all levels because of the ever changing environment that the Board and Trust is operating in and our national regulators, the Care Quality Commission and NHS

Improvement have rightly focused on the ability of Boards and senior leaders to demonstrate their effectiveness in terms of outcomes. I welcome the upcoming Leadership conference next week , which is aimed at leaders working at different levels within the Trust , and is being led by the Chief Executive and the Director of People and Organisational Development. Similarly, our next Board Thinking Day this month will focus on the Board's own effectiveness from a number of different dimensions such as what can we learn from the experience of our patient partners; what linkage is there between the Board and its committees and the various quality initiatives being undertaken within the organisation; and what reflections are there about Board and committee governance that can be used within a planned programme with tangible outcomes. In addition to this we will also focus on our own assessment and evaluation of the Freedom to Speak Up process. All these issues are important components in our quest to move our overall Trust ratings by the CQC from Requires Improvement to Good.

Another important aspect of leadership within the NHS is communicating beyond the boundaries of the organisation and engaging with different voices within our communities. One of the reports to the Board at this meeting focuses on the reconfiguration programme and specifically the concerns being articulated about the Leicester General Hospital. This is not a new issue and this Board has always emphasised (in a transparent manner) the importance of investing in the health services within the Leicester, Leicestershire and Rutland areas and enhancing the quality of these services.

The Board will also be aware of the recent Court of Appeal decision in relation to Dr Bawa Garba and the tragic death of Jack Adcock. Unlike the other forums which have focused on the events that took place and the conduct or culpability of individuals, this Board has a specific responsibility for focusing on the systemic issues or practices that have been identified, most recently in the Court of Appeal judgement. I have asked for a review of these systemic issues and for a report to be presented to the next Trust Board meeting.

I look forward to seeing you at our forthcoming Board meeting on 6th September 2018.

Regards ,
Karamjit Singh

Chairman, University Hospitals of Leicester NHS Trust