

Chairman's Note

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Trust Board 4th August 2016

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Dear Board Member,

Key considerations

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

- A year ago I posed the question in my Note to the Board “As a large organisation serving our diverse community of patients, their carers and the public at large, how do we ensure that we are reflective in terms of our workforce and how should we assess the outcomes?”
- A year ago I posed the question in my Note to the Board “As one of the largest NHS organisations in England how should the Trust Board ensure it is focused on competing tensions (including ensuring high levels of safety and quality with efficient use of resources and sourcing to meet our manpower needs) both now and in the future and how should we assess the outcomes? “
- The continuing challenges that we have in relation to emergency services and the implications of this for both the Trust and the local health economy as a whole.

Priority Items & Questions

1. As a Trust Board we receive two reports each year focusing on diversity ; have adopted a specific workforce measure for race equality on our dashboard; and (I believe) has a common view about sustaining a workplace culture which is focused on ensuring merit based appointments and equity in treatment . The task and finish group which reported on these issues earlier this year was a forerunner to the NHS wide focus on this area with the national Workforce Race Equality Scheme (WRES) which is the subject of a report on the Board agenda. This is an important issue not only because it relates not only to our workforce as it is currently constituted but also in terms of how we address its ageing profile. An active talent management programme which focuses on developing our current employees as well as sourcing new areas for potential recruits imaginatively combined with an appropriate sense of pace and targets to aim for has to be an essential element. Given the external environment we are located in I believe our corporate ambition should be to become a national NHS or public body exemplar in this area.
2. Another theme which I have raised previously in my Note to the Board is how we make the most of opportunities and challenges in the environment facing our Trust and other

NHS organisations. The question posed above related to our decision making processes and we have sought to ensure that all Trust Board members have a well rounded view of the various multiple and interrelated issues such as ensuring safety and quality , efficient use of finite resources and responding to tight labour markets ? We will be reflecting as a Board on the efficacy of these governance arrangements and also asking ourselves the question - how do we try and measure success in this area and what does it look like? This has implications for how we can also increase our own individual and collective effectiveness. An important part of this is how we utilise the experience of all the persons sitting around the Board table (executives and non-executives alike).

3. It will be no surprise to the Board that I have chosen to focus on emergency services as my third theme. We have a Board report on this issue and this continues to be a subject that will receive scrutiny and attention at Committee and Board level meetings because it is critical to the Trust and local health economy. Put simply our performance is not where we would wish it to be.

4. Some other points that I would wish to draw attention to are :
 - at our last Board meeting we discussed our immediate reaction and response to the decision by NHS England to recommend decommissioning of our congenital heart service. We will continue to share information and proactively
 - we also noted that the recent comprehensive inspection by the Care Quality Commission was still ongoing
 - Mr Ballu Patel has been appointed as a Non-Executive Director of this Trust Board following an open recruitment competition organised by the NHS Improvement Authority (formerly the TDA). I am certain colleagues will welcome his insights and experience.
 - It is with great regret that I have to report Dr Sarah Dauncey has had to resign (for personal reasons) from her role as a Non-Executive Director of this Trust . I know that the Board will join me in wishing her well and also noting that she was a well respected and effective colleague. This will leave another Non Executive vacancy that we will deal with during the Autumn period.
 - I am recommending to the Board that we appoint Ian Crowe as the Chair of Quality Assurance Committee and Andrew Johnson as Chair of the Charitable Funds Committee.
 - The Trust was visited by Mr Ed Smith, Chairman of the NHS Improvement Authority on Monday 18th July 2016. There was a frank exchange of views with the Board members who were able to be present and he was also able to visit the Childrens Heart services at Glenfield as well as the CDU.

- The Trust Board also had the opportunity to be hosted by the Army Medical Corp at their base at North Luffenham as part of their Thinking Day deliberations. This hospitality was augmented by an impressive display of training both in simulated combat conditions and in a field theatre context.

I look forward to seeing you at our forthcoming board meeting on 4th August 2016.

Regards,

Karamjit Singh

Chairman, University Hospitals of Leicester NHS Trust