

Chairman's Note

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Trust Board paper C

Dear Board Member,

Key considerations

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

As a large organisation serving our diverse community of patients, their carers and the public at large, how do we ensure that our plans for the future (and particularly the next five years) are based on realistic assumptions about the resources that will be available, our own organisational capability and resilience, and our ability to achieve the performance milestones we set ourselves?

As one of the largest NHS organisations in England and a diverse range of service provision, how does Trust Board ensure it continues to focus on achieving an appropriate balance between keeping a focus on financial expenditure with safety and quality? What messages do we want to convey internally and externally in terms of our response to the recent CQC visit to our ED services?

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.

1. Board colleagues will be aware that at our November Thinking Day we dedicated a significant period of time to discussing our strategy for the next five years. Since then of course we have had the Comprehensive Spending Review dealing with public expenditure at a national level, the increasing pressures on health expenditure both from a national and local perspective, and other developments which have potential implications for the planned reconfiguration of services. All these issues identify the need to revisit the assumptions and milestones that currently figure in our plans so that we are either assured or feel it is necessary to revise these. We will be spending part of the next Thinking Day in January 2016 focusing on these themes because our annual operating plans and five year strategy need to be based on a realistic assessment of our environment and ability to respond to this. The Board agenda also refers to the newly issued System Transformation Plan which is part of the national planning guidance for local health and social care

systems. An important part of this will be the necessity to have a joined up view on the part of local health and social care leaders on the way forward.

2. Since the mid Staffordshire investigation report and various initiatives emanating from the centre since then, Trust Boards have had to demonstrate that they have an appropriate balance between financial expenditure and safety/quality in service provision. One dimension of this is ensuring that in our own decision making at board and committee level that we are focusing on the appropriate issues and able to make judgments and take decisions against a background context of ambiguity and sometimes fast moving events. Another topic for conversation at our January Thinking day will be exploring the concept of the Model Hospital which is a new idea for Board development being formulated by Lord Carter's efficiency team. I have invited the team to come and engage with us as a Board so that they can refine this idea before testing it with other Boards. I have also asked Stephen Ward , our Director of Corporate and Legal Affairs , to circulate the list of suggested topics for Board Thinking Days during 2016 seeking any further comments from colleagues before we finalise the programme.
3. One recent event of course is the recent unannounced visit by the CQC and this will be reported on elsewhere in the Trust Board agenda. The only comments I would wish to make is that we are rightly seeking to be as open as about this as possible; that we are seeking to learn from this; and also working to avoid any repetition whilst recognising the pressures that staff are facing .

I look forward to seeing you at our forthcoming board meeting on 7th January 2016 and wish all of you a Happy New Year. I hope that collectively we are able to identify and capitalise on opportunities as well as responding to the inevitable challenges that present themselves.

Regards,
Karamjit Singh

Chairman, University Hospitals of Leicester NHS Trust