

Chairman's Note

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Trust Board paper D

Dear Colleagues

Our forthcoming Trust Board meeting on 4th July 2019 takes place on the same day as our Annual Public Meeting, which is an opportunity to share with various stakeholders and the public reflections about our progress during the past year and our plans for the future.

I think the key theme which spans the past year and our plans for the future is our aspirations and efforts (particularly since summer 2018) to embed the Quality Strategy. Put simply I would define this as a sustained effort to build the capability, organisational processes and culture within UHL to ensure improvements leading to high quality services throughout the Trust and with everyone, whether in clinical or non clinical roles, aligned to this.

The first question is whether or not the Trust is prepared to change. Since last summer we have seen the Chief Executive lead on the development of the Quality Strategy. Our partnership with AQUA provides an opportunity to hold ourselves up to the mirror and see whether or not we have the appropriate systems, governance and leadership that are necessary to achieve change. A second question is whether we as a Board are committed to this Quality improvement journey and given our previous conversations at Thinking Days, committees and the Board itself it is clear that the answer is affirmative. The third question is how do we ensure that there is support for this journey throughout the organisation. This means investment in front line staff, junior and middle managers, clinicians and those working below Executive team level so that they have the confidence and skills to create an impetus for change. The training programmes currently being implemented within UHL are crucial if they are able to instil a sense of confidence to promote change, awareness that everyone can be a leader irrespective of their role, and that fairness and equity of treatment for all staff are key to this. A fourth question is how these quality change initiatives are measured so that there is a clear outcomes focus and to ensure lessons learnt can be applied beyond a specific service setting. Monitoring the implementation of standard operating procedures and benchmarking ourselves through national initiatives such as Getting IT Right First Time will highlight the use of data in raising questions about what is actually happening rather than 'measurement by anecdote'. The fifth question is how do we ensure that the Quality improvement process becomes embedded throughout the organisation and I have noted the active recruitment of Quality Improvement agents throughout the Trust will be a key part of this. The sixth question is how to ensure that there is appropriate monitoring of what is happening, reflecting on the lessons (which also means taking unanticipated consequences into account) and that leadership behaviours and actions at all levels within UHL continually reinforce a sense of alignment throughout the organisation.

I look forward to our forthcoming Thinking Day when we will have an opportunity to reflect on the analysis thus far in relation to the Quality Strategy. I also think these questions (and others) will provide a backdrop to the Board's consideration of the Well Led domain during the forthcoming CQC inspection.

I look forward to seeing you at the forthcoming Trust Board meeting on 4th July.

Regards,

Karamjit Singh
Chair, UHL