

Meeting title:	Public Trust Board	Public Trust Board paper C				
Date of the meeting:	12 January 2023					
Title:	CEO update					
Report presented by:	Richard Mitchell, CEO					
Report written by:	Richard Mitchell, CEO					
Action – this paper is for:	Decision/Approval		Assurance	x	Update	x
Where this report has been discussed previously	The items in the report have been discussed in meetings and committees during the month of December 2022.					

To your knowledge, does the report provide assurance or mitigate any significant risks? If yes, please detail which

The report covers a wide range of risks in University Hospitals of Leicester NHS Trust.

Impact assessment

There are no specific impacts because of this report.

Purpose of the Report

The report is an update for the month of December 2022 on the University Hospitals of Leicester NHS Trust and wider Leicester, Leicestershire and Rutland Integrated Care System.

Recommendation

The Board is asked to receive the update on the below items.

Summary

This report provides updates on:

1. Winter including Covid, flu and industrial action
2. The year ahead
3. Honours and recognition

UNIVERSITY HOSPITALS OF LEICESTER NHS TRUST BOARD OF DIRECTORS

THURSDAY 12 JANUARY 2023 CHIEF EXECUTIVE'S BOARD OF DIRECTORS REPORT PRESENTED BY RICHARD MITCHELL

Introduction

The report is an update for the month of December 2022 on the University Hospitals of Leicester NHS Trust (UHL) and wider Leicester, Leicestershire and Rutland Integrated Care System.

1. Winter including Covid, flu and industrial action

- 1.1. As in previous months, I will provide a verbal update at the Board about winter and the actions we are taking.
- 1.2. I would like to acknowledge the relentless operational pressure UHL and the wider NHS and social care have been under in recent weeks. I am grateful for everything UHL colleagues are doing with support from outside of the Trust. I recognise it is a challenging time and all roles and personal contributions at UHL are important.
- 1.3. We know there are more patients accessing emergency care in our hospitals, the number of patients with Covid or flu is increasing, and delayed discharges of medically fit patients remains higher than we want it to be. We recognise the impact this has on the care we can provide on both our planned and emergency care pathways - as well as the personal impact on all colleagues.
- 1.4. We expect to see ongoing pressures in the weeks ahead and we are committed to doing everything we can to support all colleagues. We know that colleagues are having to take risk-based decisions which are outside of established practice, and that many have concerns about this. We share their concerns. Our regulators and professional bodies issued a joint statement in November 2022 (please see [GMC](#), [NMC](#) and [HCPC](#) – all signed by the Care Quality Commission) and the position at UHL is consistent with this.
- 1.5. We are clear that no one will be referred to the professional regulator by the Trust for taking exceptional actions in the best interests of patients. For the avoidance of doubt, this is not about accepting suboptimal care. This is an acknowledgement of how hard people are working and the understandable concerns some colleagues have. The UHL Board holds the operational risk for the Trust, and all colleagues have our full support and backing for the care they are providing.
- 1.6. Working with other NHS organisations and local authorities, we are endeavouring to provide the best possible care we can in the current circumstances. We meet regularly with NHS England colleagues to share concerns and plans, and we have spoken with the Care Quality Commission. Raising all concerns remains incredibly important, and all colleagues are encouraged to do this in complete confidence at any time via a range of routes including Freedom2speakup@uhl-tr.nhs.uk.

- 1.7. We are also clear that in these challenging times, we must look after ourselves and one another. We are committed to leading with compassion and to support the wellbeing of all colleagues. Whilst we believe we have a strong wellbeing offer, we know we can do more, and welcome all ideas for improvement.

2. The year ahead

- 2.1. Given it is the start of 2023, and I hope it will be an easier and better year for all, I wanted to share in public five firm commitments. This year we will:
- 2.2. **Improve UHL as a place to receive emergency care** including reducing the maximum length of time any patient waits for their care. This will be achieved by; increasing our bedded capacity including more wards at Glenfield Hospital and the opening of a Respiratory Support Unit, reintroducing primary care triage into the Emergency Department, increasing Urgent Treatment Centre provision in Leicester City, expanding community capacity and home care services and working jointly with primary care outside of UHL.
- 2.3. **Improve UHL as a place to receive elective and cancer care** including reducing the maximum length of time any patient waits for their care. This will be achieved by; opening the Elective Care Hub at the Leicester General, installing our second of three robots to expand our robotic surgery programme, increasing the services run from the seven community hospitals, expanding the pre-existing excellent work into health inequalities and continuing our work on being more productive.
- 2.4. **Improve UHL as a place for all to work.** This will be achieved by consistently recognising that our colleagues are our greatest asset. We must make it far easier for them to be able to do the right thing, including giving them greater autonomy and ability to invest in patient care. We will; review and restate our values and work to reduce the disconnect between the values and lived experiences, strengthen our internal communication and be less reliant on emails, continue to improve car parking, oncall rooms, IT and wifi, improve our food offer across our three acute sites and seven community hospitals and introduce a wide-ranging formalised leadership programme with the University of Leicester.
- 2.5. **Improve our estate including progressing our long-standing reconfiguration programme.** This will be achieved by receiving confirmation in early 2023 about how much capital (money) we will have and by when. As mentioned above, the Elective Care Hub opens at LGH this year and we are committed to using our reconfiguration money as a way of strengthening research and education, as well as NHS service, accelerating the delivery of digitally enabled healthcare and providing better services to patients in the community and their homes. Reconfiguration is about healthcare provision and transformation, not just providing hospital-based services.
- 2.6. **Improve our partnerships.** Consistently providing high-quality timely healthcare can be complicated. We can make it easier by working more closely with partners outside of UHL. This includes communicating more effectively with patients, visitors and communities. Our relaunched strategy will have a greater emphasis on our relationships with primary care, community and mental, local authorities, voluntary sector, universities and private sector. Our relationships with the LLR Integrated Care System will continue to evolve and there will be even greater evidence of system level delivery. We already have world class research and education relationships with local universities and these will strengthen.
- 2.7. The five commitments will support us to continue to make progress with the way we spend money effectively and will improve our financial governance. We aim to exit Financial Special Measures early in 2023.

3. Honours and recognition

- 3.1. Congratulations to Dr Ramesh Mehta OBE who was awarded a CBE in the King's New Year's Honours list, for services to Equality, Diversity and Inclusion. Dr Mehta, a retired paediatrician, founded the British Association of Physicians of an Indian Origin in 1996 after he witnessed the struggles of overseas doctors in the NHS. He has dedicated himself to the cause of equality and justice and has worked steadfastly on his mission of eradicating discrimination. UHL is pleased to work closely with BAPIO and Dr Mehta.
- 3.2. Congratulations to Dr Mayur Lakhani CBE who was knighted in the King's New Year's Honours list, for services to general practice. Dr Lakhani was the former chair of West Leicestershire Clinical Commissioning Group, the National Council for Palliative Care and the Royal College of GPs.
- 3.3. It was pleasing to see that the University Hospitals of Leicester NHS Trust and Locum's Nest have made the shortlist for the 2023 Health Service Journal Environmental Sustainability Project of the Year award.
- 3.4. Some of the UHL services, research and education are world class and many are national renowned. We have excellent people who are amongst the best in their peer group and we have many clinical and non-clinical colleagues diligently going about their jobs, making an impact that changes people's lives, without fanfare. We need to ensure in 2023 that we get greater appropriate recognition for the people who work in UHL.