

Meeting title:	Public Trust Board	Public Trust Board paper C1			
Date of the meeting:	12 October 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
Where this report has been discussed previously	The items in the report have been discussed in meetings and committees during the month of September 2023				

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 September 2023 on the University Hospitals of Leicester NHS Trust (UHL) and wider Leicester, Leicestershire and Rutland Integrated Care System.

Recommendation

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

UNIVERSITY HOSPITALS OF LEICESTER NHS TRUST BOARD OF DIRECTORS

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

Introduction

The report is an update for the month of September 2023 on the University Hospitals of Leicester NHS Trust (UHL) and wider Leicester, Leicestershire and Rutland Integrated Care System.

Radical Change

The operating environment in the NHS remains challenging, including a further round of industrial action last week, yet despite this, at UHL we continue to deliver sustained progress across our portfolio. Nationally, 12% more patients were awaiting planned care in July 2023 compared to July 2022 but at UHL, 5% fewer patients are waiting for care now, which is the eight largest reduction in the NHS. We received confirmation in September that we have stepped down from Tier One to Tier Two for planned care and cancer care, having left Tiering much earlier in the year for emergency care. In September, we had a visit from Professor Tim Briggs, who is the National Director of Clinical Improvement & Elective Recovery. He described "a clear, demonstrable improvement in our use of theatres since our (his) last visit, with increased utilisation, reduced late starts and turnaround times, and some reductions in on the day cancellations." Tim also identified the excellent work in outpatient transformation referencing progress in Gastroenterology, in particular.

As shared last month, there are three phases of improvement for NHS Trusts; stabilise, recovery and radical change. Whilst we still have recovery work to do at UHL, we have also entered the radical change phase. This runs through our new strategic framework, "Leading in healthcare, trusted in communities" which we launched last month and is back at Board today.

As well as working with local voluntary, community, NHS and LA partners, a key part of our future is our work with the East Midlands Acute Partnership network (EMAP). A particularly important relationship is with Kettering General Hospital NHS Foundation Trust (KGH) and Northampton General Hospital NHS Trust (NGH). We already have close and effective clinical relationships, patient flow and service interdependencies between KGH, NGH and UHL. On 1 July 2021, KGH and NGH formed the University Hospitals of Northamptonshire Group (UHN). There are many services at UHN and UHL that are co-dependent. Relationships have further strengthened with the 2022 funding round for the Leicester Biomedical Research Centre, hosted by UHL, now including UHN. John MacDonald has been the shared Chair at UHN and UHL since July 2023 and I joined the KGH and NGH boards last week. We look forward to working together to strengthen clinical and support services and improving efficiency, productivity and quality across the three trusts.

Multiculturalism, inclusion and partnerships

Multiculturalism is the presence of distinct cultural or ethnic groups within a society and is a defining feature of modern Britain. Multiculturalism strengthens our culture, contributes to our economy, increases education and awareness and provides an opportunity for cultural exchange. The advantages are clear but it is not without

problems including challenges to integration, cultural tension and identity concerns. Last week, Nesrine Malik, a Guardian columnist wrote; “Multicultural Britain continues to do its thing, to evolve, merge and affirm its right to difference in ways the state has no means of managing.” At UHL, we have a vital role to shape an inclusive and multicultural Leicester. We are proud to encourage and support community initiatives, cultural festivals and intercultural dialogue.

We know at UHL that all NHS colleagues deserve to be treated with dignity and respect, but sadly this is not always the case. Trans and non-binary people face a disproportionate amount of bullying, physical violence and harassment from other colleagues, patients and the public and political discussion around trans and non-binary identities is heated and divisive. The NHS aims to be inclusive for all, but for all its progress toward inclusivity there are still vulnerable groups left on the peripheries. I am clear that at UHL, every colleague deserves a safe and supportive working environment and I want to provide high quality allyship to support all colleagues irrespective of their protected characteristics. I see you, I hear you, I am with you.

I would like to recognise the start of Black History Month which runs throughout October. The aim is to recognise and celebrate the invaluable contribution of black people to British society, as well as inspire and empower future generations. This year’s national BHM is dedicated to honouring the achievements of black women through the theme of ‘Saluting our sisters’ which highlights the crucial role that black women have played in shaping history, inspiring change, and building communities.

In September, Dr Ruw Abeyratne (Director of Health Equality and Inclusion), Michelle Smith (Director of Communication and Engagement), James Spear (Hepatitis C Network manager), his team and I visited Gurdwara Guru Amar Das on Clarendon Park Road and listened to the work that we are already doing in partnership with our communities. We received a very warm welcome. Last weekend was the national British Association of Physicians of Indian Origin conference and it was a pleasure to join the conference and later this year we are hosting for the first time in Leicester the British Indian Nurses Association annual conference. On Tuesday evening this week, Michelle and I joined a Police Community Engagement event at Panth Prakash Gurdwara in Leicester and tonight is the South Asian Health Foundation dinner in Birmingham.

Sexual misconduct in surgery

Last month the University of Exeter and the University of Surrey published a study into Sexual Misconduct in Surgery. The report’s findings were that nearly two-thirds of women surgeons in the NHS said they had been the target of sexual harassment in the past five years and 90% of women and 81% of men surveyed had witnessed some form of sexual misconduct in the workplace. This behaviour has no place in the NHS or UHL. I wrote to all colleagues in January 2022 stating that all colleagues have the right to feel safe and respected at work. We remain committed to creating an environment where this behaviour does not occur and we will investigate all concerns, support you, and take action to ensure the safety and wellbeing of our colleagues and patients. If you have been affected by harassment of any kind at work, or have witnessed incidents affecting others, I strongly encourage you to come forward and report it. Creating a culture that eliminates harassment and discrimination will take all of us. Sexual misconduct in the workplace has absolutely no place in the NHS, or in wider society, and employers, employees and trade unions must work together to take action to eliminate it. One person experiencing sexual misconduct is one too many. Like other NHS organisations, we have policies regarding workplace harassment and violence from the public and these policies also cover sexual misconduct. As well as this, the NHS recently launched its sexual safety charter which enforces a zero-tolerance approach to any inappropriate or harmful sexual behaviours. I recognise we have work to do at UHL and I would like to acknowledge that right now, I do not have all the answers, but we are keen to improve, and we will seek external support and advice if necessary.

Care Quality Commission

Last month the Care Quality Commission (CQC) published its reports into maternity services at UHL following the focussed inspections that took place in February and March. The CQC inspected each of our maternity services with a focus on the 'well-led' and 'safe' domains. The overall rating for maternity services at UHL is now 'Requires Improvement'. This is a move down from our previous 'Good' rating and this reflects a general deterioration in ratings nationally. I acknowledge that the quality of our service is not yet where we need or want it to be, however we are making improvements and we can be confident that positive change is happening and will continue to happen.

We published an [open letter](#) to parents-to-be and families in Leicester, Leicestershire and Rutland to provide reassurance that UHL remains a safe place to give birth and that we are here to listen to any concerns people have. We were contacted by a local charity who provide culturally inclusive support and activities to Leicester women from South Asian communities. Based on their suggestion, we have worked with them to communicate messages in different languages to Leicester communities to provide reassurance about UHL maternity services.

Freedom to Speak Up

We took a decision in June to work with a partner called The Guardian Service to strengthen our FTSU service. We know the safest providers of patient care have the best cultures, underpinned by a strong FTSU offer. Work started on 1 September and the service will provide greater independence in the process of raising and responding to concerns and it will significantly increase the accessibility of the service operating 24 hours a day, seven days a week.