

Meeting title:	Public Trust Board
Date of the meeting:	14 December 2023
Title:	Chief Executive Officer update
Report presented by:	Richard Mitchell, CEO
Report written by:	Richard Mitchell, CEO

Trust Board paper E

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 November 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 November 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 14 DECEMBER 2023
CHIEF EXECUTIVE'S BOARD OF DIRECTORS REPORT
PRESENTED BY RICHARD MITCHELL**

Introduction

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

University Hospitals of Northamptonshire NHS Group (UHN)

On Monday 30 October, I started as the Chief Executive of UHN as well as the Chief Executive of UHL. I would like to thank colleagues for the warm welcome I received and I have been impressed by much of what I have heard and seen. In November I spent time meeting and listening to colleagues within and outside of UHN. We held eight virtual briefs for UHN colleagues which have been well attended, I wrote six blogs to UHN colleagues, I attended sessions with the consultants across both hospitals, I met the UHN divisional teams and colleagues from the local authority and general practice, the integrated executive team across UHN has met every week, I met many Non-Executive Directors for one to ones and on 22 November the executive teams in UHN and UHL met.

I have joined UHN to deliver on a small number of clear priorities; to strengthen patient care in Kettering and Northampton General Hospitals, to strengthen the way UHN works with UHL and to work more effectively with partner organisations across the Northamptonshire Integrated Care Board. All of this is underpinned by culture. It is not possible to run a large organisation effectively without a relentless focus on culture.

In the last month, some of the joint early achievements between UHN and UHL include:

- Discussions are underway about robotics collaboration and potential decontamination collaboration.
- Initial conversations have begun on clinical collaboration around spinal, urological, and head and neck services
- Teams have begun to share learnings around faster diagnostics.
- The communications teams have identified opportunities to utilise specialist areas of their teams.
- UHN colleagues are working with UHL people services to help with agency and temporary staffing.

Across UHL, UHN and the wider NHS, we face some big challenges including; industrial action, variable colleague morale, financial challenges, the need to improve productivity, growing elective waiting lists, urgent and emergency care and winter pressures and general practice challenges. The list of things we need to do may feel overwhelming, but it is not impossible and I believe we need to work with partners such as UHN, to radically change the way we deliver healthcare. We will focus on a small number of clear priorities with continuing to improve the experience of working in UHL and UHN, for all colleagues, at the top of the list.

I recognise we are working to change a lot of things at pace and our plans are ambitious. Change is never universally popular, but the consequences of not changing would be far worse for the patients and colleagues of UHL and UHN.

NHS Staff Survey

Our 2023 NHS Staff Survey closed with a response rate of 58% which is excellent. We were 10% higher than last year and 11% higher than the national average this year. Thank you to the many colleagues who completed their survey. We will begin to get information about what people have said in early 2024 and we will use this information to further improve UHL as a place to work and receive care. I believe the NHS Staff Survey is the most important data set available about any NHS organisation.

International Conflict

I want to acknowledge again the impact the ongoing conflict in Gaza is having on so many. The suffering experienced by Palestinians and Israelis in the Middle East, and here in the UK is deeply distressing. To all colleagues and patients who are personally affected, we continue to hold you all in our thoughts every day. At UHL, we are supporting colleagues and patients who are directly impacted by the devastating scenes we see in the Middle East.

We must continue to support each other as we also see the knock-on effects of the conflict, with increasing instances of Islamophobia and antisemitism throughout the UK. Colleagues in UHL come from a range of backgrounds providing care to a diverse population. We will not stand for any form of hate directed at colleagues or patients and we take robust action when unlawful incidents are reported to us. Colleagues that witness or experience discrimination are encouraged and supported to raise it immediately. Following feedback from colleagues, I wanted to provide further information:

- 1. Patient and Service User Support:** Supporting the wellbeing of our patients and service users remains our priority. Please continue to approach your interactions with empathy, understanding, and care, recognising the potential impact of the current conflict on those we serve.
- 2. Colleague Support:** Colleagues are experiencing upset and anxiety due to the ongoing conflict and its broader societal implications. As an employer who strives to be better, we have a duty to engage and support all colleagues with care, compassion and understanding. It is crucial to be sensitive about the language we use and offer safe spaces for colleagues to talk if they are struggling.
- 3. Civility and Respect:** Respect for diverse opinions is fundamental to our organisational values. However, we remind everyone to exercise civility and respect, refraining from making political statements in the workplace that may cause upset or harm to others. If you find yourself subject to any sort of antisemitic or Islamophobic comments, please use the Freedom to Speak Up guardian to report these.
- 4. Dress Code:** Our dress code implies that the wearing of any badge, emblem, or item demonstrating a political affiliation which could cause harm or offence to others is not permitted. We ask all colleagues to please adhere to this guideline to maintain a professional and inclusive workplace.

Meetings since October Board

On 15 November I attended a national meeting with Nervecentre at the Science Museum where we spoke about the digital improvement work taking place in UHL and across the East Midlands.

On Friday 17 November Dame Emily Lawson, (Chief Operating Officer NHSE) visited and we spoke about our new strategy and improvements to patient care.

On Saturday 18 November I spent time with our friends at Geeta Bhavan, Clarendon Park Road, who have raised £3,100 for the Leicester Hospitals Charity. The money will support purchasing equipment for neonate babies and was very gratefully appreciated.

On Friday 24 November Dr Navina Evans (Chief Workforce, Training and Education Officer NHSE) and Professor Geeta Menon (Chair of the British Association of Physicians of Indian Origin Advisory Council) visited. We spoke about our new strategy and the work we are doing to support recruitment and retention of colleagues.

On Thursday 30 November I attended and spoke at the Shama Women's Centre Annual General Meeting and it was great to hear about the work that UHL and Shama have done in the last year.

On Friday 1 December we hosted the national British Indian Nursing Association (BINA) conference. I am so proud of the important work we are doing with BINA and it was great to see many colleagues from Leicester, Northampton, Kettering and beyond at the national conference.

On Friday 1 December Dr Vin Diwakar (Medical Director for Transformation NHSE) visited and we spoke about our programme of digital improvement.

On the evening of Tuesday 5 December, I attended the 15th anniversary of EAVA FM.

Industrial Action

It was announced last week that junior doctors will stage nine more days of Industrial Action in December and January. The strikes will be for three days from 7am on Wednesday 20 December and six days from 7am on Wednesday 3 January. I know the news has caused concern given how busy NHS services already are. We support colleagues who strike and those who remain at work. I do hope there soon is national resolution for this ongoing pay dispute. Work is well under way to run our services over the two further periods of industrial action and we have difficult decisions to take about patient care. Further information will follow.

Hannukah

I would like to wish colleagues a Chag urim sameach or Happy Hannukah. Hannukah runs for eight days from Thursday 7 December until Friday 15 December. May this festival bring blessings upon you and your family.

Christmas

UHL Executive colleagues and I will be visiting Leicester General Hospital on Saturday 23 December, Leicester Royal Infirmary and Glenfield Hospital on Christmas Day and our Community Hospitals on Wednesday 27 December and Friday 29 December. Thank you to all colleagues working over Christmas and New Year.