

Meeting title:	Public Trust Board	Public Trust Board paper E				
Date of the meeting:	9 February 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 January 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 January 2023 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. Access improvements
3. Opportunities to improve care
4. We are UHL
5. Equality and inclusion
6. Time to Talk Day
7. National Apprenticeship Week
8. Holocaust Memorial Day
9. LGBT History Month

UNIVERSITY HOSPITALS OF LEICESTER NHS TRUST BOARD OF DIRECTORS

THURSDAY 9 FEBRUARY 2023 CHIEF EXECUTIVE'S BOARD OF DIRECTORS REPORT PRESENTED BY RICHARD MITCHELL

Introduction

The report is an update for the month of January 2023 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. Whilst our position, as measured by a range of indicators, is improving, it is important we recognise that winter is not over and February is normally a difficult month. We have 51 days left in 2022/23 to deliver our agreed position for ambulance handovers, elective care, cancer care and our year end financial position.

2. Access Improvements

- 2.1. We will discuss access (waiting times) in more detail later in our Public Board but I wanted to recognise that waiting times for all types of care at UHL are reducing. This has involved a huge amount of work and I would like to thank Jon Melbourne, Chief Operating Officer, and his team for their focus over the last year. Our plans are recognised nationally as being much clearer and we now need to build on this and deliver further wide-ranging improvements in 2023/24.
- 2.2. For a range of reasons, including the temporary escalation facility, ambulance handovers at the Leicester Royal Infirmary have reduced dramatically over the last eight weeks. I am confident we can maintain our progress and we are grateful for national and regional support to build a permanent escalation facility at the LRI. Whilst the emergency department at the LRI and the Clinical Decisions Unit at the Glenfield Hospital continue to be busy, we are now able to respond to patients in the community, often the patients most at risk in any system, more quickly. Long waiting times for ambulance crews to hand patients over at the LRI have been problematic for many years and they are now undoubtedly better than at any point in the recent past. We need to ensure we deliver further improvements in the four-hour and 12-hour standards.
- 2.3. There has been a significant reduction in elective waits over the last 12 months. Jon and his team inherited a very challenged position in January 2022 and have made month on month progress. We still have too many patients waiting too long for their care, but the maximum waits have reduced and patients are now waiting in a smaller number of specialties. We will continue to be reliant on the Independent Sector and we are keen to explore more effective elective partnerships with other NHS providers in the East Midlands.

We are working with the national Getting It Right First Time team and we are committed to delivering improvements in productivity.

- 2.4. We are also delivering impressive progress in our cancer pathways including the volume of patients on the 62-day pathway and the % of patients waiting over 62 days.
- 2.5. We have a lot of work to do to deliver waiting times which are consistently in line with our expectations, but access is much better now than in February 2022 and I am confident we will make even more progress over the next year.

3. Opportunities to improve care

- 3.1. As detailed above, we currently have too many patients waiting too long for their elective and cancer care. We also know we have a significant imbalance between the number of patients (emergency, elective and cancer) waiting for care and our capacity, including physical beds. Our plans for improvement are clear and I believe there is growing confidence in UHL.
- 3.2. Last month I detailed five commitments we have made for the next 12 months; 1) Improving UHL as a place to receive emergency care, 2) Improving UHL as a place to receive elective and cancer care, 3) Improving UHL as a place for all to work. 4) Improving our estate including progressing our long-standing reconfiguration programme and 5) Improving our partnerships.
- 3.3. In the first and second commitment we are making progress and can evidence we are being more productive, but we also require additional capacity as we know we have 14% fewer general and acute beds than you would expect for a Trust of our size.
- 3.4. We have well understood plans for improving access and capacity which we must deliver by October 2023. This includes; increasing Urgent Treatment Centre walk in capacity in Leicester City, opening a permanent escalation facility at the LRI, increasing our bedded capacity at Glenfield Hospital including the opening of a Respiratory Support Unit and expanding community capacity.
- 3.5. We will do this in partnership with others and the above will further improve productivity. We have a collective responsibility with system partners to deliver the above and must ensure we do not miss our opportunity in the next couple of months. None of us want to experience another winter like the one we are currently in.

4. We are UHL

- 4.1. Last week we began our largest ever engagement process. We are UHL is an opportunity for the 18,000 people who work at UHL and 100s of people from our communities and partner organisations to contribute to developing our new strategy in an open and collaborative way. We will jointly identify priorities together and we will revisit our values to ensure they align with the organisation we want to work in. We so far have received 10,000 individual interactions with the platform and clear themes which align with feedback in the staff survey are emerging. Many of them are about us focussing on the basics. I have included below one of the many comments received so far:

- 4.2. “A UHL fit for the 21st century. UHL is out of date. There are so many wonderful people here and so much good practice but we need to get out of the 20th century. IT systems are woefully inadequate - they crash, there are multiple systems with different logins that don't talk to each other. The hardware that we are given to access these woeful systems are old and broken. IT support systems don't work either so nothing ever gets fixed. We are all so frustrated by this and it is impossible to deliver effective safe care in an efficient way. HR systems are inadequate and hard to access, not responsive, visible, flexible or pro-active so it is painfully difficult to recruit new staff, induct them, welcome them. It is very difficult to sort out our own HR issues - pay is often incorrect, leave, retirement planning. The buildings are aging and not fit for purpose - wards are crowded and poorly ventilated, office space is inadequate, car parking poor.”
- 4.3. I recognise and agree with many of the comments we have received. We are making some progress but not nearly enough so far.

5. Equality and Inclusion

- 5.1. It is good to see that we have a Health Equality at UHL update on our Public Board agenda.
- 5.2. Health Equality is one of seven Trust priorities for 2022-23. Significant progress has been made in disaggregating our data to identify health disparities with regards to access and there are now almost 30 workstreams at various stages of development across a range of services predominantly with a lens on improving equity of access.
- 5.3. This is an important priority at UHL and I am looking forward to the conversation at Board today.

6. Time to Talk Day

- 6.1. At our Friday Focus last week, I was joined by Ballu Patel (Non-Executive Director), Dr Biju Simon (Consultant Physician) and Clare Teeney (Chief People Officer). One of the things we discussed was Time To Talk Day.
- 6.2. Last Thursday was Time to Talk Day 2023 and we fully support this important conversation. We know that talking about mental health may not be easy but a conversation does have the power to change lives. There are many reasons why Time to Talk Day is important including; every year one in four of us will experience a mental health problem, talking helps to create supportive communities which can empower us to seek help when we need it and by opening up the conversation about mental health, we can support both ourselves and others.
- 6.3. We know many people including those in the NHS experience challenges with their mental wellbeing. Mental health problems quadrupled in NHS colleagues during the first wave of COVID-19 and nurses consistently reported higher levels of depression and anxiety during the COVID-19 pandemic. I know we have work to do at UHL and we are committed to growing a culture which is more inclusive, supportive and compassionate. This will benefit patient care, will be better for colleagues and from personal experience, I know it can have a positive impact on our relationships with friends and family outside of work.
- 6.4. As Michelle Obama said; “It is time to tell everyone who is dealing with a mental health issue that they are not alone, and that getting support and treatment is not a sign of weakness, it is a sign of strength.”

7. National Apprenticeship Week

- 7.1. National Apprenticeship Week is taking place this week. During the week there will be a number of face to face and virtual sessions showcasing a variety of different topics. This includes apprenticeships delivered at UHL, higher level apprenticeship information sessions delivered by our external partners and opportunities to ask questions directly to the team. Most of these sessions are aimed at existing colleagues however we have opened a selection to schools and colleges to promote the wide range of apprenticeships and roles within the healthcare setting. Apprenticeships are an ideal way to develop existing teams and shape the future workforce.
- 7.2. Working in partnership with The Prince's Trust we are pleased to announce our 18th offering of the 'Get into' Hospital Services programme that will start on 6 March. The programme provides 16-30 years olds valuable work experience in a non-clinical health care setting. During the programme, the placement will undertake vital practical experience in a healthcare environment as well as classroom sessions relating to work ethics, values, behaviours, customer services, employability skills and more. We are asking departments and teams for their support in providing 10-12 days' work experience across four weeks, offering support and guidance to someone starting out on their career journey and invest in tomorrow's workforce. It's also an opportunity for UHL colleagues to improve their own leadership, coaching and mentoring skills as well as preparing young people to join our workforce in employed roles at the end of the programme.

8. Holocaust Memorial Day

- 8.1. Friday 27 January 2023 was Holocaust Memorial Day and we took a moment to remember and reflect on those that lost their lives through genocide. This date marks the anniversary of the liberation of Auschwitz-Birkenau.
- 8.2. It is a day of reflection and remembrance for those killed by genocides that have taken place across the World War II, as well as victims of genocide in other areas such as Darfur, Bosnia, Rwanda and Cambodia. The day honours survivors of and those affected by these atrocities whose lives were changed forever.
- 8.3. The theme for 2023 is 'Ordinary People'. This year's theme prompts us to consider how ordinary people, such as ourselves, can perhaps play a bigger role than we might imagine in challenging prejudice and discrimination today
- 8.4. At UHL we recognise the diversity of our staff. It is important that we support and show compassion for those who have lost loved ones and go through difficult times during the year.

9. LGBT History Month

- 9.1. LGBT History Month is marked across the UK throughout February as an opportunity to connect and reflect on the past and present of the LGBT Community, to celebrate LGBT culture and progress towards equality over time, and to explore what the lessons of history can teach us for the future.
- 9.2. This year the month pays tribute to making history, 1.5 million+, as for the first time in over 200 years, the community were officially counted as part of the Census. It is a truly historic moment that after years of invisibility the community is officially part of the UK's story. There are five areas identified from the initial Census data:

- 9.3. There are nearly as many bi and pan people as there are lesbian and gay people.
- 9.4. 0.5% of the population have a gender identity that is different from the one they were assigned at birth.
- 9.5. 28,000 people in England and Wales who identify as asexual.
- 9.6. LGBTQ+ people live and participate in every part of the country, rural and urban.
- 9.7. Brighton and Hove are the most LGBTQ+ place.
- 9.8. It goes beyond recordkeeping, as more people learn about the LGBT community, there has been a gradual change in attitudes. The acceptance has seen an increase in self-declaration.
- 9.9. The '[Rainbow Britain report](#)' shows true inclusivity. This year marks 20 years since Section 28 was repealed (law that banned promotion of homosexuality).
- 9.10. UHL is proud to be an ally and supporter of the LGBT+ community. We are pulling together a programme of activity for the month
- 9.11. We stand by the community and its commitment to be recognised and counted. We will continue to work hard to raise awareness, promote and improve our patients, service users, and carers experiences whilst accessing healthcare, as well as having a working environment that is truly inclusive.