

Paper D

Meeting title:	Public Trust Board					
Date of the meeting:	9 March 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 February 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 February 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. Discrimination, harassment and victimisation
2. Access improvements
3. Staff Survey and We are UHL
4. Ramadan 2023
5. International Women’s Day 2023
6. Mother’s Day 2023
7. Remembering UHL colleagues

UNIVERSITY HOSPITALS OF LEICESTER NHS TRUST BOARD OF DIRECTORS

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

Introduction

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

1. Discrimination, harassment and victimisation

1.1. The judgement from an employment tribunal was published on 21 February and it will have saddened and shocked all of us who read it. Michelle Cox, a senior black nurse in North-West England won a landmark employment tribunal for racial discrimination. The full judgement can be accessed [here](#).

1.2. The judgement found that, between 2019 and 2021, Ms Cox had faced discrimination, harassment and victimisation from her employer and her whistleblowing claims had not been upheld after she raised a grievance and appeal. The tribunal heard how Ms Cox faced direct discrimination and had been "excluded at every opportunity" by her line manager. One such incident was scheduled for a time she was due to be at the Chief Nurses Office's Black Minority Ethnic conference. On another occasion, Ms Cox was also not informed that a team member, junior to herself, had been promoted and 'was acting up,' despite a thorough, fair and proper recruitment process not being followed. This was also contrary to anti-discrimination recruitment practices. Her manager then excluded her from recruiting to new senior posts in her team.

1.3. I am proud to work at UHL. I am proud that we are based in Leicester, the fastest growing city in the East Midlands and the first plural city in the UK, where there is no ethnic majority. I am proud of the wider progress we are making at UHL.

1.4. I am not proud yet of our culture and the lived experiences of all colleagues. On Friday, Dr Ruw Abeyratne (Director of Health Equality and Inclusion), Clare Teeney (Chief People Officer) and I visited the African Caribbean Centre for a listening event. We listened to many people who use our services and or who have worked at UHL. The three people who worked at UHL described experiencing discrimination, harassment and victimisation at work over the last 20 years. Their pain was clear. We apologised but an apology is not nearly good enough and these are not historical experiences, they are still happening today. I am aware that too many people at UHL today have a different experience at work to mine. Opportunities do not present themselves equally. This is not acceptable and we cannot continue to accept this.

1.5. Today we are communicating the findings of our 2022 staff survey. Last week I reread the 1,929 anonymous free text comments received. One person wrote; "When racial discrimination, bullying and harassment is reported, this trust does everything possible to sweep it under the carpet and not address the issue, as this would entail repercussions and consequences for their friends. Nothing gets dealt with adequately. Certain individuals are beyond reproach and are privileged and protected." As the Chief

Executive of UHL, I own this comment and I am committed to work with all colleagues at UHL to change this experience.

1.6. Last week Michelle Smith (Director of Communication and Engagement), Clare and I, met with our network leads and staff side Chairs to discuss the staff survey. As referenced below, one of our four themes for this year is inclusion. Inclusion is a universal human right but we do not experience it consistently. Inclusion is about embracing all people irrespective of race, gender, disability or other characteristics. It is about giving equal access and opportunities and removing discrimination and intolerance. Specific actions we are taking at UHL are our Workforce Race Equality Standard (WRES) will soon report back to our Equality, Diversity and Inclusion Board and then to Public Board. The EDI Board will provide a quarterly report to the People Committee and the next report will include a final plan on the learning from the Michelle Cox case and progress against this. We have collective responsibility to prevent discrimination by working towards being actively anti-racist not just “non-racist”. We must create a climate in which it is safe for all colleagues to raise concerns about unfair treatment of any kind and in which those complaints will be acted on in a timely and decisive manner. We need to ensure that those investigating such allegations listen with intent and actively seek to understand what has happened and we need to take decisive action against people who do discriminate. We will treat victimisation of any colleague who raises concerns about racism as potential gross misconduct.

1.7. I am aware that some of the things I write and talk about are met with disbelief. I know some people are sceptical and what I write does not resonate consistently with your experience. Recognising this, you have my word that equality - both in employment and health care - is a priority for me and for UHL. We must address equitable health care needs at every possible step for our patients and colleagues.

2. Access Improvements

2.1. We continue to make sustained progress with all of our waiting times and this will be discussed in more detail later in our Public Board. 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. The reduction in ambulance handovers deserve particular recognition. Since mid-December we have delivered a 96% reduction in lost hours and have virtually eliminated the longest waits. Well done to all involved. The improvement is recognised by the national and regional NHSE colleagues.

3. Staff survey and We are UHL

3.1. The embargo on the national staff survey results is lifted today. Thank you to all colleagues who took the time to complete the 2022 staff survey. We achieved our highest ever UHL response rate, taking us above the national average for the first time. Whilst we have made important improvements – including in teamwork, appraisals, career development and your work-life balance - I am far from happy with these results. We remain convinced that a relentless focus on colleague wellbeing will make UHL a better provider of care for all. Our promise for 2023 is that we will work together to make UHL a place where more people feel; Recognised, Included, Supported and Equipped for their role.

3.2. I know some colleagues will be thinking they have heard statements like this before, or ‘that all sounds good, but how?’ Well, I believe we have learnt from last year. We did not make as much progress as I hoped we would and there are three reasons for this. The main reason for this is clearly the experience of working at UHL has not changed sufficiently. Secondary reasons are our plan for improvement was too

complicated and I did not communicate the plan and updates as effectively as I could have. We have made changes to this year's plan and our first set of videos describes some of the initial actions we are taking. These are based on what we have been told through the survey and more recently on the We are UHL platform.

4. Ramadan 2023

4.1. Ramadan 2023 is expected to begin Wednesday 22 March and will end on Thursday April 20, with celebrations on Friday April 21. This is the tentative date as the actual date of commencement of Ramadan 2023 is subject to the sighting of the moon. Ramadan is the 9th month in the Islamic calendar/ Hijri Calendar lasting between 29 and 30 days depending on the sighting of the Shawwal Moon. It is one of the five pillars of Islam. The word 'Ramadan' comes from the Arabic word 'Ramad / Ramida' which means scorching heat or drought and means abstinence from eating and/or drinking anything from dawn till dusk. Millions of Muslims across the world observe fast from dawn till dusk during the month of Ramadan, the most sacred month for the whole Muslim Ummah.

4.2. Fasting has different words in different languages around the world and means to abstain or refrain from something such as food, drink, etc. Even though fasting in Ramadan is obligatory, Allah has pardoned and excused certain people from fasting i.e. people that are ill, travellers, those with physical or mental conditions.

4.3. The Trust wants to wish our communities a safe period during their month of fast. We want all colleagues to be respectful of our communities during the month whilst they abstain from food and drink. Please support our colleagues by ensuring their wellbeing during this important month.

5. International Women's Day 2023

5.1. International Women's Day (IWD) is a global day celebrating the social, economic, cultural, and political achievements of women. The day also marks a call to action for accelerating women's equality. IWD has been established for over a century, with the first IWD gathering in 1911 supported by over a million people. This year's theme is: #EmbraceEquity.

5.2. Historically, purple was a colour that denoted justice and dignity, and now it is used to represent women. Green is a symbol of hope. Today, purple is the colour of IWD and combined with green represents the feminist movement.

5.3. The aim is to promote and raise awareness of developing a gender equality and a world free of bias, stereotypes, discrimination. A culture that recognises diversity, equitable opportunities and inclusivity.

5.4. The Trust wants to celebrate women's achievement, raise awareness about discrimination and take action to drive gender parity. We all have a responsibility. Equity is not just a nice-to-have, it is a must-have. We want it to be part of UHL's DNA.

5.5. Our activity for the week includes staff stories, programme of activity led by the health and wellbeing team, promotion of women only events and meetings and health promotion. Our focus is to develop a Trust where difference is valued and celebrated. Together we can forge equality, diversity and inclusion. Collectively we can all #EmbraceEquity.

6. Mother's Day 2023

6.1. Mother's Day in the UK is connected to Easter, which changes every year. The United Kingdom, Ireland, Guernsey, Jersey, Isle of Man and Nigeria all have the same date for Mother's Day.

6.2. Mothering Sunday was originally a day celebrating mother churches, the church where one is baptised and becomes "a child of the church". Its origin can be traced as far back as the middle ages and takes place every year on the fourth Sunday of Lent, which is the period that Christians engage in their yearly fast.

6.3. The date is determined by the lunar calendar. It always falls on the fourth Sunday during the period of Lent, when people give up things such as foods or bad habits for the days leading up to Easter. It is exactly three weeks before Easter Sunday and usually falls in the second half of March or early April.

6.4. The Trust wants to wish every grandmother, mother, sister, daughter and granddaughter a 'Happy Mother's Day'. In our celebrations, we also want to share and remember those who have lost their loved ones.

7. Remembering UHL colleagues

7.1. It is with great sadness that I share that Maxillofacial Consultant Andrew Baker died unexpectedly on Friday 3 February. Andrew has been working in the NHS since 1985 and at UHL for six years. Those who knew him will remember him for his sense of fun, witty repartee, team spirit but most of all his dedication to his head and neck patients and their care. Andrew always put his patients first, he was their advocate and their champion. He was loved and respected by his team, his colleagues and his patients. Andrew was a highly skilled and dedicated surgeon. He re-established the head and neck cancer unit with a repertoire of reconstruction techniques providing a much-needed service to the population of Leicester and beyond. His passion to support and develop a truly integrated head and neck cancer institute for a population that desperately needed it was evident to all. Andrew leaves a huge hole in the Maxillofacial Department and the MSS CMG and he will be deeply missed by all who knew him. Our thoughts are with his wife Hazel and son Max.

7.2. I am also sorry to let you know that John Dobson, Facilities Manager, died on Friday 3 February. John was an ex-head teacher who only joined us in November. Many people will not have met John in his short time at UHL, but those who did, will always remember him. He was extremely energetic, positive and compassionate. I remember our two conversations on the LRI main corridor and John saying how much he was enjoying being part of the team here. In John's first couple of days at UHL he worked as a porter overnight across our three acute sites so he could better understand the Trust. John last came onsite on 16 December and after a short illness, he was admitted to Loros from the middle of January, receiving excellent care. Mike Simpson (Director of Estates and Facilities) and I visited John on Friday 27 January and sadly he died only seven days later. Our thoughts are with his sister Emma, his partner Edwina and his children Tom and Alice. John will be greatly missed by everyone who knew him.