

Chairman's Note

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Trust Board paper C

Dear Board Member,

KEY CONSIDERATIONS

In my note to the Board for a previous meeting, I have focused on the environmental context of ambiguity, complexity and uncertainty facing Trusts such as ours and the implications of this for Board and organisational decision making. This requires a culture which emphasises the leadership dimensions relating to adeptness to change in mindsets and behaviours. Given that our staff comprise over two thirds of the resources that we utilise, creating a culture and structures that provide for empowered and innovative decision making at all levels is essential.

Leadership is important at all levels because of the ever changing environment that the Board and Trust is operating in and our national regulators, the Care Quality Commission and NHS Improvement (NHSI) have rightly focused on the ability of Boards and senior leaders to demonstrate their own effectiveness in terms of shaping culture and outcomes. Over the coming months in our Thinking Day sessions, we will be looking at our own effectiveness in terms of the Board and its committees. I appreciate the support we will be receiving from the Leadership Academy and NHSI in providing external facilitation for these sessions. Ultimately it is the quality of our decision making with a clarity of vision that will determine how we as a Board respond to challenges such as improving productivity and efficiency; achieving sustainable balances; responding to unwarranted variation; managing demand versus capacity; and making the best use of capital investment. We also need to be assured through appropriate governance processes by the steps that the Executive Team is taking to achieve these objectives.

Beyond these here and now issues the Board also has to ensure that it does not become trapped in short term thinking. We have the forthcoming national Ten Year Plan which rightly focuses our minds on what kind of health services we want to see over the next decade and how we translate this national vision into our local context. An important aspect of leadership within the NHS is communicating beyond the boundaries of the organisation and engaging with different voices within our communities. This will require us to engage not only with health organisations but also beyond these sector boundaries with a wide range of stakeholders.

Colleagues will be aware that we owe a great debt to our staff who have come to the Trust from overseas and who make a really important contribution to the services that we provide

to our patients. Last week I attended the Annual Dinner of the Leicester Asian Doctors Association and in my public comments to attendees, I expressed my appreciation (on behalf of the Board) for their contribution to the Trust. I specifically asked them to encourage friends, relatives and past colleagues to consider applying to the Trust when they saw vacancies being advertised here. A motivated workforce is essential for delivering high quality care to our patients and communities. The other connection to both these themes is that we seek to be an organisation that is reflective of, and receptive and responsive to the changing needs of the communities we serve.

The Board has previously focused on the current position in relation to our proposed reconfiguration programme and specifically the need for capital investment in this particular health economy. In recent meetings with local MPs we have again emphasised the importance of this investment to address both estate and clinical reconfiguration. This is not a new issue and this Board has always highlighted the need for capital investment in the health services within the Leicester, Leicestershire and Rutland areas against a background context of the past two decades seeing comparatively little activity in this sphere. Following the Budget we hope there will be some positive news in the not so distant future.

I would also like to take this opportunity of conveying on behalf of the Board our sincere thanks to Richard Moore for the contribution he has made to our deliberations since March 2015 both in his capacity as a Non-Executive Director and as Chair of the Audit Committee. Unfortunately his other commitments preclude any continued involvement on his part in these roles and we wish him well for the future. We are currently undertaking a recruitment process (in conjunction with NHSI) for his replacement.

Finally I would like to use this opportunity on behalf of the Board to pay our respects to Mr Vichai Srivaddhanaprabha, the late Chairman of Leicester City Football Club, who died so tragically last week. In an interview with Radio Leicester I said that I was deeply saddened to hear this news; that our thoughts were very much with everyone involved at the Club at this time; that under his leadership the Club had forged a close relationship with our hospitals; and that his generosity had included a £2m donation towards our children's services. More generally, I pointed to his leadership in making a real effort to engage with the Clubs fans and the community more widely and the tone which he set in the Club through his own actions.

I look forward to seeing you at our forthcoming Board meeting on 1 November 2018.

Regards ,
Karamjit Singh

Chairman, University Hospitals of Leicester NHS Trust