

# 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. The recent report published by the Royal College of Physicians focusing on outpatient activity rightly poses the question about how ambitious or radical organisations such as ourselves should be. This requires an ability to engage with different internal and external audiences.

Beyond these here and now issues the Board also has to ensure that it does not become trapped in short term thinking, whilst delivering what is being asked of us by our regulators in terms of achieving sustainability along financial, performance and quality dimensions. 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. We have seen a number of engagement events recently in the Leicester, Leicestershire and Rutland area where our different local communities have emphasised specific issues of interest to them. Our task is to ensure that we and our partner organisations can meet these different aspirations in a coherent and impartial manner.

A motivated workforce is essential for delivering high quality care to our patients and communities and we should always seek to be an organisation that is reflective of, and receptive and responsive to the changing needs of the communities we serve. The NHS is about people and it was pleasing that myself and other Board colleagues had the opportunity to attend the

Long Service Awards evening last week where we honoured over one hundred staff colleagues who had each been employed in the NHS for more than twenty five years.

I would also like to take this opportunity of welcoming Mrs Kiran Jenkins as the new Non-Executive Director joining the Board and who will also be chairing the Audit Committee. She has a strong financial background with commercial experience and was appointed to this role following an openly advertised recruitment process organised by NHSI. Kiran is no stranger to the NHS or indeed this Trust, having been a member of the Trust Board and Chair of the Audit Committee for the period 2010 – 2014.

Last week we also hosted a visit by Baroness Dido Harding and Mr Dale Bywater, Chair and Regional Director respectively of NHSI. They met with Non-Executive Directors and also visited the Emergency Department. This provided the opportunity for a useful exchange of views and shared insights from the visit.

Finally Board colleagues will recall that I used my report to the Board last month to pay our respects to Mr Vichai Srivaddhanaprabha, the late Chairman of Leicester City Football Club, who died so tragically a few weeks ago. In my subsequent communications I emphasised his leadership in making a real effort to engage with the Clubs fans and the community more widely and the tone which he had set in the Club through his own actions. It was a great privilege last week to accompany members of staff and meet their Royal Highnesses the Duke and Duchess of Cambridge (as part of the groups representing three selected charities) when they visited the Football Club in order to pay their respects.

I look forward to seeing you at our forthcoming Board meeting on 6 December 2018.

Regards ,  
Karamjit Singh  
*Chairman, University Hospitals of Leicester NHS Trust*