

# Chairman's Note

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Trust Board paper C

Dear Board Member,

## Key considerations

Since we last met the key things on my mind have been:

- As a Board how do we ensure that our planning assumptions about the future demands on our services and our capacity to meet them are considered appropriately and then communicated clearly to our internal and external stakeholders?
- As a Board how do we take account of the likelihood of continuing financial constraints in terms of our ability to have the ambition and willingness to innovate ?
- As a Board we are aware that the how do we encourage and evaluate new forms of partnership with commercial and other organisations if we consider this is the appropriate course of action to deliver various services ?

## Priority Items & Questions

The Board is increasingly aware of the difference between our assumptions about the likely demands on our services in the immediate future and our current capacity to deal with this. We need to move beyond the analysis of this scenario and its implications for the current financial year to consideration of potential solutions that take account of a longer timescale in considering financial, operational and high quality service sustainability. This is important in terms of ensuring that we have an accurate narrative and future proofed mindset as the System (wide) Transformation Plan process continues. We will also need to reassure our staff, external partners, partners and local communities that we have a clear vision and implementation plan as we move forward. I look forward to the Board giving further consideration to these themes during our collective discussions in forthcoming Thinking Days.

With a continuing emphasis on meeting the needs of an ageing and diverse community and the associated pressures on public sector finances, we also have a collective responsibility as a Board to promote a culture and mindset that emphasises frugal innovation. During this week we have had Dr Balram Bhargava from the AIIMS hospital in India visit our Trust and also give a lecture on frugal innovation which emphasised how seeking lower expenditure did not automatically mean lower quality in

service delivery. Whilst his lecture gave examples of medical device innovations I believe the same principles can be applied more generally to processes within services and we need to link this to our ongoing Organisational Department programmes.

The Board may recall that on May 1<sup>st</sup> 2016 we have absorbed the former Interserve employees back into our workforce following the mutually agreed termination of our service contract. Whilst we are still dealing with various ongoing integration issues I believe that this approach has resulted in a better service to patients and public. Indeed we should be working with the mindset that lower cost and more efficiency can (in some scenarios) also have the result of raising quality. We need to encourage and evaluate new forms of partnership and at a future Thinking Day we will focus on this issue.

Finally I am sure that Board colleagues would want to join me in expressing our appreciation to all staff who have involved in the planning for, construction of and implementation of the opening for the new Emergency Department on April 26<sup>th</sup> 2017 last week. There will inevitably be some teething issues involving people, equipment and processes but the commitment and passion of front line staff is obvious to all visitors.

I look forward to seeing you at the forthcoming Board meeting on 4<sup>th</sup> May 2017.

Regards,  
Karamjit Singh

***Chairman, University Hospitals of Leicester NHS Trust***