

Chairman's Note

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Trust Board paper C

Dear Board Member,

KEY CONSIDERATIONS

In my previous notes to the Board, I have focused on the environmental context of ambiguity, complexity and uncertainty facing Trusts such as ours and the implications of this for the Board and our organisation. As we begin 2019 we need to reflect on the changing role of leadership for provider Boards such as this one including the need to think about the future, engage meaningfully with different external and internal audiences and delivering our services as efficiently and qualitatively as possible.

The forthcoming publication of the national Ten Year Plan will focus our minds on what kind of health services we want to aim for over the next decade and how we, together with our health and social care partners, translate this national vision into our local context in order to meet the needs of our local communities. An increasingly important aspect of leadership within the NHS will be thinking in system terms and engaging in meaningful terms with a wide range of different voices within our communities.

As March 2019 approaches there will be a number of issues linked to the question of exiting the European Union other than what developments will occur during the coming months. Two immediate concerns for this Board will be ensuring the continued supply of medicines to meet the needs of our patients and retaining our skilled and committed staff from EU countries. There may of course be other unanticipated and longer term consequences that we need to think about. At its February meeting, the Trust Board will be considering the recently issued Department of Health guidance on this matter as well as considering what the key risk issues are in the short and longer term.

Our national regulators, the Care Quality Commission and NHS Improvement have rightly focused on the ability of Boards and senior leaders to demonstrate their own effectiveness in terms of shaping culture and outcomes. This will be a major focus for us during the next year. 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.

Another key responsibility for us as a Board, in addition to thinking about the future and its implications as well as purposeful engagement, is delivering on performance and using our

resources efficiently; ensuring quality of service provision with a continued focus on our long term sustainability ; and ability to identify and mitigate risks. These are some of the most pressing challenges that we currently face as a Board together and we have to ensure that there is a clear sense of alignment and accountability throughout the organisation that is able to address them successfully.

The Board has, and will continue to focus, on emphasising the need for capital investment in this particular health economy against a background context of the past two decades seeing comparatively little activity in this sphere. However we cannot continue to just wait for this investment and need to ensure that we are clear about our plans for services (and their sustainability) both for the next year and the period beyond this; as well as continuing to communicate the rationale for this to internal and external audiences.

I look forward to seeing you at our forthcoming Board meeting on 10 January 2019 and wish all of you a Happy New Year.

Regards,
Karamjit Singh

Chairman, University Hospitals of Leicester NHS Trust