

Scrutiny Board (Adult Social Services, Public Health, NHS)

19 April 2016

Leeds Teaching Hospitals NHS Trust Chief Executive's Report

Presented for:	Information and discussion
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Previous Committees:	NONE

Trust Goals	
The best for patient safety, quality and experience	✓
The best place to work	✓
A centre for excellence for research, education and innovation	✓
Seamless integrated care across organisational boundaries	✓
Financial sustainability	✓

Key points	
1. To provide an update on the actions and activity of the Chief Executive since the last Board meeting	Discussion and information

1. Reviewing 2015/16

The end of the 2015/16 financial year has been a good opportunity to reflect on Trust's achievements over the past 12 months, and to look forward to the year ahead.

The Trust begins 2016/17 with real cause for optimism. We are confident that we will meet the targets set out in our 2015/16 financial plan and at the same time, will continue to build on the improvements we are making to the quality of our services and the results of our staff survey to be the best for patient care.

From the outset, we must set any achievements in the context of an increasingly difficult period for the NHS. The last year has been one of the most challenging in its history and the pressures on the health and social care system have been felt across Leeds. At the Trust, our Emergency Care Standard (ECS) reflects the reality of these pressures, both for our staff and the patients who need our care. In 2014/15, we were one of few Trusts to meet the standard but this year we and other Trusts around the UK are finding it a challenge. We are currently seeing 93.3% of patients within four hours against a standard of 95%. Meeting the ECS is both a national and system-wide issue, and we are working across the Trust and with partners in Leeds to improve patient flow and resolve the challenges we are facing.

Despite this, the overall picture throughout the Trust is one of real improvement. Thanks to the dedication of our staff, we begin the next financial year with a plan to be marginally in surplus. We have also made huge strides in meeting our service targets and obligations to our patients. Since summer 2015 for example, we have consistently delivered on our 62 day cancer waiting times, have almost halved the number of cancelled operations not rebooked within 28 days from 132 to 69, are meeting the Referral to Treatment incomplete standard and have been successful in delivering the diagnostic target required for endoscopy JAG accreditation. All of this means faster, more efficient and better care for our patients.

The quality of our care continues to be our main priority. We have attracted national interest in our new patient safety huddles. These ward-based, short meetings identify patients at risk of deterioration and the appropriate actions to take. Other initiatives have resulted in a 30% reduction in 222 calls for urgent medical assistance on pilot wards, and again on pilot wards, a 20% decrease in falls. Our ward healthcheck has gone from strength to strength, achieving significant improvements in how we care for patients at ward level.

Our staff are undoubtedly the drivers of this strong and steady improvement. Across the Trust, they have embraced the theme of 'Knowing Our Business'; that is, providing excellent care in a way that gives the best value and experience for our patients.

This was ably demonstrated during the 10-week Going for Gold campaign at the end of the financial year. Trust-wide, staff shared examples of good practice, looking at areas where they could refine the way they work to make our services more efficient and cost-effective, delivering more for our patients. These included initiatives to make clinics run more smoothly, cutting down on waste in theatres and improvements to patient pathways in the CDU at LGI. These contributed not only to better patient care but also to a saving of £7 million by the end of March, the impact of which will be felt throughout our hospitals.

This culture of improvement is reflected in the NHS Trust Development Authority's decision to choose LTHT to be one of only five Trusts in the UK to work with the prestigious Virginia Mason Institute on a programme known at the Trust as the Leeds Improvement Method. Launched in elected orthopaedics in Chapel Allerton, it has brought together staff with a range of skills and experience to review and adjust how they work to increase their efficiency and improve patients' experience of our care. It is already paying huge dividends, reducing waiting and theatre turnaround times. As we begin 2016, we will begin new workstreams in abdominal

medicine and surgery, critical care and outpatient services. Complementing this, we are one of the founding Trusts to be working with Lord Carter of Coles as part of his review of NHS productivity to spread the learning from this work.

It is rewarding to see the impact of our improvements becoming embedded in patient care, and the difference this is making to their perception of our service. The 2015/16 NHS Friends and Family Test gathered 87,500 views from patients, and of these 93% said they would recommend the Trust to their friends and family, an increase of 1.67% from the year before. The impact of our work to improve discharge processes has also started to make a difference and has resulted in a significant decrease in the numbers of patients reporting delays. In addition in 2015/16, new complaints have gone down by 23%.

The Trust's achievements around better patient care and commitment to positive change are increasingly attracting staff who want to be part of our team. Last year, we recruited more nurses, midwives and support staff. Overall, the number of colleagues increased from 15,840 in March 2015 to 16,532 in March 2016. We have substantially reduced the amount we spend on agency administrative staff, from £188,000 a week in 2014-15 to a weekly £31,000 in March 2016. These are savings that can be reinvested in patient care.

We are also delighted that we are the most improved Trust in the UK in the 2015 NHS Staff Survey. Findings have significantly improved in 13 key areas, including motivation at work, support from line managers and the number who feel able to contribute to improvements at work, showing that our staff are living the values of the Leeds Way. Ninety-five percent of our staff reported that they had an appraisal in the last 12 months, making the Trust the top performer nationally.

We value the opinion of all our staff, so we asked all Trust employees to share their views in the staff survey - more than half responded. We worked hard to ensure the voice of all our staff was heard and our success at reaching everyone can be seen in the completion rate of groups who are thought hard to reach, with more than 950 Estates and Facilities staff completing the survey. This, and the changes we have made to improve our appraisal system mean we have a reliable way to gauge staff opinion and can confidently build on their input to make the Trust an even better place to work. We know that a good working environment for staff means better care for patients.

Having colleagues around us with the drive and commitment to achieve the best for patients is of course, fundamental to the Trust's continuing success. Nowhere is the quality of our staff, and their commitment to excellence more evident than in the innovations and successes we report each year. Last year, among many other achievements, the Trust became a key partner in the Genomic Medical Centre for Yorkshire and Humber and one of only six centres in the UK to develop precision medicine. We are the only NHS-funded centre for hand and upper arm transplants following a UK-first operation in 2012. Our staff have also won numerous awards.

As the new financial year begins, we should be under no illusions that it will be a challenge. The Trust will need to embody the values of the Leeds Way in everything it does and continue to develop our organisation as a great place to work, delivering better quality care, excellent patient access and financial sustainability across every service.

We are in a good position to do this. We have the potential to be one of the best performing Trusts in the UK.

2. Junior Doctors' industrial action

In March and April, junior doctors across the NHS took industrial action in response to the on-going national dispute with Government about contract changes. This period of industrial action ran from 8am on Wednesday 9 March to 8am on Friday 11 March 2016 and from 8am on Wednesday 6 April to 8am Friday 8 April.

On the days of action, our emergency and urgent services continued as normal however, we were required to rearrange around 600 outpatient appointments and approximately 55 operations or day cases during each period of industrial action. I would like to thank everyone who helped the Trust to maintain the highest levels of care for our patients during this period.

A further period of industrial action is planned for Tuesday 26 to Thursday 28 April 2016 and during this action, emergency care will be withdrawn between 8am and 5pm on each day. This has not happened in any of the previous industrial action. This will obviously put additional pressure on services and impact on planned care. We are currently planning for this so we can ensure we maintain the safety of our patients during this period.

3. New planning guidance STP

We have continued to work closely with our partners in the development of a five year Sustainability and Transformation Plan (STP), driving the national Five Year Forward View; and a one year Operational Plan for 2016/17.

Arrangements for the development of our Trust one year operational plan are already in progress and our planning team is working closely with clinical service units, workforce and finance teams to produce this, a first draft has been submitted to the TDA with the final version due on 11th April.

The aim of STP is to bring about better health, transformed quality of care delivery, and sustainable finances. Every health and care system is being asked to come together, to create its own ambitious local blueprint for accelerating its implementation of the Five Year Forward View. These STPs will cover the period between October 2016 and March 2021. Since my last update, it has been agreed that we will also participate in the production of a complementary STP for West Yorkshire which will allow any regional issues to be addressed. It is felt that this approach will offer the greatest opportunity for transformational change.

4. CQC update

I updated in my last Board report that the Care Quality Commission (CQC) will be returning to the Trust to carry out an inspection of our services on 10 - 13 May.

We have been busy collating a range of background information for the CQC to enable them to complete their inspection and we are keen to take the opportunity of the visit to show them the wide range of improvements we have made across the Trust.

The CQC will make its inspection based on a number of criteria and give the Trust one of four ratings: outstanding, good, requires improvement or inadequate. Following our last inspection, the CQC rated us as 'requiring improvement', the rating given to the majority of hospitals inspected up until the end of May 2015.

Over the past 18 months, our staff have worked hard to make real improvements to the quality of patient care, safety and experience at the Trust and this year, we are aiming for 'good' to reflect the high standard of our staff, services and care. I am very proud of the work we do and have real faith in our staff. I'm looking forward to sharing the significant progress we have made with the CQC.

5. National Centre for Hand transplants

I am delighted to be able to announce that from April 2016 we have been selected by NHS England as the national centre for hand and upper arm transplants. This builds on the work of Professor Simon Kay and his team who successfully performed the UK's first hand transplant in 2012.

The team will work closely with NHS England and NHS Blood and Transplant to ensure the service can get fully up and running as soon as possible. NHS Blood and Transplant will identify possible donors for patients accepted for surgery. For the next five years, the Trust will also work in partnership with experts at Oxford University NHS Foundation Trust who will undertake assessments and the non-surgical elements of follow-up care for patients.

6. GS1 inventory management

I'm delighted that our Trust has been chosen as one of six sites across the country to be a demonstrator site for a 24-month programme to introduce new standards, called GS1 and PEPOL, for inventory management and procurement within the NHS.

Every year, the NHS wastes an estimated £150 million by over-stocking on products that go out of date or perish. This is a huge sum and this new project will mean that every location, medicine, medical device and even patient will be identified using a unique barcode. This will make it easier to track the patient journey through our hospitals and ensure we only order the stock we need and which gives the best value. By 2020/21, all hospitals in the UK will be expected to use the system, so our early involvement is testament to the commitment of the e-Procurement team within Supplies.

7. Peer Review of Neonatal and Transitional Care

The Yorkshire & Humber Neonatal Operational Delivery Network carried out a peer review of our Neonatal and Transitional care services at the Leeds Children's Hospital in March. The initial feedback from the review panel on the day was extremely positive, with particular emphasis on the fact that we are one of the busiest services in the country with excellent standards of care and high levels of service innovation. The panel were particularly interested in our pioneering service developments around family integrated care and organ donation, as well as our award-winning outreach team.

No date has been confirmed for feedback, but it is likely in the next two months.

8. Listening and learning

- I visited the End of Life Care and Bereavement teams on Ward J28 at St James's. The team has developed the new Care after Death and Bereavement Policy and is explaining to staff across the Trust the changes which have been made and answering their questions. It was very interesting finding out about the sensitive work they do each day.
- I attended the Leeds Health and Wellbeing Board in February and, as the Chair of the Citywide Directors of Finance Group, presented a paper on the scale of the financial challenge facing health and social care partners across the city over the next few years. There's no doubt this challenge is significant, but as a group we are committed to taking collective responsibility for how we work together to create a health and social care system for Leeds that is fit for current and future generations.
- I visited the Risk Management team to meet the staff and learn more about the excellent work they have been doing to support CSUs and other departments in the management of incidents, investigations, claims and coroner's inquests. I was really interested to learn

- more about their achievements, which include work on sharing learning from incidents to help us improve quality and safety and the care we provide to patients.
- Over the last couple of months I have been visiting a number of our support services in Estates and Facilities to understand more about what they do behind the scenes to keep out hospitals running. I had the opportunity to pack a meal for patients on J7 at the Receipt and Distribution Unit (RADU) at Seacroft Hospital, visited the porters and housekeeping staff at Chapel Allerton Hospital, visited our Transport Team who perform a vital service transporting food, medicines and samples, and met Children from the Trust's nurseries which are wonderful environments offering fantastic care.
 - I welcomed Hilary Benn MP, Shadow Foreign Secretary and MP for Leeds Central to the Trust and took him to visit the teams working in the Emergency Department and CDU, the Acute Medical Assessment Area and the Primary Care Access Line at St James's. The Winter period has been particularly demanding for staff and Hilary was keen to hear more about what we are doing to meet these challenges and improve the experience for our patients. He was extremely impressed with the way staff are committed to finding ways of improving patient pathways and providing excellent care in difficult circumstances.
 - I had the opportunity to spend some fascinating time with two teams in our Yorkshire Heart Centre, which showed quite different sides of the amazing care we provide for our patients. In the morning I shadowed Consultant Cardiothoracic Surgeon David O'Regan and his colleagues in theatre and then met with the Inherited Cardiovascular Conditions (ICC) team on a visit led by Consultant Cardiac Electrophysiologist Stephen Page.
 - I am pleased to be one of the Chief Executives selected to be on the NHS Improvement CEO Advisory Group. At the first meeting last month, NHS Improvement's (NHSI) Chief Executive Jim Mackey took the opportunity to find out from a selected group of NHS CEOs what support the Trust and other NHS providers need from NHSI as we work towards achieving quality care for patients that is also financially sustainable. This was a really interesting meeting and a chance to discuss a range of issues, including performance and winter pressures.
 - I accompanied Stuart Andrew, MP for Pudsey, Horsforth and Aireborough on a visit to our congenital heart team on Ward L51 and PICU in the Leeds Children's Hospital to hear about recent developments and our progress in meeting the service specifications set out in the NHS England congenital heart review. He was impressed by the progress made since his last visit. All our MPs in Leeds have been extremely supportive of the Trust over this issue and I am confident we are well on the way to ensuring our excellent service fully meets the new national requirements.
 - I met some of the clinical and support teams involved in our response to the electrical supply difficulties in Clarendon Wing last month. Managing this incident required a great deal of commitment and cooperation from all staff involved and it is testament to our teamwork and robust systems that patient safety was not compromised and we continued to provide the highest quality care.
 - I visited the brand new, state-of-the-art automated Pathology and WASP labs based in the Old Medical School at the LGI. It was a fantastic opportunity for the CSU to showcase some of the UK's leading technology which is only available here at LTHT. It was a real glimpse into the future of healthcare.
 - I visited the new Leeds Sexual Health hub in the Merrion Centre, our most recent development in our city-wide partnership with Leeds Community Healthcare (LCH) and charity, Yorkshire MESMAC. Dr Amy Evans, Matron Robin Darby and Lead Nurse Peter Davis showed me around the hub, which is a fantastic purpose-built facility and combines many of the services formally provided in the Sunnybank wing at the LGI and by LCH's sexual health team.

9. Celebrating success

- I was delighted to hear that Research Sister, Sue Hartup, one of the breast care team based in Bexley Wing has been awarded an NIHR Integrated Clinical Academic Training fellowship for doctoral study.
- I was really pleased to receive an email from a member of staff praising the care their grandmother had received in the Trust prior to sadly passing away earlier this month. Ward J46 at St James's was especially marked out for their "patient, friendly and reassuring" approach towards the care of the lady in her final hours.
- I'd like to congratulate Alistair Hall and Paul Emery, Consultants at the Trust and researchers at Leeds University who have been listed among the 'World's Most Influential Scientific Minds' in a citation analysis released by the Intellectual Property and Science business of Thomson Reuters.
- I was very happy to hear about the success of our Finance team at the recent Healthcare Financial Management Association (HFMA) Yorkshire and Humber awards. The Trust as a whole was recognised for efficiency while Payroll did incredibly well in the *Finance Team of the Year* category, both being highly commended. I'd also like to pass on special congratulations to Mark Songhurst, from Internal Audit, who was named *Finance Professional of the Year*.
- The team on J26 has become the first ward on the acute medical and elderly admissions floor to reach over 30 days without a fall. This fantastic achievement has been a real team effort.
- Congratulations to everyone working on the flu vaccination campaign for reaching the national target of over 75% frontline care workers being vaccinated against flu. Thank you to everyone who has come forward to be vaccinated, and to the Occupational Health team and peer vaccinators for working so hard during a really busy period.
- Congratulations to the Urogynaecology unit, which has become one of only 16 units in the UK to secure accreditation from the British Society of Urogynaecology in recognition of the high quality of practice and patient care delivered by their multidisciplinary team.
- I was also really pleased to hear that the Trust has been selected as one of only 10 trusts in the country to take part in the 'Building on the best' programme, run by the National Council for Palliative Care.
- Congratulations to Anthony Higgins, Clinical Scientist in Radiological Physics who has been named the Rising Star in the Medical Physics and Clinical Engineering category of the Chief Scientific Officer's Healthcare Science Awards, which are supported by the Health Service Journal.
- I was pleased to hear that the team from Leeds Children's Hospital has been shortlisted in the Student Nursing Times Awards in the Partnership of the Year category for their work with the University of Leeds on children's nursing placements.
- Well done to all the staff on ward J43 for the caring and compassionate support they gave to a patient with learning disabilities and challenging behaviours recently. The patient's support worker described the staff as 'absolutely amazing' and said they had 'all gone that extra mile and shown a genuine interest' in the patient and his care.
- I'm delighted that the Trust has received the bronze award from the Armed Forces Covenant Employer Recognition Scheme. The award acknowledges the Trust's pledge to support members of the armed forces, including those who are employees or prospective employees.
- Congratulations to the Diabetes in Pregnancy team for being shortlisted for the British Medical Journal's Diabetes Team of the Year award.
- We had amazing success at the Health Education Yorkshire and the Humber Talent for Care Awards in March where we scooped three awards. Abigail Arnett, Apprentice Clinical Support Worker, was highly commended as Intermediate Apprentice of the Year. Our functional skills programme with the Workers Education Association was highly commended in Partnership of the Year. To top it all off, in recognition of our work with Healthcare Career Ambassadors, internships and apprenticeships we won the ultimate award and were named Employer of the Year!

- Finally, I'd like to highlight an email I received last week praising the fantastic care one of our patients received at the LGI from the multidisciplinary team on ward L25. The patient described the consultants as 'top notch', the ward staff as 'wonderful', giving 'first-class care' and the physiotherapists as being 'well-focussed', setting 'appropriate targets to get me mobile'.

Julian Hartley
Chief Executive
March/April 2016