

Trust Board
27 June 2013
Public Section Board Paper

Report of	Chris Reed Interim Chief Executive
Paper prepared by	Karl Milner Director of External Affairs & Communication
Subject/Title	Chief Executive's Report to the Board
Background papers	None
Purpose of Paper	To brief the Board on a number of current topics
Action/Decision required	This paper is for the Board's information
Link to: ➤ NHS strategies and policy	None
Link to: ➤ Trust's Strategic Direction ➤ Corporate objectives ➤ Becoming a Foundation Trust	Improving the way we manage our business
Resource impact	None
Consideration of legal issues	There are no legal issues requiring the Board's consideration
Acronyms and abbreviations	None

THE LEEDS TEACHING HOSPITALS NHS TRUST
June BOARD MEETING

CHIEF EXECUTIVE'S REPORT TO THE BOARD
PUBLIC SECTION

This report will update Board members on recent developments inside and external to the Trust. I write this at the end of my first week in the Trust.

Board members are aware that the Trust also now has a Recovery Director, Karen Straughair, a short-term position also accountable to the Trust Chair. The three of us are working closely with the Trust Development Authority (TDA). We have both been delighted at the great welcome we've been given as we've been going round the Trust meeting lots of people this week.

The Trust finds itself in an unusual position. It is between substantive chief executives and the TDA, to whom we are accountable, has raised a number of concerns. These include the Trust's finances, its performance against NHS targets, strengthening its leadership, addressing immediate issues such as the need to stabilise and consolidate paediatric cardiac surgery and developing strong and effective plans for the Trust's future that will pave the way to Foundation Trust status.

However, I am sure the Board does not underestimate the phenomenal potential of Leeds Teaching Hospitals. We have many world class services and there are great staff everywhere we've looked during week one. I have every confidence that through strengthening how we work with our staff the Trust will tackle the challenges the TDA has given us. As an interim chief executive I am conscious that some of this will happen over years not months, but while I am here I'm sure we can make good progress in the immediate weeks and months ahead. Not all of it will be plain sailing but from what we've heard from staff nobody is shying away from hard work or the challenge. Everyone knows that improvements can and must be made.

Your management team believes in the potential of the Trust to be amongst the best in the NHS and internationally and we will be working hard to see that happens. In many services it already reaches these benchmarks and we will celebrate these.

In the shorter term the challenges we face are in five key areas:

- **Quality Issues** – ensuring everyone gets the service they deserve – this includes reducing waits and delays;
- **Finance** - we face another difficult year of making savings;
- **Performance & Grip** - we must achieve NHS targets consistently and continually;
- **Valuing Staff** - our staff know best what will work and are in the best position to see where and how services can be improved waste avoided;
- **Refreshing our strategy** - it needs to be clearer and needs to set out how to develop a stronger Trust with the best possible services.

The Executive team are preparing for an away-day at which we will discuss how we will meet these challenges. We will also be discussing our ways of working and our improvement programme MfS. That is why there is no report on MfS board paper this month.

The TDA is accountable to the Secretary of State for all 101 NHS Trusts in England, including Leeds Teaching Hospitals. Our refreshed strategy and progress in other areas listed will be assessed by the TDA to ensure the trust makes progress towards achieving Foundation Trust status.

Changes in Pathology

On arrival on 17th June one of the immediate issues facing us has been a dispute over changes to pathology shift working. Karen Straughair and I have met with pathology staff at the LGI and St James' Hospital to hear their concerns. We have made it clear that change will have to go ahead but that this must be with proposals that are safe for patients and staff. From these meetings I know that staff understand that if there is to be any industrial action, which we would much prefer to avoid, that safe emergency services must be provided. Detailed discussions are continuing with staff representatives and unions and the Board will be updated verbally at the meeting.

Children's Heart Services

On the 12th June the Secretary of State for Health, Jeremy Hunt, agreed to implement the findings of the Independent Reconfiguration Panel's (IRP) report to him in full. He said that the IRP report was: "...clearly a serious criticism of the Safe & Sustainable process. I therefore accept their recommendation that the proposals cannot go ahead in their current form and am suspending the review today." Accordingly, NHS England has been asked to reconsider how it will move forward and report back on this to the Secretary of State by the end of July.

This is clearly a positive and welcome development for the Board and the Service. The Trust's Medical Director Yvette Oade and I have met with the senior clinicians and have agreed with them that in light of the Secretary of State's announcement that our job is, quite simply, to consolidate and provide the best possible paediatric cardiac surgery service in Leeds. The great majority of our parents and the local public strongly support the continuation of the Leeds service and this remains the Board's clear ambition. However, we know there remain concerns expressed by some and we will continue to openly address these in partnership with the TDA and NHS England.

New senior surgical staff are being appointed and our brand new state of the art Paediatric Intensive Care Unit opened its doors to children on 17th June. The unit is thought to be the biggest and best in the country and is a clear demonstration of our continued commitment to delivering safe & sustainable care to very ill children for Leeds and across the North of England.

RECOMMENDATION

The Board is asked to receive the Chief Executive's Report

Chris Reed, Interim Chief Executive