

Paper D

Meeting title:	Public Trust Board				
Date of the meeting:	9 May 2024				
Title:	CEO update				
Report presented by:	Richard Mitchell, CEO				
Report written by:	Richard Mitchell, CEO				
Action – this paper is for:	Decision/Approval		Assurance	x	Update
Where this report has discussed previously	The items in the report have been discussed in meetings and committees during the month of April 2024				

To your knowledge, does the report provide assurance or mitigate any significant risks? If yes, please detail which

The report covers a wide range of risks in University Hospitals of Leicester NHS Trust.

Impact assessment

There are no specific impacts because of this report.

Purpose of the Report

The report is an update for the month of April 2024 on the University Hospitals of Leicester NHS Trust (UHL) and wider Leicester, Leicestershire and Rutland Integrated Care System.

Recommendation

The Board is asked to receive the update on the below items.

**UNIVERSITY HOSPITALS OF LEICESTER NHS TRUST
BOARD OF DIRECTORS**

**THURSDAY 9 MAY 2024
CHIEF EXECUTIVE'S BOARD OF DIRECTORS REPORT
PRESENTED BY RICHARD MITCHELL**

Introduction

The report is an update for the month of April 2024 on the University Hospitals of Leicester NHS Trust (UHL) and wider Leicester, Leicestershire and Rutland Integrated Care System.

Last month in board I reflected on the progress at UHL in 2023/24 and I identified our culture, financial pressures and the urgent and emergency care pathway as my biggest concerns. I update on all three below.

Our strategy [Leading in Healthcare, trusted in communities](#) which we launched last year, confirms the relationship between providing high-quality care for all and being a great place to work. To provide high-quality patient care, it is essential we all focus on compassion, pride, inclusion and working as one team. I have read that **culture** is like the wind. It is invisible, yet its effect can be seen and felt. When it is blowing in your direction, it makes for smooth sailing. When it is blowing against you, everything is more difficult.

The national [staff survey results](#) published last month, confirmed UHL as the fourth most improved Trust in the NHS and we had a record response rate of 58%. We had 2,753 anonymous free text comments and many were positive;

"I enjoy my job and my work. I have a great team of people around me and my immediate line manager is supportive and encouraging."

Some colleagues, like me, recognise there is more we can do;

"UHL has the potential to be a great place to work, but I think there needs to be a huge overhaul of the culture."

Based on the detailed feedback and building on our RISE programme, we have developed our improvement actions for the next 12 months.

Recognised: radically improving the way we recognise and celebrate all colleagues.

- Enhance our [Long Service awards](#) scheme, with new milestones for those at 5 – 55 years' service.
- Celebrate contributions through the [Annual Recognition awards](#), BEE awards, DAISY awards, Admin Star, and new Diversity awards launching in the Autumn.
- [Celebrate](#) individual and team successes inside and outside the Trust.

Included: ensuring everyone at UHL can contribute equally, safely, and proudly.

- Set out clear and measurable plans to tackle bullying, harassment and discrimination in all its forms.

- Expand staff networks and shared decision-making councils, giving more people a voice in how UHL works.
- Improve line management and leadership, aligned to our [Trust values](#).

Supported: putting practical and compassionate steps in place to support you at every stage.

- Put new 'report and support' tools in place to tackle violence and aggression, sexual harassment, and assault.
- Grow our colleague [wellbeing and staff benefits](#) package, offering new initiatives on burnout prevention.
- Radically improve the experience for new starters through our 'First 90 Days' programme and offer wider opportunities for colleague development at every level.

Equipped: ensuring people have the right tools to carry out their roles and becoming an organisation you can rely on.

- Launch our new mobile app-based intranet platform and roll out further IT and equipment upgrades.
- Build on the work started last year to get the basics right for everyone – this includes better food and drink offers, improved cleaning standards, and completing minor works and repair jobs faster.
- Put a fair and equitable travel-to-work plan in place.

The programme of UHL-wide activity responds to what colleagues told us in the survey. We are working to overhaul our culture and to achieve this requires everyone to get involved. As the first free text comment identified, the people around us, in particular UHL line managers, disproportionately impact positively or negatively on us. The tone and standards for an organisation are set by the executive team and the culture is delivered by all 18,000 of us.

This is why individual CMGs and directorates are working to understand their staff survey results and are putting actions in place at a local level. A big focus of our work this year is embedding our new values and behaviours. Our values set the standard for what we can expect from the organisation and each other, and we are working to ensure every area of UHL lives up to them. All teams have been asked to develop a behaviours charter together.

The 2024 national staff survey launches in about 130 days. I am confident our culture has already improved since the 2023 survey last autumn and I look forward to working with all colleagues to further strengthen UHL. The minimum length of time required to change the culture of an organisation our size is five years and we are now in year three of the programme. Last year UHL was one of the top five most improved. This year, our aim is to be top five overall.

The **financial** outlook today is more problematic than at any point in my 22 years in the NHS with challenges including providing services post covid, industrial action, growing demand, the impact of inflation and low public faith in the NHS.

The executive team and I are continuing to work with health partners to ensure UHL receives an appropriate financial settlement, but we know the money we receive is unlikely to be sufficient to continue running services in the way we currently provide them. At UHL, we are taking proactive actions which are well thought through, proportionate and clinically led. Last month we reminded all colleagues about us doing everything within our control to always spend our money wisely. I am sharing three examples of how we can all improve patient care and our finances.

Firstly, our relationship with the University Hospitals of Northamptonshire NHS Group is developing and there are opportunities to do things once such as purchasing equipment. Our relationship with UHN must develop formally and informally. Secondly, we have made a lot of progress with planned care and if we provide these services effectively, we make money from them. This provides much needed financial support for the wider organisation. Outpatient improvement is a priority. Finally, most of our money goes on our workforce, including temporary workforce spend. Colleagues on temporary contracts will continue to be an important part of our team but we must maximise the opportunity we have to safely reduce our spend on temporary pay. We have made progress with this over the last couple of months and this needs to continue.

As discussed last month, we must change the way we provide **urgent and emergency care** as a whole health and care system. We had a system wide UEC summit last week and I will update on progress at the board.

In our recent communications survey, colleagues said they wanted to see more face-to-face communication events at UHL. This month we are starting a new monthly face-to-face briefing which will rotate to acute sites and community locations. This is an important opportunity for UHL executives to receive feedback from a wide range of colleagues.