

To The Board

For meeting on: 22 March 2018

Agenda item: 4

Report by: Dido Harding, Chair

Report on: Chair's Report

Continuing winter pressures

1. At our January Board meeting, we agreed that we would have an initial review at this month's meeting of lessons learnt from winter. We assumed that by now winter would be well beyond us, but with snow still lying on the ground in some parts of the country and many hospitals at or near full capacity, the reality is that this has been an exceptionally long and challenging winter period that is still ongoing. So, I'd like to begin my report by acknowledging the extraordinary efforts that all staff in the NHS have been making in delivering for patients throughout this time. There are always opportunities to learn, but as someone who is experiencing my first winter working in the NHS, I can only marvel at the efforts staff have made to look after patients so well. Thank you all.

Getting out and about in the NHS

2. I am continuing my program of visits to learn about the NHS and to meet front line teams across the country. Since the last Board meeting I have visited a range of providers around the country including Leeds Teaching Hospital, East London Foundation Trust, Kingston Hospital, Basingstoke Hospital and Kings. I have also met with a number of stakeholders since my last report including the GMC, Unison, the NHS Confederation, NHS Partners Network and the CQC. Peter Wyman, Chair of CQC and I hosted my first Chair's Advisory Group and I continue to meet regularly with officials and ministers in the Department for Health and Social Care and one on one with various provider chairs and CEOs. These various visits and meetings continue to help me deepen my knowledge and appreciation of the opportunities and challenges facing the NHS.

The Kirkuk Review into Liverpool Community Health Trust

3. We will be discussing NHS Improvement's response to Bill Kirkup's comprehensive and important report and I know that Ian will want to talk in detail on this. I would just like to add my personal voice to emphasising how seriously the leadership of

NHS Improvement are taking his recommendations. There are clearly very important lessons for us to learn and a significant opportunity for NHS Improvement to lead the creation of a radically better and more comprehensive approach to senior talent and performance management in the NHS. Ian's and my predecessor commissioned this report, and we both intend to pick up their mantle and ensure that the recommendations are fully acted upon.

Reassessing NHSI's Operating Model

4. We have appointed McKinsey to help us reassess NHS Improvement's purpose, operating model and ways of working. It is clear to me from feedback from across the service, that as the challenges and opportunities are changing, so must NHS Improvement if we are to live up to our role of supporting the NHS to deliver better care for patients. The project team have been up and running for three weeks and are charged with producing recommendations within two months for decisions and implementation very soon after. This work sits alongside our work on how to align better the work of NHS England and NHS Improvement and together are critical to ensure we set ourselves up for success. The Board will be fully involved in both projects as will providers and staff within NHS Improvement.

Deputy Chair

5. Our governance framework accommodates for the appointment of a Deputy Chair, which is of course good practice. I propose to appoint Richard Douglas as my Deputy Chair. All other Board roles will remain the same.