



Chair's Report
Public Board

Thursday 25th November 2021

Presented for:	Discussion and information
Presented by:	Gillian Taylor, Deputy Chair
Author	Linda Pollard, Chair
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	✓

Trust Risks (Type & Category)			
Level 1 Risk	Level 2 Risks	(Risk Appetite Scale)	Risk
External Risk	Legal & Governance Risk - We will operate the Trust in a compliance with the Law and UK Corporate Governance Code, where applicable	Averse	↔ (same)
External Risk	Partnership Working Risk - We will maintain well-established stakeholder partnerships which will mitigate the threats to the achievement of the organisation's strategic goals.	Open	↔ (same)
External Risk	Regulatory Risk - We will comply with or exceed all regulations, retain its CQC registration and always operate within the law	Averse	↔ (same)
External Risk	Strategic Planning Risk - We will deliver Our Vision 'to be the best for specialist and integrated care' through the delivery of a set of Strategic Goals and operating in line with Our Values	Cautious	↔ (same)

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

1. Government Review of Leadership in Health and Social Care

On the 2nd October the Government launched a landmark Review of Leadership in Health and Social Care. The aim of this review is to drive efficiency and improve outcomes in the NHS it is the most comprehensive review to be undertaken in 40 years. It was announced that the review would be led by retired Vice Chief of the Defence Staff, General Sir Gordon Messenger and myself. We will together with a team and report our findings to The Rt Hon Sajid Javid, Secretary of State for Health and Social Care in early 2022.

Following this announcement General Sir Gordon Messenger visited THQ at St James's for a full day of virtual meetings with the Executives and many of the Team Members to gain an understanding into the NHS and how we can encourage our Leadership Teams to be fit for the future.

2. Visits in the Trust

In light of the Infection Prevention & Control (IPC) measures within our hospitals as we seek to keep our patients and staff safe, we are restricting groups of people meeting, therefore my reference to meetings within my report have taken place virtually or outside in accordance with ICP Guidelines.

On the 29th September we held our Second Virtual AGM and published our Annual Accounts and Report. These are on our website for Public viewing. Please refer to agenda item 5.2 for the whole report providing a summary of the AGM to be reported to public Board meeting

On the 1st October we welcomed the NHSE/I Board to Leeds for a socially distanced visit to the LGI to hear about our strategic vision, key achievement and current challenges. Along with speakers from across the Trust we also welcomed Tom Riordan, Chief Executive Officer, Leeds City Council who shared his thoughts on how health and social care partnership working operates in Leeds.

On the 2nd October we welcomed the Prime Minister, The Rt Hon Boris Johnson MP and The Rt Hon Sajid Javid, Secretary of State for Health and Social Care to LGI. They visited the site of the Old Nurses Home to see the progress on demolition, and to see the concept designs for the 2 new hospital builds. They also visited members of our Radiology Team in the MRI suite to hear about the recent investments and upgrades in the departments and spoke with two of our Daring Designers Isabelle and Danial about what they would like to see in our new Children's Hospital.

On the 12th October along with our Chief Nurse, Lisa Grant, both in PPE we visited staff in a ward in Gledhow Wing where this gave me an opportunity to meet staff face to face (socially distanced) but was an opportunity to hear of the pressures which are being faced on our Wards and how our staff are coping with the current challenges.

On 13th October along with Craige Richardson, Director of Estates and Facilities I met with members of the Capital Scheme for a tour of site developments at St James's, many of these have been developed in response to the changing needs of our estate to best serve our patients in response to Covid. I had the opportunity to see the creation of additional side rooms on Ward J81 and saw the infrastructure improvements which have been made to the air conditioning systems (to improve ventilation) on Chancellor and Gledhow Wings. I also met with colleagues on the Gledhow Maternity Theatres to view the re modelling and refurbishment to the new theatres, which are now up and running and providing a safer environment for both staff and patients.

On 28th October along with Craige Richardson, Director of Estates and Facilities, Dr Jason Broch, Clinical Chair, NHS Leeds CCG and Tim Hiles, Director of Operations at Leeds Covid Vaccination Centre, I visited the Vaccination Centre at Elland Road, whilst there I took the opportunity to receive my Covid Booster Vaccine and meet with some of the staff and volunteers who are working at the centre. This was during half term week and I wanted to particularly thank the staff who had added additional capacity at the site, who would normally be going into schools to deliver the vaccination programme for 12-15 year olds. They had been extremely busy with the uptake, which was tremendous to see and hear first-hand. Attached you tube link from the visit <https://youtu.be/3QTcARvAkec>

Along with Jo Bray our Company Secretary on the 17th November we met with the new 21/22 Clinical Leadership Fellow Cohorts to say hello and welcome them to the Trust. This year there are 7 Clinical Leadership Fellows (CLFs) all from varying different clinical backgrounds who take a year out of clinical work to develop in terms of leadership abilities and skills. They are all working on individual projects as well as PGcert and supporting with Trust collaboratives.

Board meeting with CSU Triumvirate Management Teams and Senior Clinical Leaders

Each year the Board has held a workshop with CSU Triumvirate Management Teams, which has normally been held mid-October with a contribution to the two day Board timeout meeting, and normally the Board would hold a half day workshop in June with the Senior Clinical Leaders. For obvious reasons relating to Covid and social distancing and operational pressures neither of these have taken place over the last 18 months. Having deferred the planned June workshop to 5th October and by merging these sessions we had hoped that this could be a face to face meeting, however in keeping with our Infection Prevention & Control measures this could not take place and was switched to a Teams meeting. I would personally like to thank all our leaders who contributed to this half day meeting, not the easiest on a Teams meeting with over 170 and group discussions but it was a hugely informative session for the Board to hear first-hand from our teams about current pressures and the work that had been carried out establishing their Five-Year Plans. It was particularly encouraging to understand more about workforce planning and the creative plans for the future to address the workforce gaps moving forward.

3. Non-Executive Directors

As part of the appraisal process which takes place in spring time each year, I also build in a mid-year review with the Non-Executives during the autumn. This is an opportunity to review the agreed annual objectives and discuss any concerns with progress. I would like to take this opportunity to thank all our Non-Executive Directors for the contribution they make to the Trust, their skills and experience are a great asset to the Board.

Committee Chairs Meeting

To ensure that our Committee Chairs remain connected and are sighted on common issues, prevent duplication and we are assured of our governance structures, during the year we hold a Committee Chairs meeting which took place on 5th October.

4. Local and Regional Network Meetings

As part of my role of the Chair of Leeds Teaching Hospitals NHS Trust (LTHT), it is important to remain connected to the local and national agenda and by meeting key individuals for mutual benefit. I therefore report on the following meetings which do not include my normal meetings with the Executive and Senior Managers, Committee meetings or site visits, held since the last Board meeting.

Health and Wellbeing Board to Board Meeting

This meeting is Co-Chaired by Cllr Fiona Venner, myself and Dr Jason Broch and is to discuss with attendees across the health and care system the current issues we are collectively facing. At this meeting we updated on Recovery and Plans, Building the Leeds Way and the Innovation District, Leeds ICP, the White Paper Bill and the West Yorkshire ICP.

Leeds Hospitals Charity Board

I met with Catherine Smith, Head of Governance, Compliance & Risk to discuss the agenda for the upcoming Business Committee Meeting.

I attended the Monthly Hospital Charity Team Brief in my capacity as Trustee to say hello to the whole team and give them an insight to my Role as Trust Chair.

I have held regular meetings with both Edward Ziff, Chair and Esther Wakeman, CEO of the Hospital Charity to ensure that the Charity and Trust are aligned with ongoing work and future strategic developments.

I also continue to hold regular 1-1 meetings with Esther Wakeman the CEO of the Hospital Charity.

Integrated Care in Leeds and West Yorkshire

ICP Board Development Meeting

I attended the above meeting along with Julian Hartley, CEO. These meetings are held with senior leaders in Leeds, Tim Ryley, CEO Leeds CCG and Dr Jason Broch, Clinical Chair, Leeds CCG and are working to develop the governance model for Leeds Place, for the

delegated duties for the City on behalf of the West Yorkshire ICS, the meetings took place on the 23rd September, 7th October, 4th and 18th November.

WYATT Committee in Common Meeting

On the 26th October I attended the WYATT Committee in Common Meeting, in this meeting with discussed our Collaborative Programme , ICS Development, along with our Elective Recovery plans for 2021/22.

Finance and Performance Committee

On the 27th October I attended the Monthly Finance and Performance Committee.

Innovation District Committee Meeting

I Chaired the first of these meeting on the 23rd November, this will be a new Committee of the Board and will work to develop the Innovation District within the re-development of the LGI site working with key partners in the City and commercial organisations. As this Committee develops it will formally report to Board in keeping with our governance reporting.

Other NHS Trusts and Organisations

I have held meetings with:

- Lord Patrick Carter of Coles
- Professor Ian Abbs – Chief Medical Officer Guy's and St Thomas' NHS Foundation Trust
- Sir Ron Kerr – Chair, NHS Providers
- Lord Prior – Chair NHSE regarding Leeds Innovation District
- Professor Geoff Hall – Senior Lecturer Medical Oncology
- Kath Lavery – Chairman Yorkshire Ambulance Service
- Lauren Brown – Flatiron Health
- Several meetings in relationship to the Messenger Review

5. National Network Meetings

NHS Providers

On the 6th October I attended the NHS Providers Board Check in meeting. This meeting is attended by leaders within NHSE/I and we discussed current issues affecting the NHS. The

Chief Executive gave an update on Funding, Winter pressures, Health and Care Bill and other key topics which are relevant at the moment.

On the 20th October Julian Hartley, CEO LTHT and myself had a Teams Meeting with Sir Ron Kerr, Chair and Chris Hobson, CEO of NHS Providers. As a membership organisation representing NHS providers, they wanted to gain an understanding of the pressures and opportunities members are facing to ensure that they understand the real time issues from front line service delivery and the longer impact of reset and recovery whilst managing the on-going challenges of Covid.

The Board meeting of NHS Providers took place on the 3rd November, I attended this meeting where we looked at current issues affecting the NHS, The Trustees Annual Report and Accounts, Risk Management Board Governance, Race and Equality and the Governor Advisory Committee.

Chairs Action (Use of Emergency Powers for urgent Decision)

Standing Orders states;

Emergency Powers and urgent decisions -These powers which the Board has reserved to itself within these Standing Orders (see SO 2.23) may in emergency or for an urgent decision be exercised by the Chief Executive and Chairman after having consulted at least two Non-Executive Directors. The exercise of such powers by the Chief Executive and Chairman shall be reported to the next formal meeting of the Trust Board in public session for formal ratification.

Therefore, I seek formal ratification for the following decisions that have been given Chairs action prior to this Board meeting;

To support the delivery of elective activity through theatres funding was agreed at the end of May to commission Medinet to provide theatre teams for seven theatres. It was anticipated that this support would be required until the end of August as recruitment would enable us then to deliver this activity using locally employed staff. We have continued to experience challenges with skill mix in key areas and these have been exacerbated unplanned absences including increased sickness levels and T&T incidents. To enable us to maintain current activity levels approval is sort for an additional £ 0.7m to continue to operate three theatres using Medinet for a further three months to deliver 816 cases. This is an extension to the contract with Medinet, which is now over £1million hence seeking Chair action. This was supported by supported by Linda Pollard, Phil Wood (acting as Deputy Chief Executive), Suzanne Clark and Gillian Taylor.

The Trust's Hospitals of the Future Project provides a fantastic opportunity to deliver new world-class healthcare facilities in Leeds and, as such, the Trust held a robust design competition involving a number of highly experienced companies with all those involved submitting high quality solutions for the future new hospitals in Leeds. Following the Trust's design competition and approval by the Trust Board, a Preferred Bidder for the Hospitals of the Future Project Architect/Lead Designer role was appointed on 28 May 2021. However, the Trust was unable to finalise a contract with the appointed Preferred Bidder and in accordance with procurement law, and following a subsequent Trust Board approval via a Chair's action on 17 September 2021, the Trust has agreed to continue its Preferred Bidder

discussions with a new supplier. The Trust hopes to enter into contract in November 2021 ahead of commencing the detailed design process.

This was supported by supported by Linda Pollard, Phil Wood (acting as Deputy Chief Executive, noting that Julian Hartley as a member of the BDC would be conflicted), Suzanne Clark and Tom Keeney (also noting that Gillian Taylor as a member of the BDC would be conflicted).

6. Risk

The information received within my report support the Trust remains within its defined risk appetite.

7. Publication Under Freedom of Information Act

This paper has been made available under the Freedom of Information Act 2000.

8. Recommendation

The Board is asked to receive this paper for information and discussion and ratify Chairs action as set out in the report.

Dame Linda Pollard

Chair

November 2021