Chair's Report
Public Board
Thursday 29th November 2018

<table>
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<tr>
<th>Presented for:</th>
<th>Discussion and information</th>
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<tr>
<td>Presented by:</td>
<td>Linda Pollard, Chair</td>
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<td>Author</td>
<td>Linda Pollard, Chair</td>
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<td>Previous Committees</td>
<td>None</td>
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**Trust Goals**

<table>
<thead>
<tr>
<th>Trust Goals</th>
<th>✓</th>
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<tr>
<td>The best for patient safety, quality and experience</td>
<td>✓</td>
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<tr>
<td>The best place to work</td>
<td>✓</td>
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<tr>
<td>A centre for excellence for research, education and innovation</td>
<td>✓</td>
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<tr>
<td>Seamless integrated care across organisational boundaries</td>
<td>✓</td>
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<tr>
<td>Financial sustainability</td>
<td>✓</td>
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**Key points**

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<th>1. To provide an update on the actions and activity of the Chair since the last Board meeting</th>
<th>Discussion and information</th>
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1. **Network Meetings**

As part of my role as 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;

**Lay Chairs for Advisory Appointments (AAC)**

At the beginning of October the Trust held the latest in its development workshops for our Advisory Appointments Committee Lay Chairs. The Lay Chairs are essential leaders in facilitating the recruitment of our Consultants. The sessions provide an opportunity for the Trust to update the Lay Chairs on our work and the recruitment process. At this session, led by Mark Chamberlain, Non-Executive Director - LTHT, there were presentations by myself, Mark, Dr Yvette Oade, Chief Medical Officer and Jenny Lewis, Director of HR and Organisational Learning - LTHT. The topics covered included an update on the Trust, including The Leeds Way, our financial position, and the recent Care Quality Commission inspection. There was a particular focus on the role of Consultants leading our services and research and innovation and therefore the importance of appointing the best candidate for the post.

**Non-Executive Directors**

Carl Chambers comes to the end of his term of office at the end of January after having served four years and will stand down from his role as a Non-Executive Director. On behalf of the Board I’d like to formally thank Carl for his valuable contribution and time provided to the Trust. From 1st February Jas Narang has been appointed by NHS Improvement to be a Non-Executive Director for a three-year term of office from 1st February 2019.

I am delighted to announce that NHS I have extended Mark Chamberlains term of office for two years from January and he will remain as Vice Chair and Senior Independent Director.

We have recently appointed two Associate Non-Executive roles and in due course will be welcoming Tom Keeney and Gillian Taylor into these roles. We are also currently out to advert for a further Associate Non-Executive Director with the skill of clinical and patient safety expertise gained from medical, nursing, allied disciplines or social care experience at a senior level in an academic, research, regulatory or clinically focused role. Closing date for this role is early in the New Year 4th January 2019.

**Leeds Enterprise Partnership**

Simon Neville, Director of Strategy Planning – LTHT, Mike Bacon, Associate Director for Project Management – Turner & Townsend and I met with Roger Marsh, Chair – Leeds Local Enterprise Partnership and Directors from a Chinese construction and investment
company to discuss our plans for Building the Leeds Way and the redevelopment of the Leeds General Infirmary.

I also led a session with Councillors of the Leeds Local Planning Committee taking them through our ambitious capital plans ‘Building the Leeds Way’ including a site walk around the Leeds General Infirmary.

**Eve Roodhouse**

I met with Eve Roodhouse, Chief Officer Economic Development – Leeds City Council to discuss her new role and how our organisation can work collaboratively together.

**Maggie’s**

During mid-November I joined benefactors, fundraisers and charity staff to celebrate the ‘Topping Out’ ceremony, which celebrates reaching the highest point of the Maggie’s amazing building that will open in Spring 2019 beside Leeds Cancer Centre. I’m sure anyone who has been on the St James’s site will have seen the centre’s inspirational ‘organic’ design emerging over the builders’ hoardings which is part of a philosophy created by the charity’s founder Maggie Keswick Jencks that people should not “lose the joy of living in the fear of dying”. As a Trust, we look forward eagerly to completion of the multi-million project to create a centre supporting cancer patients, their families and friends.

Ben Williams, Estates Officer for External Environment – LTHT and I had previously met with Chris Watson, Property Director; Sarah Beard, Business Development Manager; Rebeca Ramos, Project Leader and Marie-Louise Agius, Landscape Designer – Maggie’s to discuss detailed planting plans on the Maggie’s Centre site. The design looks fantastic and will enable the SJUH site to retain its green area.

**Leeds Cares**

I attended the quarterly Board Meeting of Leeds Cares which was Chaired by Edward Ziff. This meeting was an extension of the last Board meeting where we continued to discuss funding opportunities for this financial year. Presentations were given by Julian Hartley, Chief Executive and Simon Worthington, Director of Finance – LTHT on the LTHT strategy, Suzanne Abrahams, General Manager Children’s Services – LTHT on the Children’s Hospital projects, David Sebag-Montefiore on the Radiotherapy and Magnetic Resonance Simulator (MR SIM), and Dr Jacqueline Andrews, Consultant Rheumatologist – LTHT updated on Research & Innovation.

**Leica Biosystems – International Launch of Digital Pathology**

A milestone achievement for our Histopathology Labs becoming 100% Digital put us on the med-tech map in October. Our Trust Board heard from Project Lead Dr Darren Treanor how we have made huge progress with our partners Leica Biosystems and the University of Leeds towards achieving faster diagnosis for cancer patients in the future.
Our Histopathology Lab - one of the largest in the UK processing over 1,000 pathology slides a day - is now digitally scanning every slide. With our Chief Medical Officer, Dr Yvette Oade, I accompanied our Chief Executive Julian Hartley to a celebration event with the Digital Pathology team. Well done to everyone involved in this important work.

Melissa Aquino, President - Leica Biosystems and I were filmed for use in the USA as a part of the California Initiative for encouraging women into senior roles and Boards.

LTHT and the University of Leeds were recently announced as a successful bidder for a Digital Pathology Centre of Excellence as part of the Industry Strategy Challenge Funds. The project (NPIC: Northern Pathology Imaging Co-operative) brings together £10.1m of public funds with £7.0m industry investment. Leeds will co-ordinate 28 partners including 10 industry partners to extend digital pathology across the West Yorkshire Association of Acute Trusts (WYAAT) hospitals and North of England and develop artificial intelligence systems for digital diagnosis. This success is a direct extension and expansion of the Leeds-Leica partnership supported by LTHT and Leeds Cares.

**World Mental Health Day**

Each year World Mental Health Day is an opportunity to raise awareness of some of the difficulties that people face when they are managing mental ill health. Julian Hartley, Chief Executive, Simon Worthington, Director of Finance – LTHT and myself met our Equality and Diversity Team in Gledhow and Bexley Wings at St James’s as they promoted the different services and support available for staff at LTHT.

We have embedded a number of national initiatives into the way we do things as a Trust to support staff who may be experiencing mental ill health. We have been signed up to the Mindful Employer Charter for a number of years and we have also attained Level 2 as a Disability Confident Employer.

**Arup – UK Innovation District & Knowledge Quarter Report Launch**

I had an update meeting with Tom Bridges, Leeds Office Leader & Director Cities Advisory – Arup on National Innovation Districts and the upcoming national launch by Arup on 12th November 2018.

**Secretary of State**

During October we had a two-day visit from the Rt Hon Matt Hancock, Secretary of State for Health and Social Care. This was a great opportunity to show him the fantastic work our teams are doing across our wide range of services, the improvements we are bringing to our patients, and our ambitions for the future.

The Secretary of State is a big advocate of digital solutions in healthcare, and he was particularly interested in hearing about our innovations in this area. Richard Corbridge, Chief Information and Digital Officer - LTHT, showed him around Ward J23 - our exemplar Digital Ward - where he was able to meet the ward team and see how they use
the Electronic Health Record (EHR) and meet with patients, the PPM+ mobile app, and also had a go at a demonstration of Scan4Safety.

Darren Treanor, Consultant Histopathologist, then introduced the team behind digitising 100% of diagnostic slides in Leeds, through our partnership with Leica. The Secretary of State tweeted he was “blown away” by our advancements in Digital here at the Trust and was hugely impressed by our digital pathology revolution.

The following day, the Secretary of the State visited the LGI. Here he met some of the Emergency Department team and colleagues from the Yorkshire Ambulance Service to see the new digital ambulance handover in action.

He also spent some time talking to frontline staff and patients, before hearing from our Junior Doctor Body about the work they have been doing to improve the working lives of junior doctors in our hospitals.

The Secretary of State ended his visit by attending our regular Report Out, where he found out all about the Leeds Improvement Method and the benefits this has brought to our teams and services across the Trust.

The feedback I received on the day was fantastic and he spoke about how incredibly impressed he was by what he had seen during his time with us. Thank you to everyone involved in organising the visit and for those who did such a great job in showing our work in the best light.

**Minister for Skills & Apprenticeships**

At the end of October, we welcomed the Rt Hon Anne Milton, Minister for Skills and Apprenticeships, to the Trust to hear more about our work on rolling out nurse apprentices and nurse associates programmes.

The Minister heard from apprentices, our nursing and organisational learning colleagues and visited the team on Ward J93 at the Bexley Wing to speak to them about the way nursing is changing and how the apprenticeships - launched in 2016 - are evolving and contributing to patient care.

Whilst here the Minister took part in interviews with the Yorkshire Evening Post and Radio Aire in which she praised the work of the Trust and the University of Leeds for developing the nurse apprenticeship programme, which she hailed as 'gold standard'!

Very well done to all those involved in the visit, particularly our apprentices Donna Fish, Michael Peace and Louise Edwards, and Nurse Associate Hannah Croft who were fantastic ambassadors for their roles and the Trust!
Leeds Partnerships – Estates & Environment Group

Craige Richardson, Director of Estates & Facilities, Peter Aldridge, Head of Facilities for Fire Security & Compliance and Andrew Gillam, Head of Property – LTHT and I attended the quarterly meeting early in November with Angela Barnicle, Chief Office Asset Management, David O’Donoghue, Engineer, Krstan Nenadic, Operations Manager for Parks & Countryside - Leeds City Council (LCC) and Lucy Leadbeater, Sergeant – Safer Leeds (part of West Yorkshire Police).

These meetings have been held for over two years and we have had great success in improving the environment surrounding our sites at SJUH and LGI. In broadening the geographical remit of the group, we are looking at inviting new members for future meetings.

As well as discussing new membership we also determined we needed a new name for the group which would represent our looking at the wider area.

All actions from the last meeting were discussed and updates were given by each of the organisations.

I would like to express my appreciation to all our members for the fantastic way in which we all work together and share information.

Dame Clare Marx

I met with Dame Clare Marx to celebrate and discuss her new appointment as Chair of the General Medical Council.

Gary Kaplin Workshop

I was pleased to join Dr Gary Kaplan, Chair & Chief Executive from the Virginia Mason Institute to discuss our progress in working with them to implement the Leeds Improvement Method. The day was full of insights including a discussion on the way organisations can effectively respond to patient safety incidents to ensure learning and effective preventative actions.

Sovereign Healthcare

I met with Russ Piper, Chair of Sovereign Healthcare to discuss our ongoing relationship and marketing of the products to staff.

North Chairs Networking

Mark Chamberlain, Non-Executive Director – LTHT and I attended the quarterly network meeting, which I was pleased to Chair for the afternoon session. Presentations were given as follows:
Agenda Item 8

- Delivering fair resolution and learning from harm, by Ian Dilks, Chair – NHS Resolution
- Consultation on charging Providers, by Glyn Barker, Head of Financial Accounting – CQC
- National/Regional Talent Management Programme, by Martin Hancock, National Head of talent Management – NHS Leadership Academy
- Workforce, by Ian Williams, Senior Workforce Manager and Iain McInnes, Head of Delivery & Improvement (Workforce) – NHS Improvement
- Freedom to Speak Up (FTSU) and Whistleblowing, by Tom Grimes, Head of Enquiries, Complaints & Whistleblowing – NHS Improvement

Lynn Simpson, Executive Regional Managing Director North – NHS Improvement
Richard Barker, Regional Director – NHS England and Jonathan Stephens, Operational Regional Director of Finance – NHS Improvement were joined by Lord Patrick Carter, Non-Executive Director – NHS Improvement to give an overview on the regional picture, which was followed by a Q&A session.

West Yorkshire Association of Acute Trusts (WYAAT)

I attended the WYAAT Committee in Common meeting where we received summary and progress reports from the work of the sub groups with the following highlights:

- HR Directors - Flu campaign, nurse recruitment agency intelligence and Workforce programme update
- Strategy & Operations - West Yorkshire & Harrogate strategic update, Yorkshire Imaging Collaborative and Scan4Safety Business Case
- Chief Information Officers’ - HSLI (Provider Digitisation) progress and next steps, West Yorkshire & Harrogate Digital Board and eRostering
- Medical Directors’ - West Yorkshire Vascular Service update, Improvement Academy and Clinical Strategy/Service Sustainability
- Directors of Finance – Pharmacy regional Supply Chain and Planning for 2019/20

Joint Yorkshire Chairs/CEOs Meeting

I chaired our joint meeting last week held at the University of Leeds, which was attended by Chairs and Chief Executives of Providers, the Local Authority and Leeds Enterprise Partnerships (LEP), and Vice Chancellors of both Universities in Leeds and was dominated by presentations and discussions on the Northern Powerhouse.

Presentations were given with opportunities for a Q&A session as follows:

- Devolution and Health: An opportunity to create a fully integrated health and social care system, by Henri Murison, Director – Northern Powerhouse Partnership
- MIT Regional Entrepreneurship Acceleration Programme, by Tom Riordan, Chief Executive – Leeds City Council. Leeds is one of six regions worldwide to have been accepted onto the prestigious programme.
Agenda Item 8

- How can the health and science sector leverage new inward investment to support economic growth, by Martin Phelan, Head of Northern Powerhouse Investment Hub – Department for International Trade
- The NHS Long-term Plan and opportunities for the Northern Powerhouse, by Saffron Cordery, Deputy Chief Executive – NHS Providers
- The Future of Health-Tech – an industry in perspective, by Tom Lavery, Managing Director – Johnson & Johnson Medical Device Companies in the UK & Ireland

The meeting was hailed a huge success, and everyone agreed the presentations and networking had been enormously interesting and informative.

I’d like to thank everyone who made time to attend this and a special thank you to all the speakers.

2. Publication Under Freedom of Information Act

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

3. Recommendation

The Board is asked to receive this paper for information and discussion.

Linda Pollard
Chair
November 2018