



Chair's Report

Public Board

Thursday 30th July 2020

Presented for:	Discussion and information
Presented by:	Linda Pollard, 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	✓

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

1. 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;

NHS England/Improvement Chairs Advisory Group Meetings

As reported to the Board in May 2020 these meetings are now being held monthly in response to the unprecedented challenges of Covid-19 pandemic. The meetings were held on 27th April and 6th July and we discussed:

- The capacity of elective activity surgery noting the regional variance, and challenges of adhering to Infection Prevent and Control (IPC) in light of Covid-19 and the limitations placed on theatre capacity and throughput.
- Ongoing concern entering winter with limited bed capacity due to adherence IPC, seasonal flu and a second wave in Covid-19

NHS Providers Board Meeting

Again, as reported previously, due to the Covid-19 pandemic, these Board meetings will be held virtually on a monthly basis until further notice and Chaired by Chris Hopson, CEO – NHS Providers.

At the meetings held in May, June and July we discussed the following:

- Chief Executive & Directors Report which included:
 - Stakeholder relationships
 - Personal Protective Equipment (PPE)
 - Government Testing Strategy
 - Staff wellbeing and support
 - Balancing Covid-19 responses alongside other services
- Finance Report and the challenging climate going forward
- Covid-19 Risk Register
- Black, Asian and Minority Ethnic (BAME) - do more to address structural inequality and racism within the NHS

Yorkshire & the Humber Regional Chairs meeting

Our usual quarterly West Yorkshire Chairs' meeting was extended to Chairs in the wider Yorkshire and the Humber region in June, where all but one organisation was represented (unfortunately unavailable due to a planned Board timeout).

Richard Barker, Regional Director, NHS England agreed to speak at the meeting along with Peter Wyman, Chairman of the Care Quality Commission (CQC) and Chris Hopson, CEO of NHS Providers.

Peter gave an overview on:

- The impact on the future of the CQC inspection regime
- What could be the role of the CQC in helping analyse learning from the pandemic and promoting transformation?
- How will the CQC operate in the post Covid-19 world?

Richard gave an overview on:

- Finances
- The clarity of running costs
- The impact to capital and longer-term investment
- Current activity plans – are they still valid?
- Winter planning and bed modelling

Chris gave an overview on:

- The learning from Covid-19 and how it will shape winter planning
- How systems can work better together to deliver population focused systems that fully incorporate the aspirations and ambitions of the current tiers of governance spring-boarding from the crisis

I have received a lot of positive feedback and we will look to hold another meeting in the autumn.

Health & Wellbeing Board to Board Meeting

Cllr Rebecca Charlwood and I co-Chair these meetings which bring together a broad range of Health and Care Partners to discuss key system priorities to ensure we manage the short-term whilst maintaining focus on the long-term vision set out in the Leeds Health and Wellbeing Strategy. This approach is unique supporting everyone to be joined up and working towards the same goals for the city and for the people of Leeds. Following an overview of the meeting by Tony Cooke, Chief Officer – Health Partnerships, discussions and presentations were:

- *How have people of Leeds been impacted by the coronavirus?* by Hannah Davies, Chair – People’s Voices Group, Victoria Eaton, Director of Public Health and Pip Goff, Director of Forum Central. There was an overview of the health inequalities gap facing Leeds including impact on Black, Asian and Minority Ethnic (BAME) groups communities and around mental health. Also understanding the challenges facing people going forward.
- *What can we learn about how we have responded as a health and care system?* by Paul Bollom, Head of Leeds Plan, and Provider representatives from the Learning Collaborative Group who showed key headlines from bringing together initial learning from the health and care system in our responses to coronavirus

and understanding the approaches that worked well/can be strengthened that can be applied to meet the challenges and opportunities ahead.

- *System resilience – what can we do now to prepare for winter and future waves?* by Tony Cook, Chief Officer – Health Partnerships, Rob Webster, CEO – South West Yorkshire Partnership and members of the Gold Health and Care Group. An update on the national context and Coronavirus Test and Trace Programme and an overview of the current health and care Gold/Silver/Bronze arrangements in place in Leeds and West Yorkshire & Harrogate were presented.
- *Developing a sustainable care home model for Leeds* by Caroline Baria, Deputy Director, Adults & Health. Caroline gave an overview of how care homes have been impacted during the coronavirus with a focus on people. She also spoke about the impact on the care home market and challenges around sustainability.

Other Trusts and Organisations

Over the past few weeks I have been asked to complete questionnaires to assist with annual Appraisals for Chairs of other Trusts, and to date I have completed five of these. The questionnaire is aligned to the NHS England Chair Competency Framework and contains themed statements to enable provision of observations of Chairs' impact and effectiveness in their role; what the Chair does well, and opportunities for improvement and growth.

I have also held virtual meetings with:

Suzy Brain-England, Chair of Doncaster & Bassetlaw NHSFT
Paula Vennells, Chair of Imperial College Healthcare NHST
Kathryn Lavery, Chair – Yorkshire Ambulance Service
Philip Lewer, Chair – Calderdale & Huddersfield NHSFT
Keith Ramsay, Chair – Mid-Yorks Hospitals NHST

National Contact Catch-up Meetings

I have had virtual meetings/calls with:

Lord David Prior, Chair – NHS England
Lord Patrick Carter, Chairman of the Review Panel examining the future of NHS Pathology
Lord Paul Deighton, Personal Protective Equipment (PPE) Tzar

Ministerial Meetings

I had two meetings recently with Edward Argar, Minister of State for Health & Social Care where we discussed our progress on Building the Leeds Way. We also had a discussion around the challenges of Covid-19 where he asked me to pass on his thanks to everyone in LTHT for the fantastic work they are doing during this crisis and complimented their teamwork and how they have drawn on lessons learned.

PricewaterhouseCoopers (PwC)

In 2018 an agreement was put in place where PwC became the Trust's Co-Source Partner for Internal Audit and I recently met with Karen Finlayson Partner at PwC, and Chief Internal Auditor for LTHT to discuss our ongoing partnership.

NHS Leeds Clinical Commissioning Group (CCG)

I would like to inform you all of the appointment of Dr Jason Broch who has taken over as Chairman of NHS Leeds CCG. Jason has replaced Dr Gordon Sinclair who retired at the end of June. I have written to Jason congratulating him on his appointment and I'm looking forward to a great working partnership.

Gatenby Sanderson

Gatenby Sanderson is a recruitment consultancy who LTHT has worked with very successfully for a number of years to support the recruitment of both Executive and Non-Executive Directors. Recently Robin Staveley, Partner and Practice Lead, Health Practice interviewed me and discuss:

- The impact of Covid-19 and changes to how the Board operates
- How the virus has shaped LTHT's relationships with Partners across the City, Region and the Centre

The interview was recorded and can be seen by following this link:

<https://vimeo.com/425153053/ddbb4919d0>

Maggie's Update

I am sure you will be aware that due to the impact of Covid-19 all Charities have been hit by a lack of donations, but their work still goes on. I received a letter from Dame Laura Lee, Chief Executive of Maggie's who wanted to touch base on how the team in Leeds were supporting the NHS and people with cancer at the moment. Due to social distancing the Centre was temporarily closed to visitors, however our Cancer team approached Maggie's to facilitate the NHS Covid-19 helpline, which has provided a service since the beginning of April. Maggie's was delighted to take this on as the majority of callers had been experiencing complex challenges and they were thankful that they were able to help them during such a challenging time.

In addition to the helpline, Maggie's Centre Head, Amanda Proctor and her team are also providing psychological and practical support primarily by phone and Zoom, and their Benefits Adviser has been helping people fast track applications to receive the benefits they are entitled to and helping people understand the changing financial landscape including the implications of the government's furlough job retention scheme.

I am now happy to report the Centre is back up and running.

I recently met with Martin Jenkins, Chair of the Appeal Committee to talk about the current challenges during lockdown and their plans for moving forward. We had a wide-range discussion regarding their need to increase their income through enhanced collaborations, and they are currently out to recruit two new Trustees for the Appeal Board, due to retirement.

Committee Chairs meeting

In the coming weeks I am to hold a meeting with the Non-Executive Directors of Assurance Committees of the Board. I want to explore ideas for new ways of working in light of the ongoing challenges of Covid-19. How and what new assurance should be reported into our Committee structures alongside historic practices and our need for triangulation outside the Board room

Chairs Action (Use of Emergency Powers for urgent Decision)

Standing Orders states;

5.3 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;

- Leases for staff accommodation for temporary re-located as we progress the enabling works for the Building the Leeds Way Hospitals of the Future. (Supported by Suzanne Clark and Mark Chamberlain)
- The Board approved the MRI replacement strategy in July 2019 with a supporting Business Case in November 2019. As part of this we were required to place the order for the Jubilee and re-locatable MRI scanners in early July ahead of formal funding being confirmed for the re-locatable and before the next formal Finance and Performance Committee (supported by Suzanne Clark and Gillian Taylor)
- February 2020 the Finance and Performance Committee approved a Business Case for the relocation and expansion of the Children's Assessment and Treatment Unit in the Children's Hospital. This has been awarded to the lowest tender but with the addition post tender adjustments recommended by our consultants DKP, along with VAT the total value has increased and requires approval from the Finance and Performance Committee. The order is ready to place, and Chairs action was sought to prevent a four-week delay to commencing the work. (Supported by Suzanne Clark and Gillian Taylor)
- In November 2019 the Board approved the Business Case for Managed Equipment Service (MES) to replace six Catheter Labs in Jubilee Wing at the LGI site, and authorised £6.8m of capital spend and a net annual charge of £1.2m to support the replacement of the Labs. Chairs action has been requested (and

approved) to support placing the order 12 days prior to the Finance and Performance Committee meeting, with the net gain of five weeks to the planned works. (Supported by Suzanne Clark and Gillian Taylor, Non-Executive Directors – LTHT).

Appraisals with Non-Executive Directors

Due to the situation with Covid-19, Appraisals for Non-Executive Directors that had been scheduled in April were deferred to July and I can confirm these have now all been carried out. I'd like to personally thank the Non-Executives for their preparation time and Teams call to facilitate these meetings.

Associate Non-Executive Director

At the start of August, we will commence recruitment for two Associate Non-Executive Directors, one is part of our succession plan and the second is a new position. More information can be found at the following from 3 August, noting the closing date is 10 September <https://improvement.nhs.uk/news-alerts/?keywords=&articletype=appointment>

We are seeking to ensure a gender balance of our Board and strengthen our diversity from BAME colleagues. *Please see Appendix B (Letter from Richard Barker, Regional Director – NHS England/Improvement)*

Leeds Cares Charity

Memorandum of Understanding (MoU):

A MoU between LTHT and Leeds Cares that was established in July 2019 has a review date of July 2020. We would suggest deferring the review until July 2021, given the current pressure LTHT is under in relation to the Covid-19 Pandemic and that we would also like to review the MoU in the context of the Charity's five-year strategy which will start in 2021.

Since the MoU was developed the Charity has had significant changes to its leadership. After the previous Chief Executive Officer left in July 2019, the Charity was run by an Interim Managing Director until the appointment of the new Chief Executive Officer, Esther Wakeman, who took up post in February 2020. During the past year the Charity has focused on a number of activities to re-focus the Charity and improve its operations to ensure that there is a solid foundation for the Charity to build on. Specific examples include the development of a new grant funding system, a project to implement a new finance system and a governance review which has mapped the Charity's performance against the Charity Governance Code. The Charity's Trustees have recognised the progress the Charity has made since July 2019, which has included improvements to the support provided directly to them. A business plan has been developed for 2020/21 with objectives and supporting KPIs and the Charity has started the process to develop its five-year strategy. The Charity's Trustees also undertook a comprehensive skills and diversity audit and recruitment activity is in train to further strengthen the Board of Trustees.

The annual meeting between the LTHT Board and the Leeds Cares Board was originally deferred to March 2020 to allow the new Chief Executive Officer to have taken up post, however this was subsequently deferred given the need for LTHT to focus on the Covid-19 Pandemic.

The MoU has been partly implemented although it was identified quite early that some workstreams would be placed on hold until the Charity was in a better position operationally to deliver those. Specific examples include the management of the hospital's volunteers and the stewarding of all donations into LTHT. The communication between LTHT and Leeds Cares has improved significantly since July 2019, at both a senior and operational level. The Charity has provided significant support to LTHT during the current Covid-19 Pandemic which has helped to transform the relationship between the organisations at all levels. There is a need to review the commitments made in the Memorandum of Understanding to ensure that they meet the future direction and aspirations of the Charity and support LTHT in the most effective way, which will be factored into the review proposed for July 2021.

Board Meeting:

As Trustee I attended the Board meeting at the end of May which was Chaired by Edward Ziff, Chairman – Leeds Cares. Discussions were held around:

- Covid-19
- Board Governance
- Future arrangements of the Day One Charity
- Hospitals of the Future Appeal

Leeds Cares Coronavirus Webinar:

On 21st May we hosted a webinar with Leeds Cares supporters about the Trust's response to the coronavirus pandemic. Julian Hartley, CEO and Phil Wood, Chief Medical Officer - LTHT provided an overview of how the Trust had prepared for and treated patients and explained the challenges including reconfiguring services, PPE, testing and supporting staff. It was also an opportunity to give insight into how the support from Leeds Cares had made a big difference for staff wellbeing and the Trust's preparedness, and to thank the charity's supporters.

Trustee Interviews:

In May, Edward Ziff, Chairman; Esther Wakeman, CEO; Cllr Caroline Gruen, Trustee; Keith Haynes, Interim Company Secretary – Leeds Cares and I interviewed three possible candidates for the position of Trustee, and I'm glad to report that Heather Jackson, Dean Hoyle and Jas Athwal were successful and are hoping to commence their roles at the end of July when all the necessary checks have been carried out and returned.

Donations:

I am delighted to report on the donations received by LTHT since the start of Covid-19 and would like to record my grateful thanks to everyone who has gone above and beyond to support our teams. *Please see Appendix A (Donations).*

I continue to have regular meetings and discussions with both Edward Ziff and Esther Wakeman.

Message of Support

Allison Page, Managing Partner at the Leeds Office – DLA Piper and ex Non-Executive of LTHT, recently visited three services at LTHT and was extremely impressed by the way they are working during the current Covid-19 situation following all necessary precautions and advice being given out by the Government, and echoed Ed Argar's comments on how great they are doing during this crisis and complimented their teamwork and how they have drawn on lessons learned

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 and ratify Chairs action as set out in the report.

Linda Pollard
Chair
July 2020