



Chair's Report  
Public Board

Thursday 30<sup>th</sup> September 2021

<b>Presented for:</b>	Discussion and information
<b>Presented by:</b>	Linda Pollard, Chair
<b>Author</b>	Linda Pollard, Chair
<b>Previous Committees</b>	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	-	<b>Legal &amp; Governance Risk</b> We will operate the Trust in a compliance with the Law and UK Corporate Governance Code, where applicable	Averse	↔ (same)
External Risk	-	<b>Partnership Working Risk</b> 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	-	<b>Regulatory Risk</b> We will comply with or exceed all regulations, retain its CQC registration and always operate within the law	Averse	↔ (same)
External Risk	-	<b>Strategic Planning Risk</b> 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)

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

## **1. Visits in the Trust**

In light of the Infection Prevention & Control 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.

On the 30<sup>th</sup> September along with Julian Hartley our CEO we will be meeting with Natalie Forest, SRO New Hospital Programme and Capital Investment and her team and were able to present to them on Business Development/ Innovation District Hub and the New Hospital Build.

### **Non-Executive Directors**

On the 25<sup>th</sup> August I held the Deputy Chairs meeting which was attended by Tom Keeney and Gillian Taylor.

## **2. 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.

### **Leeds Hospitals Charity Board**

On 11<sup>th</sup> August in my role as a Trustee, I Chaired the Leeds Hospital Charity Business Committee Meeting, where we discussed and updated our Operation Risk Register, received an update from the Director of Communication regarding the proposed future structure of planned and future campaigns. We also received an update from the Head of Information and Communications and the Head of Workforce Development. We looked at our Safeguarding policy to ensure we were up to date with Training. Our Volunteer Strategy was also approved at this meeting.

On the 4<sup>th</sup> August and 12<sup>th</sup> August sat on the panel for the interviews for a Trustee to the Hospital Charity Board and I am pleased to say we made a successful appointment of Lauren Charnley.

On the 21<sup>st</sup> September we held our Capital Appeal Board Meeting Chaired by Esther Wakeman, CEO Leeds Hospital Charity, this was attended by Mike Bacon, Building the Leeds Way Programme Director and Jane Westmoreland, Associate Director of Communications to update on the Hospital Design.

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**

On the 5<sup>th</sup> August and 23<sup>rd</sup> September along with Julian Hartley I attended the Integrated Care Partnership Development Meeting, these meetings are held with senior leaders in Leeds, Cllr James Lewis, Tom Riordan, CEO Leeds City Council, Tim Ryley, CEO Leeds CCG and Dr Jason Broch, Clinical Chair, Leeds CCG.

On the 17<sup>th</sup> September along with Julian Hartley I attended the NHS Regional Roadshow for the North West, North East and Yorkshire which was led by Richard Barker North East Regional Director and Dr Amanda Doyle North West Regional Director, also speaking at this meeting was Amanda Pritchard, NHS CEO and Mark Cubbon, Interim NHS COO. This meeting was attended by the Chairs and CEO's of the Regions and was facilitated by Amanda as means of communication with the Centre to provide an update on top priorities and take Q&As.

On the 12<sup>th</sup> August I undertook the filming on site for our Second Virtual AGM. Information to support our AGM, along with publishing our Annual Accounts and Report will be released on our website at 2pm on Wednesday 29<sup>th</sup> <https://www.leedsth.nhs.uk/assets/9b25b94a0b/Annual-Report-2020-21-FINAL.pdf>

As part of the requirements of the CQC Well-led standards, as an organisation we are required every three years to undertake an externally facilitated external review against the Well-led domains. This review was planned to commence over the summer of 2020 and due to the pandemic was deferred. We have commissioned Aqua to carry out this review which has involved 1-1 interviews with each of the Board, along with a sample of Triumvirate leaders of our CSUs and observations of our Board and its Committees. We look forward to receiving the feedback report which will aid our preparation and goal to become an 'Outstanding' Trust rated by the CQC. During the month I met with Aqua for my own 1-1 interview as part of this review process.

### **Finance and Performance Committee**

On the 25<sup>th</sup> August I attended the Monthly Finance and Performance Committee.

### **Digital and IT Committee**

On the 20<sup>th</sup> August I attended the Digital and IT Committee meeting as an observer.

### **Other NHS Trusts and Organisations**

I have held meetings with:

- Lord Patrick Carter of Coles
- Sue Symington, Chair of York and Scarborough Teaching Hospitals NHS Foundation Trust
- Sir Ron Kerr – Chair, NHS Providers
- Bob Gomersall - Chair Bradford Technology Group
- Lord Prior – Chair NHSE regarding Innovation District
- Bernard Ginns from Branksome Partners – re the Development of the LGI Site and our Innovation District
- Lord O Shaunessy from New Market Strategy regarding or Innovation
- Natalie Forrest – SRO New Hospital Program and Capital Investment
- Joelle Warren from Warren Partners
- Keith Ramsey, Chair Mid Yorkshire Hospital Trust
- Several candidates for Chair of the ICS

## **3. National Network Meetings**

### **NHS Providers**

On the 14<sup>th</sup> September I attending the NHSE/I Chairs and CEO Network Meeting. This meeting is attending by leaders within NHSE/I and discusses current issues affecting the NHS.

I have also had calls with Richard Barker, North East and Yorkshire Regional Director NHSE/I to discuss the ongoing challenges we are all facing in Health and Care

### **Chairs Advisory Group**

On the 20<sup>th</sup> September I attended the Chairs Advisory Group which is Chaired by Lord David Prior, in this informal meeting the topics we covered were the Spending Review Update, current situation in NHS and welcomed Amanda Pritchard in her new role.

## **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 Kenney (also noting that Gillian Taylor as a member of the BDC would be conflicted).

#### **4. Risk**

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

#### **5. Publication Under Freedom of Information Act**

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

#### **6. 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

September 2021