



Chair's Report
Public Board

Thursday 31st March 2022

Presented for:	Discussion and information
Presented by:	Linda Pollard – Trust 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

In addition to my role as Chair of Leeds Teaching Hospitals NHS Trust and following the announcement from the Government on the 2nd October regarding the Review of Leadership in Health and Social Care, I have continued to work closely with General Sir Gordon Messenger. We have undertaken many meetings with key individuals over the past few weeks to help us understand what is required to ensure that our report reflects the needs and requirements for the NHS for the future. We have continued to have meetings with NHS England and the Secretary of State for Health and Social Care and are now finalising the report (by the end of March 2022) to present to the Secretary of State.

2. Dame Commander of the Order of the British Empire

At the beginning of February, I had the pleasure of attending the formal ceremony at Windsor Castle to receive my medal of honour in person from HRH The Prince of Wales for the Dame Commander of the Order of the British Empire. This was a wonderful day and I am truly honoured and humbled to have received this recognition. The event had been delayed from last year due to the pandemic and it was wonderful to at last be able to receive this medal and celebrate with family and colleagues who support me in my role on a daily basis.

3. Yorkshire Women of the Year Awards

I was delighted and honoured to attend the above awards event on the 4th March 2022. The awards are led by the Yorkshire Society, which is a not-for-profit organisation encouraging businesses, charities and individuals from or living in all parts of Yorkshire to join in “promoting the county”. The awards recognise those who have contributed most to life in, and the reputation of the Yorkshire. I was so delighted and so proud to receive the prestigious award for Woman of the Year, this means a great deal to me to be recognised in this way is an honour but only achievable with the help of the amazing team I have around me in the Trust and I would like to say a huge thank you to each and everyone of them for their support and continuing dedication to the care we provide here at Leeds Teaching Hospital Trust.

<https://www.leedsth.nhs.uk/assets/52b13afba4/page-1.pdf>

4. Board Timeout meeting – 10 March

The Board held a timeout meeting where we reviewed our strategy and principles to underpin health inequalities, we discussed the proposed work to take place in resetting the Leeds Way and an opportunity to review our values with engagement across our staff. We received a presentation from Leeds City Council, setting out the vision for the City and our own contribution through the Innovation Arc within the re-development of the LGI site.

We also held our annual joint Board to Board meeting with Leeds Hospitals Charity and received a fantastic update on all of their activities in year to support our patients, staff and facilities across the Trust. A huge thank you for all of their on-going support.

As part of our own training and development we held the second session of our inclusive conversations, and jointly received safeguarding training (in addition to each individuals mandatory training requirements) to consider the wider implications for the Trust and current trends across our City and county.

5. 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 and the Government's announcement to work from home where possible. Therefore, my reference to meetings within my report have taken place virtually or outside in accordance with ICP Guidelines.

On the 17th February along with Julian Hartley, CEO and James Goodyear, Director of Strategy we welcomed to the Trust Lord Andrew Mawson OBE, Executive Chair of WellNorth Enterprises and his two colleagues Amir Hussain from Yeme Architects and Kris Makay of WellNorth Enterprises to our Innovation Hub where we were able to present to them and discuss the Leeds Innovation District and Building the Leeds Way. They were extremely impressed with the work which is been undertaken here in Leeds on our new Hospital Build. One of the things recognised was the Pioneering Innovation Pop Up which won the Excellence in Healthcare Science Research and Innovation Award and praise from the Chief Scientific Officer for England.

On the 4th March along with Julian Hartley, CEO, Simon Worthington, Director of Finance and James Goodyear, Director of Strategy and Innovation and our Architects and Perkins & Will we welcomed virtually Leeds MP's; Hilary Benn, Richard Burgon, Fabian Hamilton and Stuart Andrew to a presentation updating them on Building the Leeds Way, and the plans for our two new hospitals. This meeting was well received by the MPs attending who were very complimentary and supportive of the work which is being undertaken by the LTHT. We plan to follow this meeting up with the MPs who were unable to attend over the next few months. I have written to the Yorkshire MPs based on the geographical referrals into the Children's Hospital and a work plan with further communications is being looked at.

6. Virtual Leadership Visit

Along with our Director of Human Resources and Organisational Learning and two of our NED's we met with the Team on the Cardio Respiratory Ward L19 at the LGI for one of our fortnightly virtual leadership walkrounds. We had a very informative discussion and virtual tour of the Ward from the Team, their commitment and dedication to Patient Safety and Staff wellbeing really shone through.

7. Non-Executive Directors

On the 24th March I Chaired the interview panel for two new Associate Non Executive Roles within the Trust. The recruitment process has been managed by NHSE/I the advertisement

for these roles closed on the 10th March and interest has been encouraging. The skill criteria is defined below;

Post 1: You will be a public sector senior leader, ideally with experience of large complex organisations gained in a government department / civil service. You will have an understanding of the complexities to transformation, productivity, stakeholder engagement, governance and funding streams, and broker engagement between public, private and charity sectors.

Post 2: You will have recent, relevant finance experience within a large and complex and regulated organisation, ideally with a financial qualification. With progression you will have the capacity to Chair the Audit Committee.

8. 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 the meeting on the 22nd March we discussed the agenda covered Peoples experience of Health and Care in Leeds, working together to tackle the current system pressures, Community based services and the Leeds Health and Care Operating Model and responses to the National NHS and Social Care Reforms.

Leeds Hospitals Charity Board

The Board of Trustees met on the 17th March for our regular quarterly meeting. At this meeting we were joined by Rob Kurau, Associate Trustee who lead a discussion about Risk Management and Risk Appetite, we also had a presentation from Professor Sebag Montefiore and team on the Leeds Cancer Research Centre. Other items discussed were Finance and Performance, Audit, Funding and Income Generation.

The Board of LTHT and Trustees of Leeds Hospital meet annually to provide an overview and update and ensure that each understand respective priorities for the year ahead. This meeting was held on the 10th March and included Safeguarding Training for both parties.

I have held my regular 1-1 meeting with Esther Wakeman, CEO of the Hospital Charity to ensure that the Charity and Trust are aligned with ongoing work and future strategic developments.

I met with Esther Wakeman, CEO, Edward Ziff, Chair of Trustees, Michael Beverley, Chair of the Capital Appeal Board to discuss our ongoing plans for the Capital Appeal

Leeds Partnership 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, for the delegated duties for the City on behalf of the West Yorkshire ICS, this meeting took place on the 3rd March.

WYATT Committee in Common Meeting

This meeting is due to take place on the 26th April and as the Chairing of this meeting rotates based on 6 months or three meetings, its my turn to Chair for the next period, hence I held a pre meeting on the 23rd March with Lucy Cole, Programme Manager for WYATT to discuss the agenda and content for the April meeting.

Finance and Performance Committee

On the 23rd February and the 30th March I attended our Monthly Finance and Performance Committee meetings.

Innovation District Committee Meeting

I Chaired our regular Innovation District Committee meeting on the 3rd February and the 9th March at this meeting we discussed our Objectives, had a Project Directors Update and a Comms Engagement Update and also looked at the Decisions and Approvals which are required by the team.

Appraisals

As we start with our Annual Appraisals, I have met with Julian Hartley, CEO to do his Appraisal and will follow this with the NEDs in the coming weeks

Other NHS Trusts and Organisations

I have held meetings with:

- Brodie Clark – Chair of Leeds Community Healthcare NHST
- Sean Llyons – Newly Appointed Chair of Hull & East Yorkshire and Northern Lincolnshire and Goole Hospitals NHSFT
- Keith Ramsey – Mid Yorkshire Hospital NHS Trust
- Frank Hester OBE, Founder and CEO of TPP
- Lord Patrick Carter of Coles
- Lord Prior – Chair NHSE
- Chris Hopson – CEO NHS Providers
- Tim Ferris – NHS Director of Transformation
- Dr Jason Broch – Chair of Leeds CCG
- Sue Douthwaite – Chai NEXA Finance
- Eve Roodhouse – Leeds City Council
- Chris Blundell - Capital Appeal Board
- Several meetings in relationship to the National Leadership Review

- Mike Coupe – NED NHSE
- Helen Hirst – New Chair at C&H NHS Trust

9. National Network Meetings

NHS Providers

The Board meeting of NHS Providers took place on the 2nd March, in my role as a Trustee, I attended this meeting virtually and we looked at current issues affecting the NHS, we received updates from Chris Hopson, CEO, Sir Ron Kerr Chair, and a Finance update from Jo Whyte, Director of Corporate Services, NHS Providers.

I also Chaired the NHS Providers Remuneration Committee on 16th February.

Chairs Advisory Group

On the 9th March I attended the quarterly Chairs Advisory Group which is run by NHSE/I. We were received an Operational Update from David Sloman, Dr Claire Fuller updated on Primary Care and how this can be supported in ICS's.

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;

The Finance & Performance Committee meeting on 26 January 2022 approved creation of new Ophthalmology Department within Gledhow Wing, the business case set out the required £8m funding associated with this from the BE Capital Plan to create the new Ophthalmology Department within Gledhow Wing. Site set-up costs and demolition/strip-out works totalling £568,886 incl. VAT along with packages are for joinery, plastering/partitioning, IPS supply, door sets, and sanitaryware. The cost of these packages is £686,099 incl. VAT. Instructing these packages will take the total instructed works cost to £1,254,875 incl. VAT, out of an estimated total £6,381,257 incl. VAT. Chair's action was required in order to maximise capital expenditure in 2021/22 financial year. Hence Chairs action was required outside F&P Committee and was supported by Linda Pollard, Julian Hartley, Suzanne Clark and Gillian Taylor.

NPIC have confirmed the funding support from NHSD which will support the Digital Pathology Strategy Options, primarily for CNN storage upgrade. Options for funding were presented to the Finance & Performance Committee (F&P) meeting on 26 January 2022, where the Committee agreed that a final decision would be supported outside the meeting by Chairs action, in keeping with Standing Orders.

Further discussions with NHSD have highlighted that the amount available was higher than the amount assumed in the paper presented to F&P, hence further opportunities to accelerate the vision and desired model. This was set out when seeking Chairs action with the following summary of the new opportunity and the planned approach to the use of the funding.

This proposal is in line with the Business case aims to establish a world leading infrastructure for Digital Pathology. The proposal is to apply for and subsequently accept £3.9m of capital to increase capability, performance and resilience of the current infrastructure, as follows:

- Expansion of the long-term storage solution costing £1.9m. Approval for this item has already been made through a CCN paper presented at F&P on 26th January 2022.
- Expansion of the short-term storage solution costing £1.06m. This item will increase the short-term storage available from 0.5PB to 1PB and also provide additional resilience to the secondary datacentre.
- Increase the number of cases scanned into the PACS system costing £0.83m. This item will increase the number of cases that the PACS system can process from 350k per year to 500k per year.

Chairs action was supported by Linda Pollard, Julian Hartley, Suzanne Clark and Gillian Taylor.

Funding via NHSE Unified Tech Fund has been awarded to the Trust, for £1.5m for Data Centre Services which would support the mitigation from clinical and administrative systems from on-site server rooms. Chairs action was supported by Linda Pollard, Julian Hartley, Suzanne Clark and Gillian Taylor, to expedite the contact at the end of January and the full business case was reported to 23 February 2022 F&P Committee for understanding and governance.

10. Risk

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

11. Publication Under Freedom of Information Act

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

12. 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

March 2022