

Chair's Report
Public Board
Thursday 25th May 2023

Presented for:	Discussion and information
Presented by:	Linda Pollard – Trust Chair
Author	Linda Pollard, Chair
Previous Committees	None

Our Annual Commitments for 2023/24 are:	
Effectively develop and deploy new assets (buildings, equipment, IT)	✓
Reduce healthcare associated infections	✓
Improve staff retention	✓
Deliver the financial plan	✓
Reduce average length of stay by 0.5 days per patient	✓
Achieve the Access Targets for Patients	✓
Support a culture of research	✓

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. Visits in the Trust

On the 4th April we welcomed to the Trust Ed Anderson, West Yorkshire's Lord Lieutenant and John Robins, Chief Constable of West Yorkshire. Along with Prof Phil Wood, Chief Executive and James Goodyear, Executive Director of Strategy, we welcomed Ed and John to the Leeds General Infirmary (LGI) to hear about our new hospital plans and our work in Innovation. David Brett, Head of Medical Physics and Engineering facilitated a tour of the Innovation Pop up and explained in more depth the work we are doing in the Trust, with academia and the commercial sector within the City of Leeds and beyond to deliver our vision for innovation going forward.

On the 18th April I had the pleasure of visiting the Liver Transplant and Hepatology Teams to hear more about their work and the underpinning drivers to the delivery of patient centred care. Following the moving patient story at our Board meeting last year of a young man who donated part of his liver to his father, I wanted to take the time to meet the Team who supported this incredible operation and hear first-hand about the work they are doing. As the only centre in the country to do this type of operation it was amazing to meet and hear about the skills and expertise amongst the Team.

The 19th April saw the tenth Anniversary of the launch of the Major Trauma Centre at the LGI. We held a special celebration to mark the ten years of delivering life saving care and a former patient returned to thank the team who saved his; life along with our Medical Director, Operations, Steve Bush, the visit recognised the hard work and commitment of the Team over the past ten years.

Councillor Fiona Venner and Councillor Salma Arif visited the LGI on the 11th May to look at new Innovation Pop up and to hear an update on the progress of the new hospital development at the LGI and the proposed Innovation Village. I was accompanied by Prof Phill Wood, Chief Executive and James Goodyear, Executive Director of Strategy.

2. Non-Executive Directors

As an Associate Non-Executive Director, Rachel Woodman has returned from her six-month sabbatical and has re-commenced her role a LTHT as a member of the Innovation District. We formally welcome Jo Koroma new Associate Non-Executive to her first Board meeting.

During May and June, I will be undertaking the yearly appraisals for all our Non-Executive Directors and as Deputy Chair and Senior Independent Director (SID), Chris Schofield will undertake my appraisal which will be reported to the July Board meeting.

3. Local and Regional Network Meetings

As part of my role of the Chair of LTHT, it is important to remain connected to the local and national agenda 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.

3.1. Leeds NHS Chairs Meeting

This meeting was held on the 25th April and attended by Tim Ryley, Accountable Officer Leeds ICB, Merran McRae, Chair Leeds and York Partnership NHS FT Trust, Brodie Clark, Chair Leeds Community Healthcare NHS Trust, Rebeca Charwood, Independent Chair Leeds ICB. At this meeting we discussed the strategic options of the ICB and reviewed the operating model to look at how we can take forward and develop our overall approach to system partnership working in Leeds.

3.2. Leeds Hospitals Charity

I have held my regular meeting with Esther Wakeman, Chief Executive of the Leeds Hospitals Charity, and Edward Ziff, Chair of the Trustees, to ensure that the Charity and Trust are aligned with ongoing work and future strategic developments.

3.3. WYAAT Committee in Common

I attended the WYAAT Committee in Common meeting with Prof Phil Wood, Chief Executive on the 25th April. At this meeting we discussed the financial position across West Yorkshire ICS and the acute sector with an update from Simon Worthington, Director of Finance. Lucy Cole, Director WYAAT reported on the West Yorkshire Health and Care Partnership along with updates on the Cancer and Elective Recovery work programmes.

3.4. Leeds Health and Wellbeing Board to Board

On the 5th April, along with Councillor Fiona Venner, I Chaired the Health and Wellbeing Board to Board meeting. We discussed the new service to be offered by LTHT to help with tobacco addiction funded by Yorkshire Cancer Research. Leeds City Council updated us on the commitment of Leeds to become an Age Friendly City by collaborating with employers to improve recruiting and developing staff of all ages. As a group we looked at the Intermediate Care Programme and along with Tom Riordan, Chief Executive, Leeds City Council we discussed the financial position of the City to ensure we shared a joint understanding of our options and actions going forward. This meeting was also attended by Health Care Leaders, members of Leeds City Council and the third sector.

3.5. Leeds Innovation Partnership Health and Care Workshop

On the 19th April I attended the above workshop which was jointly run by Leeds Innovation Partnership and Leeds Academic Health Partnership. Along with Tom Riordan, Chief Executive, Leeds City Council, Professor Peter Slee, Vice Chancellor, Leeds Beckett University, Professor Nick Plant, Deputy Vice Chancellor Research and Innovation, University of Leeds and Mark Roberts, Chair Leeds City Region LEP we welcomed around 50 people. Leaders of frontline health and care, and staff carrying out research and innovation from our region took part in the workshop. Along with Tom Riordan and Nick Plant I participated in a panel session with the aim of helping people to build an understanding of the Innovation Arc and vision for Leeds City which will be formed around the proposed new adult and children's hospitals and the main universities in Leeds.

3.6. Innovation Partnership Meeting

On the 20th April I chaired the Leeds Innovation Partnership Board Meeting. These meetings are held with Senior Leaders in Leeds including representatives from the City Council, LTHT,

Nexus, Leeds City College, and Leeds Universities. These meetings aim to ensure we are connected and updated on the key issues facing the City of Leeds. At this meeting Eve Roodhouse, Chief Officer, Culture and Economy LCC and Angela Barnicle, Chief Officer, Asset Management and Regeneration LCC, gave an overview of the Investment Zone opportunity for Leeds, Richelle Schuster, Head of Innovation, updated on the ecosystem and the opportunities for the Innovation Arc.

4. Other NHS Trusts and Organisations

I have held meetings with:

- Cathy Elliott – Chair, West Yorkshire Integrated Care System (ICS)
- Tracie Jolliff – Head of Inclusive System Development, NHS Leadership Academy
- Tom Riordan – CEO, Leeds City Council
- Em Wilkinson-Brice - National Director for People, NHSE
- Sir Roger Marsh – Chair of the Leeds City Region Enterprise Partnership (LEP) Board
- Sir Ron Kerr – Chair NHS Providers
- Linda Asamoah – Interim Assistant Director NHS Providers
- John Clelend – Managing Partner, Pinsent Masons
- Alexis May, Director of Product Growth and Strategy, Health Partnership Network
- Gavin Larnier – Director of Workforce, Department of Health
- Haris Sultan – NED Integrated Care Board
- Oliver Potter – Senior Policy Officer – Workforce NHSP
- Sarah White – Policy Advisor – Workforce NHSP
- Lord Patrick Carter of Coles
- Jordon Cummins – Health Director CBI
- Foluke Ajayi – CEO Airedale NHS Trust
- Nisha Sharma - Director of Breast Screening and Clinical Lead for Breast Imaging
- Clare Price Dowd - Leadership and Management Review Implementation NHSE
- Professor Andrew St George – Leadership and Management Review Implementation
- Martin Havenhand – Chair, Yorkshire Ambulance Service
- Matthew Darlow – Organisational Development LTHT
- Lulu Tucker – Strategy and Business Development Manager LTHT
- Bob Gomersall – Chair – Surpass Assessment – BTL Group
- Brendan Brown – CEO Calderdale and Huddersfield NHS FT Trust
- Tracy Brabin - Mayor West Yorkshire
- Mark Emerton – Consultant Orthopedic Surgeon LTHT
- Lord Andrew Mawson – Executive Chair – Well North Enterprises
- Dr Richard James – Leeds Medical Graduate – Public Health
- Michelle Litten – Head of Organisational Development
- Georgina Mitchell – NED
- Chris Blundell – Partner Brunswick Group
- Caroline Cake – CEO NEU Health
- Councilor James Lewis – Leeds City Council
- Louise McCourt – Member Development Manager NHSP
- Sir Julian Hartley – CEO NHS Providers
- Zulfi Karim – DL West Yorkshire, High Sheriff of West Yorkshire

5. National Network Meetings

NHS Providers

I joined the virtual NHS Providers (NHSP) Board Check in Meeting on the 5th April where we approved our Business Plan for 2023/24 and Sir Julian Hartley, Chief Executive gave an update on the Executive Team.

As part of my role as Vice Chair of NHSP I undertook the appraisal of the Chair Sir Ron Kerr in London on the 27th April. Following this meeting I also met with other Board Members as we looked at the membership of the Board and reviewed our objectives for the next 12 months.

I attended the full Board Meeting on the 3rd May in London, at this meeting we had further Executive Update from Sir Julian Hartley, Chief Executive. We discussed our risks and our designated funds and had a facilitated discussion on Race Equality lead by our Chair Sir Ron Kerr and Eden Charles from the NHS Leadership Academy.

6. Messenger Review – Moving Forward Implementation

The Group met with Minister Will Quince, Minister for Health and Secondary Care, on the 11th May to discuss our proposals for implementation of the Messenger review going forward.

On the 17th May, I chaired the first full meeting of the Management and Leadership Advisory Group (MLAG) which will assist in the implementation of the Messenger Review recommendations.

7. Speaking Events

On the 19th April I was asked to speak at a Fireside chat for the Health and Care Women Leaders Network. This was a virtual event and was facilitated by their Deputy Chair, Tracie Jollif and Sam Allen, Chief Executive NHS North East and North Cumbria ICB. This was one of a series of virtual conversation which they have hosted over the year to encourage, inspire and show wisdom on how to lead inclusively in ways that work positively and collaboratively in support of women. I was honoured to have been asked to share my career journey with this group and to be a part of the evening.

I attended the UKREiiF Conference on the 16th May where I took part in a panel discussion on Healthy Cities for Healthy Economies – Delivering Critical Infrastructure to support National Wellbeing and Placemaking along with Natalie Forrest, Senior Responsible owner for the New Hospital Programme, NHSE. We were joined by Dr Ni Johnson, Mayor for Cambridge and Peterborough Combined Authority, Katie Pix, Regeneration Director, Anne Marie Garner Vice President Corporate Strategy, Therme Group and Andrew Brjoni, Environmental Planning and Infrastructure Savills. I met with Lord Dominic Johnson, Investment Minister and we discussed the Innovation Arc and the LTHT Innovation Village. I have extended an invite for him to visit the Trust.

8. **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 Chair after having consulted at least two Non-Executive Directors. The exercise of such powers by the Chief Executive and Chair 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 Chair's action prior to this Board meeting.

At the March Board Timeout meeting within the Q4 Financial Fundamental review, the Board were updated on the work taking place with colleagues across the ICS in finalising the financial plans for West Yorkshire, and the Board supported the '*Executive to empower the Executive to make positive adjustments to planned deficit if any material improvements to income or expenditure*'. This work has progressed, and the Trust was required to submit our final financial plan to WY ICB on 4 May. This plan was circulated to all Board members and reviewed by the Finance & Performance Committee on 26 April with formal Board approval gained via Chair's Action the same day supported by Linda Pollard, Trust Chair, Prof Phil Wood, Chief Executive, Gillian Taylor, Deputy Chair and Suzanne Clark, Chair of the Audit Committee.

A further update on the West Yorkshire ICB and the acute sector's financial position will be received in the Board Workshop.

9. **Risk**

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

10. **Publication Under Freedom of Information Act**

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

Dame Linda Pollard

Chair

May 2023