

**Chair's Report**  
**Public Board**  
**Thursday 30<sup>th</sup> November 2023**

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

<b>Our Annual Commitments for 2023/24 are:</b>	
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	✓

<b>Trust Risks (Type &amp; Category)</b>				
<b>Level 1 Risk</b>		<b>Level 2 Risks</b>	<b>(Risk Appetite Scale)</b>	<b>Risk</b>
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)

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 26<sup>th</sup> September we officially opened our new Centre for Laboratory Medicine here at St James's Hospital in Leeds. This new state of the art hub will serve the whole of West Yorkshire and we were delighted that the Minister of State for Health and Secondary Care, Will Quince MP along with the West Yorkshire Mayor, Tracy Brabin were able to join us for this official opening. We were also joined by pupils from Mount St Marys Catholic High School who along with having a tour of the new Laboratory were able to work alongside some of our pathology staff on some practical experiments which really showcased how the Lab will operate when all the new equipment is fully installed. The new Lab will be fully operational by late 2024.

I was disappointed not to be able to attend our 2023 Waste Reduction Conference in person but delighted to be able to record a personal closing message for this event. Waste Reduction is hugely important to the Trust and this conference highlights the amazing work which is been undertaken by our Teams across the Trust and the difference this makes to our organisation. Staff are our best asset in recognising where we can reduce waste and given the skills can work collaboratively to make a real difference. The innovative and resourceful decision making all go to helping us towards reducing our costs, improving sustainability and investment in patient care.

For the first time since 2019 we held our Annual General Meeting face to face, it was lovely to be able to welcome people in person to this meeting. I opened the event along with Prof Phil Wood our Chief Executive and Simon Worthington, Director of Finance and Esther Wakeman, Chief Executive, Leeds Hospital Charity supported and we all took questions from patients, staff and Stakeholders.

We were delighted to welcome Hugo Breda, Managing Director of Johnson & Johnson Med Tech UK and members of his Team to the Leeds General Infirmary (LGI) on the 11<sup>th</sup> October. The Team visited the New Hospital development site and heard how our New Hospitals will revolutionise the delivery of healthcare in the region. We also discussed our investment in the site for the new Innovation Village Local Authority Innovation Arc, along with the creation of new jobs, Technology and Training and homes for the City.

On the 12<sup>th</sup> October I was delighted to have been asked to present at our Recognition of Outstanding Sim Excellence (ROSE) Awards, these awards are an opportunity to celebrate our staff and thank them for all their hard work, dedication and care which they provide to our patients. It was a pleasure to be able to announce the October winners and present their Award Certificates.

I was pleased to meet with our new Cohort of Clinical Leadership Fellows on the Future Leaders Programme within LTH. As part of their Leadership development, we encourage them to meet with Board members to discuss their roles and find out about their aspirations and how they see their own leadership journey developing.

Due bad weather at Leeds Bradford Airport and poor flying conditions on the 31<sup>st</sup> October the planned visit by HRH the Duchess of Edinburgh had to be cancelled but along with Colin Holton,

Clinical Director for Children's CSU, Laura Walton, Head of Nursing, we still continued with the planned visit L52 to meet the patients and their parents and take part in some Halloween Crafts together. This is a Neurosurgical Ward which has children who often have been in hospital for a very long time. The Leeds Hospital Charity provided a buffet for families and staff. It was a lovely opportunity to spend time with these patients and families, to gain insight to their current pressures and challenges and how, as an organisation, we provide care and support at this very difficult time. I had time to spend with Leeds Hospital Charity Staff and Trustees during this visit to see first-hand what a difference their support means on the Wards.

On the 16<sup>th</sup> November along with Simon Worthington I visited the Building the Leeds Way offices in Park Lane and had the chance to speak to colleagues in the Team. I was delighted to distribute the BtLW badges which are given to those who are integral in working on the New Hospital Build Programme.

Once again, this year on the 21<sup>st</sup> November we held a an exciting event in Westminster to showcase the Innovation Village: A Catalyst for Regeneration. This event was jointly hosted on our behalf by the Rt Hon Hilary Benn, MP and the Rt Hon Stuart Andrew, MP. The aim was to provide key Government and Stakeholder figures with and update on our new hospitals scheme and our ambitious plans to create a world class hub for Research Innovation and Technology. It enabled guests to participate in demonstrations of the leading-edge health tech advances which have been made by members of our Innovation Pop up and to hear about the latest developments at Leeds. They also had the opportunity to meet with innovation companies and experts and experience first-hand the pioneering work from the Innovation Pop Up.

On the 28<sup>th</sup> November we will host our Female Leaders Network (LFLN) event at Nexus in Leeds celebrating our 10<sup>th</sup> Year. As Patron of LFLN it will be an honour to speak at this Celebratory Event and to share with our members what we have achieved over this time. I will reflect on my own, and others successes over the last decade highlighting the progress for women over this time, and ensuring that although we still have issues to tackle we ensure equality for women with careers in healthcare.

## **2. Non-Executive Directors**

I am in the process of undertaking the Mid-Year Reviews for all our Associate and Non-Executive Directors these will be completed by the end of November and are an opportunity to review the objectives set at the start of the year in appraisals and the changes which were made to Committee membership earlier in the year.

I am delighted to welcome Muz Mumtaz, who has been selected to be on the Gatenby Saunderson Insight Programme, a development programme for future Non-Executive Directors that aims to support and encourage diversity within Boards. Muz will be shadowing the Board and our Committees, along with meeting members of our Board for the next six to eight months to gain insight into the NHS, the governance, and role of a NED within an acute Trust before moving onto a second placement. As a Board we will do all we can to support and encourage diversity in the development of future leaders.

## **3. Local and Regional Network Meetings**

As part of my role as 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 Non-Executives, Executive and Senior Managers, Committee meetings or site visits, held since the last Board meeting.

### **3.1. Innovation Partnership Meeting**

On 12<sup>th</sup> October 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. At these meetings we 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, along with a summary of Innovation Partnership progress which was for the benefit of our new members who we welcome to the Board, Professor Charles Egbu, Vice Chancellor, Leeds Trinity University, and Bill Jones, Deputy CEO and Principal, Leeds City College. We also had an update from Martin Stow, Vice Chancellor, University of Leeds, on the MIT REAP Impact Summit.

### **3.2 Leeds Hospitals Charity**

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

I have also attended the Extraordinary Funding Committee Meeting which was held to discuss applications to the Charity and manage our perceptions around interests held by those in the Charity Trust.

I also attended the Leeds Hospitals Charity Board Development Day which was attended by the Charity Trustees and gave us the chance to look at our governance, effectiveness and working with others, along with discussing best practice and benchmarking moving forward.

### **3.3 North East & Yorkshire Regional Elective Recovery Event**

On the 25<sup>th</sup> October the North East & Yorkshire Regional Recovery Event was held to discuss with ICB Chief Executives and their leads and the Provider Collaborative lead Chief Executives for elective recovery and their programme Directors. We were updated on the plans for delivery for the next 6 months and discussed some of the key challenges facing teams in delivering these plans. Proposals were given for any further actions that we can collectively take across the region to support delivery. I was invited to the short session at the end of this event to hear the key messages and actions that were discussed and to give my initial views and input into this meetings discussion.

## **4. Other NHS Trusts and Organisations**

I have held meetings with:

- Professor Charles Egbu – Vice Chancellor of Leeds Trinity University
- Mark Bate – Head of Health Care Nurole
- Shahid Farid – Director of Abdominal Medicine – LTHT
- Cllr James Lewis – Leeds City Council
- Bill Jones – Deputy CEO Luminare Education Group
- Liz Garthwaite – Clinical Director for Specialty Integrated Medicine

- Muz Mumtaz – Future candidate on the Insight Programme (development for future NEDs in the NHS)
- Prash Ladva – Clinical Fellow NHSE
- Prof Julia Brown – University of Leeds, new NED at the Trust
- Therese Patten – CEO Bradford District Care Trust
- Leaf Mobbs – Director of Performance and Improvement at NHS North East and Yorkshire
- Helen Hirst – Chair of Calderdale and Huddersfield NHSFT and Interim Chair Bradford NHST
- Helen Thompson – Assistant Director of Leadership NHS Wales
- Chris Blundell – Capital Appeal Board - Member
- Bernard Ginns – Director Branksome Partners
- Jan Fletcher – Capital Appeal Board - Member
- Lord Patrick Carter of Coles
- Cathy Elliott – Chair, West Yorkshire Integrated Care Board (ICB)
- Em Wilkinson-Brice - National Director for People, NHSE
- Sir Julian Hartley – CEO NHS Providers
- Brodie Clark – Chair – Leeds Community Health Care
- Professor Peter Giannoudis – Consultant Orthopaedic Surgeon (Day One Trauma Charity)
- Keith Ramsay – Chair, Mid Yorkshire Hospital NHS Trust
- Brendan Brown – Chief Executive, Calderdale and Huddersfield NHS Foundation Trust
- Richard Barker – Regional Director, North East and Yorkshire & North West NHS
- Phil Bell – CEO, The Yorkshire Society
- Theresa Patten – Bradford District Care Trust

## 5. National Network Meetings

### **NHS Providers/NHSE**

On the 4<sup>th</sup> of October I attended the NHS Providers Board Meeting at this meeting we had our regular update from Sir Julian Hartley, CEO NHSP, this month he updated on the Letby Conviction, manager regulation, Marthas' rule, the ongoing Industrial Action and a Finance update, followed by a Trading Briefing from Saffron Cordery, Deputy Chief Executive NHSP

On the 5<sup>th</sup> November we held our second NHSP Board Meeting which I attended, at this meeting we had an Executive Team Update from Sir Julian Hartley, a Finance and IT Update by Tom Stanford, Interim Director of Finance and IT, NHSP. We also had an update from the Remuneration Committee regarding Director appointments and the Scheme of Delegation was also approved by the Board.

NHSP held their Annual Conference in Liverpool on the 15<sup>th</sup> of November which I attended along with Prof Phil Wood, Chief Executive and Chris Schofield, Deputy Chair/NED. The Conference is not only an excellent networking event but it is tremendous value to hear from other NHS Leaders. The new Secretary of State for Health and Social Care, Victoria Atkins MP, joined via video to give a short welcome address to the attendees Amanda Pritchard, Chief Executive, NHSE shared her key priorities for the sector and we also heard from Wes Streeting MP, Shadow Secretary of State for Health, on what he sees as the priorities for the NHS as we head into the next general election.

## **6. NHS IMPACT National Improvement Board and Management and Leadership Advisory Group Chair Meeting**

On the 3<sup>rd</sup> October I attended the first of the NHS IMPACT Meetings which was also attended by Amanda Pritchard, CEO NHSE. These meetings have been set up monthly with other National Chairs with the aim of ensuring that there is alignment between the NHS, to discuss o ensure that there is alignment between the NHS Impact and Management & Leadership Advisory Group.

## **7. 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 these Standing Orders (see SO 2.23) may be used in emergencies 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.

Chairs Action was provided on 10 November 2023 for a five-year extension to BMC Helix Service Desk Contract for a total of £1,787,180 (£2,144,616 including VAT - to be confirmed if this is reclaimable). The BMC Helix platform provides the service desk functionality for the Trust. This was originally procured and installed on insourcing the service desk back from the Calderdale HIS. Other products on the market, were considered, noting an initial uplift to the price and the on-going negotiations to reduce this, resulting in fixing for five-years, which gives good value for money and incurs no additional costs of change that may be prohibitive. The on-going negotiations necessitated Chairs Action, for approval prior to the November F&P Committee meeting, with a full report presented to this meeting for retrospective assurances. It is expected that a full procurement will be conducted for this service prior to the next contract renewal.

Chairs Action was provided by Chris Schofield, Deputy Chair (Trust Chair on leave), Clare Smith, Deputy Chief Executive (Chief Executive on study leave), Gillian Taylor, Deputy Chair/ Chair of F&P Committee and Suzanne Clark, Chair of Audit Committee.

## **8. Risk**

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

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

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

Dame Linda Pollard

Chair

November 2023