

Chair's Report
Public Board
Thursday 28th March 2024

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

We were delighted to welcome Andrew Stephenson MP, Minister of State for Health and Secondary Care to the Trust on the 12th February, to visit to the Trust to discuss some of our successes and challenges. We visited colleagues and patients on ward J82 (Upper Gastrointestinal) before seeing the achievements of our Robotic Surgery and what the benefits that this has brought to our patients. We were delighted he then visited Wharfedale Hospital to showcase the work we are doing to create the £10 Million Elective Care Hub.

On the 19th February I was pleased to host a half day visit by the Chair of NHS England, Richard Meddings. Richard expressed an interest in coming to Leeds to see in detail the important work we are doing, to hear about our plans for the new state of the art hospital, and the vision for the Innovation Village and the benefits this will bring to Leeds and the wider region. During the visit Richard had a tour of the Centre for Laboratory Medicine, the Innovation Pop-up and the Old Medical School, as well as visiting the Chemotherapy Unit and the Same Day Emergency Care Centre and Emergency Department. Following the visit, Richard and I met with other members of the West Yorkshire ICB for an informal dinner where we had the opportunity to share the wider plans for the North East and Yorkshire Region.

On the 5th March along with Prof Phil Wood, Chief Executive Officer (CEO), James Goodyear, Director of Strategy and members of our Innovation Team we welcomed the Mayor of West Yorkshire Combined Authority, Tracy Brabin and Councillor Helen Hayden, Executive Member for Sustainable Development and Infrastructure to a brief update in the Trust on our plans for the Innovation Village. The Old Medical School is the first phase of the Innovation Village and the flagship project of the West Yorkshire Investment Zone, so this was an important overview to be able to give to the Mayor in helping promote this project for Leeds. This was the Mayor's first visit to the Old Medical School and was an opportunity for her to see first-hand how this fits in with the New Innovation Village.

We were delighted to welcome Her Royal Highness the Duchess of Edinburgh to Leeds Children's Hospital on the 20th March. HRH is the Patron of the Children's Hospital, and it was wonderful to be able to welcome her back to Leeds in person. We were given the chance to be able to show her the presentation for the New Hospital Build and following this she was able to meet with donors and staff before going to Ward L52 (Children's Neurosciences) where she met with patients and their families and staff members. We were joined by Consultants and Charity staff and HRH was given a tour of the ward and shown the amazing work to rehabilitate and help the recovery of the Children on this Ward.

2. Non-Executive Directors

I have held meetings with NEDs as required to ensure we are aligned with the current business needs going forward. As part of a review which NHSE are undertaking on NED training and Chair of MALAG I was asked to look at and review the current training modules along with other Chairs in the NHS to feedback on how we look at the training for our new NEDs going forward.

Muz Mumtaz will come to the end of his six month Insight placement at the Trust at the end of March and we wish him well in his next placement as part of the programme to support the development of future NEDs.

Georgina Mitchell has been an Associate Non-Executive Director since July 2021 and will leave the Trust at the end of March. I'd like to thank Georgina for her valuable contribution but as part of the cost review across the whole organisation, I have reviewed the constitution of the Board and the review of our Associate roles

Julia Brown, nominated Non-Executive Director for the University of Leeds, has announced her semi-retirement from her role at the University. Therefore, we are currently working with the Dean of the Medical School for their nomination of a new Non-executive Director to our Board. *(As a Teaching Hospital it is defined within legislation that the University nominate a Non-executive Director to our Board, therefore this is not an advertised role for interview and appointment, it is a nominated role.)*

3. Committee Meetings

On the 30th January I attended the WYAAT Committee in Common meeting along with Prof Phil Wood, CEO. At this meeting we had a financial update from Simon Worthington, Director of Finance, Leeds Teaching Hospital Trust (LTHT), Lucy Cole, Director WYAAT, presented the Strategy and 2024/25 Plan which will now flow to each Board for Approval. We received an update on the Programme Executive Report from Brendan Brown, Chief Executive, Calderdale and Huddersfield NHS Foundation Trust. There was a Strategy Focus Session: Workforce with a case study presentation on Pharmacy Aseptics facilitated by Jenny Lewis, Director of HR and OL, LTHT and Suzanne Dunkley, Executive Director of Workforce and OD, Calderdale and Huddersfield NHS Foundation Trust.

4. 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.

4.1 Leeds Health and Wellbeing Board to Board

On the 30th January along with Councillor Fiona Venner, I chaired the Health and Wellbeing Board to Board meeting which was held at Weetwood Hall in Leeds. This meeting brings together a broad range of health and care leaders from across the City to discuss key system priorities. We held a facilitated workshop looking at developing our Leeds Health and Care Partnership, which explore the City's aspiration. We received short presentations from Prof Phil Wood, CEO, LTHT, Dr Sara Munro, West Yorkshire Mental Health and Jen Connely, West Yorkshire Combined Authority on how far we want to go in working in an integrated way to deliver our collective ambition.

4.2 Innovation Partnership Board

On the 1st February I Chaired the Leeds Innovation Partnership Board Meeting. These meetings are held with Senior Leaders in Leeds including representatives from the Leeds City Council (LCC), 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 Ben Still, CEO West Yorkshire Combined Authority gave an update on the Investment Zone including process and timelines, we received an updated from LCC on the Leeds Proposition

withing the West Yorkshire Investments Zone from Eve Roodhouse, Chief Office Culture and Economy LCC and Angela Barnical, Chief Officer Asset Management and Regeneration LCC. Eve also gave an update on the UKREiif Event which is to be held in Leeds in May this year.

5. Leeds Hospitals Charity

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

I attended the Charity Board of Trustees Quarterly Meeting on the 7th March where we had an update from Esther Wakeman, CEO on overall funding and the success of the Leeds Bear Hunt initiative. We received a finance update from Jonathan Grant, FD and Chair of Finance and Performance Committee. There was an Audit and Risk presentation by Chris Schofield, Chair of Audit and Risk Committee and Paul Watkins, Director of Fundraising gave an updated presentation on the progress of the Rob Burrow Centre for MND. We also looked at the Quarterly Risk Report and the Election of Trustees for the future. I gave an update on the challenges facing LTHT in budgeting for 24/25 and also an update on the Innovation Village.

6. Other NHS Trusts and Organisations

I have held meetings with:

- Eve Roodhouse – Chief Officer, Culture and Economy Leeds City Council
- Paul Bytheway – Healthcare Director, PNE UK
- Andrew Moore – NED at Kettering General Hospital
- Rob Behrens – Chair – Parliamentary Health Service Ombudsman
- Rebecca Hilsenrath – CEO Parliamentary Health Service Ombudsman
- Dean Fathers - NED Parliamentary and Health Service Ombudsman
- Foluke Ajayi – CEO Airedale NHS Foundation Trust
- Dr Clare Price–Dowd – Head of Leadership and Lifelong Learning NHSE
- Cathy Elliott – Chair, West Yorkshire Integrated Care Board (ICB)
- Em Wilkinson-Brice - National Director for People, NHSE
- Sir Julian Hartley – CEO, NHS Providers
- Sir Ron Kerr – Chair, NHS Providers
- Lord Andrew Mawson – Chairman – Well North Enterprises
- Charlene Lyons – Director - Lyons Consultancy
- Phil Bell – CEO, The Yorkshire Society
- Prof Geoff Hall – Consultant in Medical Oncology – Leeds Teaching Hospital Trust
- Nisha Sharma – Director of Breast Screening Leeds Teaching Hospital Trust
- Peter Sutherland – Retired Chair of Yorkshire Air Ambulance

7. National Network Meetings

NHS Providers

I joined the virtual NHS Providers (NHSP) Board Check in Meeting on the 7th February where Sir Julian Hartley, the CEO gave an Executive Team update and we reviewed the priorities for the next Board Meeting.

On the 14th February I Chaired the NHSP Remuneration Committee Meeting to look at the pay proposals for 2024-25 for Staff and Directors.

On the 6th March I joined the Virtual NHSP Board meeting in my role as a Trustee and Deputy Chair, we received an update from Sir Julian Hartley, CEO NHSP, followed by an update on finance by Tom Stanford, Interim Director of Finance and IT, NHSP. Adam Brimelow updated on the Member Survey Results, and I briefed the members on the outcome of the Remuneration Committee held on the 14th February. We also had an update from Linda Aamoah– HR Director on Workforce re-structuring.

8. Select Committee Round Table

I was asked to take part in the Health Select Committee Roundtable discussion on the 30th January. This evaluation discussion was being conducted by the House of Commons Health and Social Care Committee Expert Panel and my input was required along with other Health Care experts on various issues of Culture/Safety, Care of Patients and Leadership values. Following the work undertaken on the Messenger Review the Team were interested to hear of the recommendations from the Review and on the implementation of this in the future.

9. Yorkshire and Humber Chairs Meeting

On 7th February I Chaired the Yorkshire and the Humber Regional Chairs Meeting. We hold this meeting quarterly and it is a chance for all the Trust Chairs in the Region to come together and discuss the topics of relevance and to collectively received updates from both Regional and national speakers. At this meeting we were joined by Saffron Cordery, Deputy CEO NHSP who gave a National Overview from NHSP, Sir David Behan, NHSE and Chair NED of Workforce/Training and Education Committee he updated us on Workforce, Education and Training and Martin Havenhand, Chair, Yorkshire Ambulance Service (YAS) and Peter Reading, CEO YAS, shared their Strategy and Vision plans with us. Richard Barker, Regional Director of NHSE gave a regional update on Challenges and overall perspective, Sir Andrew Morris, Deputy Chair NHSE shared his perspective from NHSE. We were also joined by Philip Bell, Chief Executive of the Yorkshire Society who was wanting to share with the team the idea of having a Regional Awards event to recognise the work and support of the NHS.

10. 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 supported on 20 February 2024 for the Trust's submission to West Yorkshire ICB for the Annual Planning Guidance. The Board had considered this within the Extra Ordinary meeting held in December and noted the update to their January 2024 meeting. It is still noted that formal guidance has not been issued and the Trust was requested to submit a plan against the draft guidance. In order to meet the deadlines issued by the ICB, support was requested by Chairs Action noting there was no material change to previous reports to the Board.

Chairs Action was supported by Linda Pollard, Clare Smith, Deputy Chief Executive, Gillian Taylor, Deputy Chair and Chris Schofield, Deputy Chair.

11. Risk

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

12. Publication Under Freedom of Information Act

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

Dame Linda Pollard

Chair

March 2024