

Chair's Report
Thursday 28 May 2026
Public Board

Presented for:	Discussion and Information
Presented by:	Antony Kildare, Trust Chair
Author	Antony Kildare, Trust Chair
Previous Committees	None

Freedom of Information Act (FOIA) Exemption	<input type="checkbox"/> YES (restricted from the FOIA) <input checked="" type="checkbox"/> NO (available to the public under the FOIA)
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Link to Strategic Objective	Applicable to all objectives
Link to Provider Capability Assessment	Governance, risk and regulatory
Link to CQC Well-led Statement	Governance, Management and Sustainability
Regulatory Impact	Considers all regulatory impact
Key points	
1. To provide an update to the Board	Discussion and information
2. Seeking endorsement to Chairs Action	Approval

Risk Appetite Framework			
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	↑ (increase)
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)

Appraisal Season

Thank you to all colleagues who have contributed to 360 appraisal process. Appraisals have been undertaken for all Board members, Executive and NED, and these are nearing completion. Going forward, objectives will include a consistent EDI objective.

Completion of sale of Old Medical School (OMS)

Scarborough Group International (SGI) formally completed the acquisition of the iconic Grade II* listed Old Medical School in March 2026, marking a major milestone in the transformation of one of the region's most significant medical and scientific buildings. SGI in partnership with LTHT will convert the Old Medical School into a Health Tech Innovation Hub, as the first phase of the Innovation Village. The acquisition by SGI supports the Trust's long term estates strategy to release land and estate at Leeds General Infirmary for sympathetic development in the heart of the city. This move is possible following the relocation of the Trust's pathology services to the state-of-the-art Centre for Laboratory Medicine at St James' University Hospital.

Integrated Care Board (ICB) Organisational Change

Mark Chamberlain has been appointed as the new Chair of West Yorkshire Integrated Care Board (WYICB). I have had the opportunity to meet with Mark in person and supported the ICB's recruitment process to select new NEDs.

The ICB is also now transitioning into the new structure with staff appointments in progress. The majority of roles are expected to be in place by July, with full implementation completed by October 2026.

Operating with approximately 50% of the current workforce, a revised operating model is being developed, aligned to three core statutory and system leadership duties. The three key duties in the New Structure include:

Strategic Commissioner

The ICB will lead the planning and commissioning of services to meet current and future population needs, using robust data, intelligence, and outcomes frameworks to inform decision-making and resource allocation.

Convenor of the Integrated Care System (ICS)

The ICB will bring together system partners to collectively deliver the five-year strategy and national priorities. This includes coordinating governance arrangements, strengthening collaboration, and enabling distributed leadership with shared accountability.

Integrator of Services and Providers

Through place-based teams, the ICB will support population health management, enabling provider partnerships to co-design and deliver integrated models of care responsive to local need.

The key delivery changes mean

- The ICB will no longer undertake a number of existing functions.
- Its functions will be streamlined and consolidated into single teams and
- It will strengthen support for place-based provider partnerships

In addition, a number of functions that were previously delivered across the five places will now be consolidated into single West Yorkshire-wide teams. These include All Age Continuing Care, Medicines Management, Communications and Involvement,

Safeguarding, Special Education Needs and Disabilities (SEND), Finance and Contracting, Operational Planning and Strategic Commissioning. This consolidation will support greater consistency, reduce duplication, and enable a more coordinated and efficient approach to delivery, while maintaining place-based engagement where this is critical to local partnership working.

At place level, five Place Provider Partnerships (PPPs) have now been established and will continue to develop over the coming year to deliver integrated local services. These partnerships will be supported by the ICB's Integrator Teams, with a longer-term ambition subject to readiness, agreement, and formal consultation to transfer these teams into PPP arrangements from April 2027 at the earliest. Alongside this, the strategic commissioning functions will continue to work closely with partners in each place to ensure services are planned and delivered effectively.

Overall, the new structure represents a shift towards a more focused, strategic, and partnership-led organisation. This transition represents an important step towards a more focused, collaborative and sustainable organisation, one that is better positioned to deliver improved outcomes for the people and communities we serve.

VIP visit – Bill McCarthy, Chair of NHSE North East and Yorkshire

On Tuesday 19 May I welcomed Bill McCarthy to the Trust. Bill is the newly appointed chair of NHS England North East and Yorkshire, joining the team there after a long and distinguished healthcare career, including as Director of Policy for NHS England. The visit included radiology and the Centre for Laboratory Medicine.

Patient Safety Learning Hub

I attended one of the monthly Learning Hub sessions in Bexley, which I found highly informative. The discussions highlighted the incredible work taking place, including efforts to improve outcomes for patients at risk of Deep Vein Thrombosis and Pulmonary Embolism (VTE) as we work towards achieving Exemplary Trust status. It was particularly striking to hear that the 90 days following a hospital stay or major surgery represent the highest-risk period for developing VTE, with up to 60% of cases occurring after discharge. This reinforces the importance of continued focus on prevention and patient safety beyond hospital care.

Another key area discussed was diabetes management, specifically the work being undertaken to ensure the correct syringes are used for insulin administration, further supporting safe and effective patient care.

Visit to Leeds General Infirmary Accident and Emergency (A&E) Department

During my visit to A & E at LGI, I was hugely impressed by Laura Finch who is an Advance Clinical Practitioner (ACP). Laura's tenacity in continuing to focus on the homeless (mostly young men who have left care, prison and have varying levels of complexity and challenge) is remarkable. Central to Laura's focus has been 'giving out' of low value mobile phones which become a 'lifeline' not just in keeping contact for health reasons/appointments but also in re-connecting to family. Some of the groups are 'regular attenders' and well known to the Trust which they perceive as a safe space and sanctuary.

Laura is particularly interested in how to positively improve socio-economic factors and life expectancy for these individuals who averaged at only 35 years old. She connects into other health/associated services as part of a panel she participates in once a month which

includes community health/GP etc. Vodafone have agreed to provide phones over the next two years.

I am keen to explore whether there is more that can be done to promote/support this project which aligns strongly with the Trust's priorities around health inequalities, inclusion, and prevention, and reflects a compassionate, person-centred approach to care for some of our most vulnerable patients. Our charity may be able to support in some way.

The Civic Exchange Event

I attended the event with Brendan Brown on 30th April at Cloth Hall Court. This was a new University of Leeds initiative designed to strengthen the benefits of collaboration, visibility and impact across our civic partnerships in Leeds, West Yorkshire and the wider region. It is a commitment to working with partners across the region to support economic growth, social inclusion, public health, cultural vitality and environmental sustainability. The Civic Exchange provides a platform to better connect existing activity, share intelligence and identify where further collaboration can deliver even greater benefits for the region.

UK Real Estate investment & infrastructure Forum (UKReif) Conference

I attended the UKReif conference which is a major national convention bringing together over 16,000 leaders from across real estate, infrastructure, investment, local government, the NHS, and the wider public sector.

When it comes to health innovation, Leeds is setting the pace and shaping the future. We rank in the top three globally as a healthtech hub, and outreach sectors growing 125% faster than the national average, with AI job growth outpacing London. We are the government's go-to location to drive the national health mission and the place Where national policy meets frontline innovation to deliver the 'three shifts' identified in the NHS10-yearplan.

It was inspiring to learn about the incredible work taking place across the city and the important role Leeds Teaching Hospitals is playing within it.

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 to be exercised by the Chief Executive and Chair after having consulted with 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.

There have been no requests for Chairs Action since the March Board meeting.

Publication Under Freedom of Information Act

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

Antony Kildare
Chair. May 2026