

**Chair’s Report
Public Board
Thursday 30th May 2024**

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

Our Annual Commitments for 2024/25 are:	
Reduce wait for patients	✓
Reduce Healthcare Acquired Infections by 15%	✓
Reduce our carbon footprint through greener care	✓
Use our existing digital systems to their full potential	✓
Strengthen participation and growth in research and innovation	✓
Deliver the financial plan	✓
Be in the top 25% performing Trusts for staff retention	✓

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 Lord Carter of Coles to the Trust on the 16th April. Lord Carter has advised the Government on many issues, but his passion is Pathology and Aseptics, so he was delighted to meet with colleagues and have a guided tour of the new Centre for Laboratory Medicine where we could showcase the new building design which incorporates the latest technology that will speed up work in Pathology and benefit the North East and Yorkshire region. We were also joined by the Pharmacy and Aseptics Team where we discussed the new WYAAT Preparative Service Hub and the new ways of working which will help to speed up the treatment for patients across West Yorkshire Acute Provider Trusts.

On the 17th April along with Prof Phil Wood, CEO, we visited the 'Shape Up 4 Cancer' Surgery Clinic at St James's University Hospital. It is six months since this initiative was launch and it was lovely to meet with colleagues and patients, hearing how they have benefitted from this programme and how it is improving care for our patients, supporting them ahead of their surgery to aid the best outcomes for their recovery.

On the 30th April I was delighted to be asked to present the April Rose Awards (Recognition Outstanding Speciality Integrated Medicine Excellence) which are to recognise colleagues for their hard work and what they do to make our services the best they can be. It is great to see how many nominations we received for these awards and to acknowledge those who regularly go above and beyond within their role. Well done to you all.

I met with our Clinical Leadership Fellowship Group on the 2nd May, they are now halfway through their rotation and this meeting was a chance to check in with the group and find out more about their learning and insight from the Fellowship Programme and explore their considerations of future roles at the end of the Programme. It was a wonderful meeting and I look forward to hearing more positive news about their development and opportunities.

Amanda Pritchard, Chief Executive Officer (CEO), NHS England joined us on Friday 3rd May and we were delighted to be able to share with her an overview of Leeds Teaching Hospitals Trust (LTHT) and our quality improvement, through the Leeds Improvement Method. We also had the opportunity to introduce Amanda to the Team who are responsible in improving the Prostate Cancer Pathway for men and focusing on reducing in health inequalities within different ethnic groups. We then visited our Same Day Emergency Care (SDEC) Department and Emergency Department before heading over to the Leeds General Infirmary (LGI) to meet the Teams in the Cath Labs and Pharmacy Aseptic Services.

Rachel Reeves, Shadow Chancellor and local Leeds MP visited the LGI on 17th May. Myself, and Prof Phil Wood, CEO we were delighted to have the chance to update her on the work we are doing at the Trust. We gave an overview on the current position for our performance and finance, and discussed the New Hospitals Programme, and presented an update on the innovation and economic opportunity for Leeds. The Shadow Chancellor had the opportunity to see the Old Medical School and hear the plans for the development for the Innovation Village before leaving the Trust.

2. Non-Executive Directors

I have held meetings with Non-Executive Directors (NEDs) as required to ensure we are aligned with the current business needs going forward and I am pleased to confirm that the NEDs appraisals are either completed or the remaining ones are scheduled to take place by the close of the month. All include objective setting, which is a great opportunity for us both to reflect on the past year and objectives for the year ahead.

I have my own appraisal booked with the Senior Independent Director, Chris Schofield on 28 May which in due course will be reported to the July Board meeting.

Following the announcement at our last Board, confirming that Julia Brown is taking semi-retirement from her University of Leeds role and therefore stepping down as a NED at the end of May, I am pleased to welcome Jane Nixon to LTHT. Jane will join us as the nominated NED from the University of Leeds from the 1st June and is currently working at Director of the Leeds Institute of Health Sciences. I look forward to working together!

As part of our succession planning, we are currently advertising for an Associate NED to join the Board who will become the Chair of the Audit Committee, as Suzanne Clark's terms of office expire. Closing date is 11am 26th June with interviews the afternoon of 24th July. Applicants will hold recent and relevant corporate financial experience in a Board level position in a large and complex organisation. Applicants should hold a professional accounting qualification and experience or expertise that enables them to express views about financial management.

[Non-executive opportunities in the NHS » The Leeds Teaching Hospitals NHS Trust, Associate Non-executive Director \(england.nhs.uk\)](https://www.england.nhs.uk/non-executive-director/)

3. Committee Meetings

On the 30th April, I attended the WYAAT Committee in Common meeting along with Prof Phil Wood, CEO. We received an update on West Yorkshire Integrated Care Board (ICB) with Cathy Elliott, Chair and Rob Webster, CEO of NHS West Yorkshire ICS attending the meeting, with the focus on the overall financial position and challenges for the year ahead.

We had an update from Lucy Cole, West Yorkshire Association of Acute Trusts (WYAAT) Programme Director, with lessons learnt from the Pharmacy Aseptics workstream and also provided an update on the Collaborative Report and Yorkshire and Humber Health and Care Partnership Report. Brendan Brown, CEO, Calderdale and Huddersfield NHS Foundation Trust, presented the Programme Executive report.

The Strategy Focus Session was on productivity and efficiency and was delivered by Simon Worthington, Director of Finance, LTHT, Russell Nightingale, Chief Operating Officer, Harrogate and District NHS Trust, along with Directors of Finance; Mike Savage, Airedale NHS Foundation Trust and Jordan McKie, Harrogate and District NHS Trust. This was an insightful overview of tools and processes in place across WYAAT to review and share learning to address productivity and efficiency.

The Company Secretaries across WYAAT had collaborated to produce a summary report on the collective approach across WYAAT to adhere to the new requirements of the CQC Well-led Fit and Proper Person Test.

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 NEDs, Executive and Senior Managers, Committee meetings or site visits, held since the last Board meeting.

4.1 Innovation Partnership Board

On the 9th May 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 we reviewed our action log, Dr Martin Stow, Pro Vice Chancellor for Business Engagement and Enterprise, the University of Leeds, gave an update on Delivering the Innovation Vision and the 'Phase 2' of the Investment Zone and Capital Proposals for Leeds. Ben Still, CEO West Yorkshire Combined Authority gave an update on the Investment Zone including process and timelines. I gave an update on the LTHT Old Medical School and Prof Charles Egbu, Vice Chancellor of Leeds Trinity University updated on the City Campus Development. We had a check in on the upcoming The UK's Real Estate Investment and Infrastructure Forum (UKREiiF) event from Eve Roodhouse, Chief Office Culture and Economy LCC and finally Fiona Bolam, Head of Economic Policy at LCC gave a headline update on what LCC is doing to support the 'Innovation@Leeds' Banner.

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.

In my role as Trustee of the Leeds Hospital Charity I was delighted to be able to support our Charity with their fundraising by attending the Annual Yorkshire Charity Clay Day held at Duncombe Park. Along with other members of the Capital Appeal Board and Esther Wakeman, CEO of the Leeds Hospital Charity we were able to meet with potential donors and supporters of the Charity and this year we were again one of the nominated recipients who will receive a share of the proceeds of the day which makes a huge difference to the work that the Charity do.

6. Other NHS Trusts and Organisations

I have held meetings with:

- Saffron Cordery, Deputy Chief Executive, NHS Providers
- Prof Jane Robinson, Head of Counter Fraud, Department of Health and Social Care (DHSC)
- Eve Roodhouse, Chief Officer, Culture and Economy Leeds City Council
- Nick Hulme, CEO East Suffolk and North Essex NHS Foundation Trust
- Dr Kit Tzu Tan, Clinical Scientist Leeds Cancer Centre
- Rachel Watterston, Senior Physiotherapist, Adult Therapies
- Adam Peckham Cooper, Specialty Registrar, LTHT
- Andrew Staples, Regional Head, The Business Desk
- Emma Rodgers, Deputy Chief Nurse, LTHT

- Professor Silke Machold, Pro Vice Chancellor Research and Innovation Leeds Beckett University
- Nikki Davies, CEO and Principal, Leeds College of Building
- Baroness Judith Blake of Leeds
- Professor Mark Kearney, Executive Dean of Medicine and Health, University of Leeds
- Mel Donkin, Head of Strategic Talen, NHSE
- Foluke Ajayi, CEO, Airedale NHS Foundation Trust
- Cathy Elliott, Chair, West Yorkshire ICB
- Em Wilkinson-Brice, National Director for People, NHSE
- Sir Julian Hartley, CEO, NHS Providers
- Sir Ron Kerr, Chair, NHS Providers
- Charlene Lyons, Director, Lyons Consultancy
- Brendan Brown, CEO, Calderdale and Huddersfield NHSFT
- Professor Silke Machold, Pro Vice Chancellor for Research and Innovation at Leeds Beckett University

7. UKREiif – UK Real Estate Investment and Infrastructure Forum

Along with Robert Hakin, Associate Director of Corporate Planning and Tori Critchely, Development Director we will be attending this years UKREiif event in Leeds. This event is a three-day event which brings together Developers, Investors and the Public Sector. At this years event we hosted a networking and breakfast event which I will opened with Mayor Tracy Brabin and Tom Riordan, CEO Leeds City Council and announced the next stages of the development for the Old Medical School.

8. National Network Meetings

NHS Providers

I joined the virtual NHS Providers (NHSP) Board Check in Meeting on the 3rd April where Sir Julian Hartley, the CEO gave an Executive Team update and we reviewed the priorities for the next Board Meeting along with or website development proposal and the preferred supplier.

On the 16th April, along with other NHS Senior Leaders, I was asked to join a Team lead by Saffron Cordery, Deputy CEO, NHSP, to review the annual remuneration survey and to discuss with the Review Body their recommendations to governments on the senior salaries for next year.

NHSP and NHS Confederation held a Roundtable session with NHSE which I attended on the 25th April to discuss plans to update the NHS Oversight Framework, this meeting was held virtually and open to all Chairs and CEOs as part of NHSE's engagement with Trust and ICB changes followed by a question-and-answer session.

My role as Deputy Chair of NHSP includes the undertaking of the Annual Appraisal for the Chair, Sir Ron Kerr. We held this appraisal on the 7th May and I will feedback to the Board at our July meeting.

NHSP Board meeting was held on the 8th May, this meeting was virtual due to the rail disruption. At the meeting we were updated on the minutes and matters arising from the last meeting and the action log by Chair Sir Ron Kerr, Sir Julian Hartley, CEO NHSP then provided the Executive Team Report and Deputy CEO Saffron Cordery discussed with us the Staff Survey Results for NHSP. There was an update on the Race Equality Action plan by Selina

Ullah, Trustee of Derbyshire Health and Social Care NHSFT and finally we discussed the Risk Register before closing the meeting.

On the 21st May I participated in a Health and Social Care Committee Panel which was looking at NHS Leadership, Performance and Patient Safety. This was in relation to my work with Sir Gordon Messenger on the Messenger Review in 2022.

9. 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.

There are no requests for Chairs Action. The Audit Committee reviewed the use of Chairs Action at their recent meeting on 2 May 2024 (cross ref to agenda item 12.3(ii) for assurance.

10. Risk

The information received within this report supports the Trust to remain 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.

Dame Linda Pollard
Chair
May 2024