

**Trust Board Meeting**

**29 November 2018**

Paper Title:	Chair's Report
Lead Director:	Chair
Paper Author:	Mike Smith
Agenda Item:	<b>6</b>
Presented For:	For Information
Paper Category:	Governance & Compliance

**Executive Summary:**  
This Paper Provides an update from the Chair about his key meetings and activities since the last Trust Board meeting. The content is structured, where appropriate, around the Chair's 2017/18 objectives and will serve as a useful source of evidence as to how the objectives have been fulfilled. The following table highlights the work of the Chair since the last Public Board meeting. The Areas of focus are the Chair's objectives for 2018/19.

**Recommendations:**  
That the Board/Committee:

- Notes the content of the paper; and
- Seek any further clarification as appropriate

**Governance/Audit Trail:**

<b>Meetings where this item has previously been discussed (please mark with an X):</b>					
<b>Audit Committee</b>		<b>Quality &amp; Safety Committee</b>		<b>Remuneration Committee</b>	<b>Finance, Business &amp; Investment Committee</b>
<b>Executive Management Team</b>		<b>Directors</b>		<b>Chair of Committee Meetings</b>	<b>Mental Health Legislation Committee</b>
<b>Council of Governors</b>					

**This report supports the achievement of the following strategic aims of the Trust:**

<i>(please mark those that apply with an X):</i>	
<b>Quality and Workforce:</b> to provide high quality, evidence-based services delivered by a diverse, motivated and engaged workforce	
<b>Integration and Partnerships:</b> to be influential in the development and delivery of new models of care locally and more widely across West Yorkshire and Harrogate STP	
<b>Sustainability and Growth:</b> to maintain our financial viability whilst actively seeking appropriate new business opportunities	

<b>This report supports the achievement of the following Regulatory Requirements:</b>	
<i>(please mark those that apply with an X):</i>	
<b>Safe:</b> People who use our services are protected from abuse and avoidable harm	
<b>Caring:</b> Staff involve people who use our services and treat them with compassion, kindness, dignity and respect	
<b>Responsive:</b> Services are organized to meet the needs of people who use our services	
<b>Effective:</b> Care, treatment and support achieves good outcomes, helps to maintain quality of life people who use our services and is based on the best available evidence.	
<b>Well Led:</b> The leadership, management and governance of the organisation make sure it's providing high-quality care that is based around individual needs, encourages learning and innovation, and promotes an open and fair culture.	X
<b>NHSI Single Oversight Framework</b>	

<b>Equality Impact Assessment :</b>
N/A

<b>Freedom of Information:</b>
<b>Publication Under Freedom of Information Act</b>
This paper has been made available under the Freedom of Information Act

1 Ensure the Board is focussed on successful delivery and evolution of its business plans in the context of Integrated Care System (ICS) developments.	<p>We are delighted that one of our valued partner organisations, Inspired Neighbourhoods is hosting our 'Board on the Road' this month.</p> <p><b>Areas of Board attention:</b></p> <p><b>Operational Plan &amp; Refresh of Trust Strategy</b></p> <p>A Business Planning Event was held with the Senior Leadership team including Medical Leads to share the business plans and priorities for next year and beyond. It was an important opportunity to reflect on local and national challenges, to consider our plans</p>
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	<p>for a more structured approach to quality improvement and build on the emerging refresh of Trust Strategy. An excellent event, which both reinforced our ambition and underlined the scale of the financial challenge ahead. We will be re-convening in December to maintain momentum.</p> <p><b>Private Board includes oversight of :</b></p> <ul style="list-style-type: none"> <li>• <b>Bradford Children’s Services Procurement</b> (The outcome of the Bradford Council re-tendering exercise is still pending.)</li> <li>• <b>Re-procurement of our telephone and email network provider</b></li> <li>• <b>Development of our Pharmacy Services</b></li> <li>• <b>Trust contribution to regional research and development</b></li> </ul>
<p>2. Ensure that necessary improvements to governance are robust and embedded.</p>	<p><b>Well Led review</b></p> <p>As notified in the previous report, Deloitte have commenced their independent ‘Well led’ review and are in the process of reviewing our governance processes, including observation of Board and Committee meetings. This is an excellent opportunity to learn from best practice elsewhere which may have implications for Board practice.</p>
<p>3 Ensure the Board invests appropriate development time and attention to the challenges and opportunities in our operating environment and has a clear view of where time and energy should be invested.</p>	<p>I and the Airedale and Bradford Teaching Hospital Chairs met the Leader of Bradford Council at a routine meeting to share developments and challenges in the local healthcare system. The critical issue for the Acute Hospitals is current demand and winter pressures. As reported at the last Board, robust joint plans have been prepared, but we are expecting significant pressure on the system and staff.</p> <p>I attended an NHS Improvement (NHSI) meeting of Northern Chairs. We were informed about the development of Regional Teams under the joint leadership of NHS England and NHS Improvement. The NHSI agenda is dominated by the Acute Hospital sector; however, they pressed the importance of winter planning, controlling the NHS provider deficit and improving the ‘integration’ of planning and service delivery. As we know, workforce is a major risk and priority. We heard about plans for a National and Regional talent management programme and workforce planning.</p>
<p>4 Ensure continued engagement of the Council of Governors in the work of the Trust and within the local health and care economy.</p>	<p>The next Council of Governors meeting is on 13 December, when we will be reviewing the review of this year and development of next year’s business plan.</p>
<p>5 Facilitate the development of local, regional and national influence to</p>	<p>As reported last month I attended the quarterly meeting of the NHS Confederation Mental Health Network Board on 23 October. Winter pressure on acute mental health services was a particular concern as the national system is running near capacity. With</p>

<p>support the Trust's work and ambitions.</p>	<p>regard to the NHS10 year plan, the anticipated focus on mental health early intervention and prevention was welcomed, although members were concerned that investment in acute services must be sustained. The Confederation undertook to feedback to national decision makers on our behalf.</p> <p>The same I evening attended a small gathering with Lord Willis, Chairman of the Health Education England (HEE) 'Shape of Caring Review' and Prof Ian Cummings CEO of HEE, to hear about some innovative approaches to recruitment and job redesign. It was encouraging to note that the Trust is pursuing most of the ideas presented.</p> <p>Our CEO and I attended a Yorkshire NHS Chairs and Chief Executives meeting to hear from 'Northern Powerhouse' leaders and discuss opportunities for the NHS. Key topics included the benefits from devolution of health investment, how to capitalise on the strong regional contribution of academic/medical R&amp;D, the significant numbers of medical technical companies and digital developers in the City Region.</p>
<p>6 Ensure the Board invests time in developing leadership effectiveness and succession plans.</p>	<p><b>Non-Executive Recruitment</b>  We are delighted to welcome two new Non-Executive Directors to the Board; Simon Lewis and Carole Panteli. The two new appointments enhance existing skills on the Board, bring legal and clinical experience to the Trust and strengthen the membership of our two quality-led Board Committees. Simon is a barrister whose key areas of interest are employment issues, equality and discrimination, human rights and mental health legislation. Carole's career is with the NHS, latterly as an Executive Director of Quality and Nursing, as a specialist adviser to the CQC and a Fitness to Practice panel member for the Nursing &amp; Midwifery Council.</p> <p><b>Chief Operating Officer (COO)</b>  We received a strong response nationally for this new Executive role. Assessment and interviews take place on 26/27 November.</p> <p><b>Board Nominations Committee</b> met to review and assure ourselves that robust senior staff succession planning processes are in place.</p>