

Meeting:	Board of Directors			
Date of Meeting:	31 January 2018			
Report Title:	Chairman's Briefing			
Status: (tick one box)	Information <input checked="" type="checkbox"/>	Discussion <input type="checkbox"/>	Approval <input type="checkbox"/>	Regulatory <input type="checkbox"/>
Classification	NHS Confidential	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>	
Lead Director	n/a			
Report Author	Andrew Gold, Chair			
Appendices	None			
Links to strategic objectives	Board Assurance Framework Reference and description	n/a		
Links to corporate risks	Corporate Risk Register Reference and description	n/a		

Purpose of the Report
To inform the Board of the Chairman's activities.

Key points for discussion
<p>It is an honour and privilege to provide my first report since taking on additional duties from 1 December.</p> <p>Clearly activity levels experienced in meeting our local population's healthcare requirements throughout recent weeks have meant a challenging time for colleagues. All the Board appreciate what colleagues have achieved and offer their encouragement and support to colleagues to address the challenges faced.</p> <p>Since joining the Board in summer 2016, I have always been impressed with the enthusiasm and commitment of all colleagues I have met through interaction in the work of the Board; Board Sub-Committees; focus groups and SPI walkarounds. That belief has been further reinforced through the various discussions held since 1 December, a summary of which are outlined below.</p> <p>Having from 1 December overall responsibility for the Board's performance, soon after appointment one to one meetings were held with every Non-Executive Director (NED) and Executive Director. The purpose of each meeting was to seek every Board member's view on the Board's performance and what we could do more of; keep the same or stop doing to improve the Board's effectiveness. Each one to one meeting covered a range of matters, both organisation wide and things specific to them. They all reinforced my views of the range of skills, experience and commitment to Airedale and why Airedale is so well respected locally, across the region and nationally. It also reaffirmed why hiring high quality individuals for any vacancy should always remain our priority.</p> <p>Listening and responding to the feedback from Board colleagues, quick wins have already been actioned and over the coming weeks and months further actions will evolve as the Board strives to be more effective given their support of Airedale's organisation-wide culture of continuous improvement.</p> <p>Such continued focus on the Board's effectiveness activity remains important, in part as the CQC well led framework will see an assessment of the governance framework, and the Board's role in that, at the time of the next CQC assessment of Airedale. More importantly maintaining an effective Board can only benefit the long term, sustainable future of Airedale which is something all the Board are committed to.</p> <p>From attendance at recent Governor network meetings there is clearly great enthusiasm and commitment from Governors who have an important role to play in representing their various cohorts of the public, stakeholders and colleagues. Pro-active interaction with the local population is at the heart of a wider</p>

engagement strategy with the community, including members and other interested parties. Such two-way communication on wider healthcare requirements and the best ways in which they can be delivered now and in the future, mindful of operational, financial and technological developments, increase in importance as we, along with rest of NHS, go through a sustained period of change.

Similar interaction with the Chair of the Friends of Airedale also confirmed continuing support for Airedale from across the local population. The valuable activity of Friends of Airedale and volunteers is recognised and appreciated. Further evaluation of the important role volunteers have and the support that offers colleagues will continue to be reflected in Airedale's own workforce strategy for the future given well chronicled resource pressures nationally as well as locally. Airedale's interaction with the voluntary sector will also evolve through the Provider Alliance Group development.

Recognising the importance of existing partnerships and learning from peers, I held introductory meetings with Bill McCarthy, the Chair of Bradford Teaching Hospitals NHSFT, and Angela Schofield, the Chair of Harrogate and District NHSFT earlier this month. In addition I am due to meet with Susan Hinchcliffe, the leader of Bradford Metropolitan District Council, and also Helen Hirst (Accountable Officer) along with James Thomas (Clinical Chair) of the Airedale Wharfedale and Craven CCG in the near future given the importance of those respective relationships for Airedale.

As the first meeting of the new calendar year, the rest of this report reaffirms the Board's priorities for the foreseeable future. The Board remains committed to Airedale continuing to serve the local population through the provision of high quality services delivered with a focus on patient safety. That includes for certain more specialist services, working with partners to provide access to skilled resource who can deliver such services in a safer and more cost effective way.

With that commitment, there remains an acceptance that there will be evolution, embracing innovation (such as the recent creation of a wholly owned subsidiary for estates and facilities). Similarly continuous improvement is essential alongside investment. For example, as well as the investment in the Acute Medical Unit (AMU) there has been the associated redesign of patient pathways to optimise efficiency of patient flow as well as improving safety and quality targets performance. 2018 will also see greater embedding of the benefits of digitalisation in all Airedale does. Such assessments of parts of Airedale's activity will align us to best practice (eg through GIRFT (Getting It Right First Time) and the standardisation of procedures), with cost saving opportunities and areas to develop to improve quality.

In summary for Airedale, as with all of the NHS, change is the only certainty. What Airedale is today and navigating the opportunities that change brings is essential for the Board, in particular the Executive team, and for Airedale to have a key role in that to sustain as a thriving, vibrant, sustainable part of the system.

There will be continued active participation in partnership activity for acute providers and wider system developments, such as WYAAT (West Yorkshire Association of Acute Trusts) and STPs, along with continued involvement at the heart of the local health economy, working closely alongside primary care as well as social care providers within that.

Leadership is essential and the Board, as well as the Governors, will provide continuity and commitment to challenge and support the Executive team and Board as well as leading the required recruitment which has recently commenced through BART (Board Appointments Remuneration and Terms of service committee) just as ARC (Appointments and Remuneration Committee) concluded recruitment for the Chair role. After a reassessment of existing Board skills, Board succession is a key priority to action.

My transition in duties has been helped by the friendly, co-operative and supportive approach taken by everyone I have met. The Trust's Right Care values have genuinely prevailed with listening, encouraging and being supportive being very much evident and reciprocated.

Overall the Board remain positive about the future opportunities Airedale has to enhance their role in the health economy, locally and regionally. As change gives rise to opportunity, individually and collectively, we should all seize those opportunities to help Airedale's continued aim of delivering high quality patient services to our local population. With unanimous support of all stakeholders and local population, the Executive team along with NEDs, can build on firm foundations to give Airedale every opportunity to sustain as a vibrant, financially viable trust – although it will not be easy, the portents are encouraging.

Recommendation

The Board is asked to receive and note the Chairman's briefing.