

## **Chair's Annual Performance Review**

**Review Period: 1<sup>st</sup> April – 31<sup>st</sup> March 2023**

The review process reflects guidance published by NHS England and NHS Improvement. The Senior Independent Director along with the Lead Governor met with the Chair in April. This paper captures that discussion and has three parts; review of 2022/23, objectives for 2023/24 and finally Claire's Personal Development Plan

### **Part 1: Review of 2022/23**

#### **Overview**

Claire Ward was appointed substantive Chair on the 1<sup>st</sup> October 2021, making this her second annual appraisal as Chair. It has also been another busy year with several new Executive Directors starting and at the time of writing the recruitment to a number of Governor positions is also underway.

Whilst there have been fewer inpatients with COVID 19 over the last year, it has non the less been another challenging year for the Trust. With sustained high levels of demand for services and large numbers of inpatients deemed 'Medically Fit for Discharge'. The Trust has declared a number of critical incidents and has operated at Opal 4 level for extended periods. This is all whilst simultaneously working to reduce the backlog in patients needing interventions and the impact of industrial action.

The work outside of the Trust as part of our wider system working continues to develop. At the end of June 2022 our local Clinical Commissioning Group was disestablishment and the Nottingham and Nottinghamshire Integrated Care Board (1<sup>st</sup> July 2022) established. SFHT continues to play an active role in our Place Based Partnership (PBP), in the Nottinghamshire 'Provider Collaborative at Scale' and the wider system (Integrated Care System). The refresh of our Strategy will enable us to be focused on delivering our vision whilst also demonstrating how working in partnership contributes to delivering both our own strategy and that of the ICS.

This next section is a look back. Initially the focus is on feedback received from Stakeholders and Partners. Much of the feedback from the first section provides evidence to support the achievement of last years objectives and feeds into the look forward i.e. the objectives for 2023/24

#### **Stakeholder and Partner Feedback**

All members of the Board and Council of Governors were invited to provide their feedback based on a competency framework developed by NHS England and NHS Improvement. The five competencies assessed in the Multi Source Feedback (MSF) were; strategic, partnerships, people, professional acumen and outcomes focus. For each competency there were several questions and for each of these it was possible

to choose from four responses; strongly agree, agree, disagree and strongly disagree. The second part of the questionnaire asked respondents to use free text to respond to three questions;

- What does the chair do particularly well?
- How might the Chair increase their impact and effectiveness?
- Additional comments?

The link to the questionnaire was emailed out and there were 21 responses out of a possible 32 (see appendix 1 for further detail). In addition to using the questionnaire with Board members and Governors I spoke to four chairs within the Nottinghamshire System to gain their feedback. Given the context within which these Chairs work with our Chair I used a semi structured approach exploring what Claire did well, and how she might improve. I also took the opportunity to get feedback on their overall view of the Trust. These comments have been incorporated into the findings below.

Competency: Strategic

All responses were in the agree or strongly agree categories.

Competency: Partnerships

All responses were in the agree or strongly agree categories.

Competency: People

All responses were in the agree or strongly agree categories with one exception to the question 'Builds an effective, diverse, representative and sustainable team focused on all staff, patients and service users'.

Competency: Professional Acumen

All responses were in the agree or strongly agree categories.

Competency: Outcomes Focus

For three of the questions, all responses were in the agree or strongly agree categories. To the question '*Embeds a culture of continuous improvement and value for money*' one respondent disagreed and a second strongly disagreed.

### **Free Text Responses**

Rather than considering every individual response to each of the three questions at the end of the questionnaire, the responses have been analysed and themed enabling inclusion of the feedback from the interviews with the chairs. When strengths were mentioned in the additional section, these have now been included in the analysis of strengths.

### What the Chair does well.

Last April, as part of her appraisal process, we asked Claire what she would like to be known for. This enables a longer-term view rather than a shorter term or annual approach. Her response was about working in partnership and collaborating. Feedback especially from the chairs in our system is that this is something she does well and was cited on several occasions during the interviews. Overall the feedback for Claire is really positive, several citing how she has grown into the role.

There were 5 themes identified and again unsurprisingly these are a repetition of last year's findings;

- Good visibility across the Trust e.g. *'visible, authentic and transparent leader' and 'is visible across the organisation'*.
- Excellent communicator e.g. *'holds constituency meetings regularly' and takes time to listen to Governors'*
- Strong external focus/system working e.g. *'Strong commitment to working collaboratively across organisation boundaries'*
- Knowledgeable e.g. *'The chair is extremely approachable, knowledgeable and competent'*.
- Leadership and strategic thinking. e.g. *'The chair is prepared to challenge the status quo and the operation team in a positive and constructive manner'*

### How might the Chair increase their impact and effectiveness?

Again, the responses have been analysed to identify themes.

- Several comments referenced *keep doing more of.... 'just continue doing the same', 'more of the same'*
- Holding to account more effectively e.g. *'could challenge more for financial transformation and use of digital opportunities', 'Be more firm with the CEO when development objectives are not being met in a timely way'*
- Make more explicit use of her knowledge and skills developed in other roles e.g. *'evidence base and application of knowledge regarding collaboration'*.

**Table 1: Performance Relating to Chair's Personal Objectives for 2022/23**

Key Objective	Detail/Delivered through	Evidence
Chair the SFHT Board to become an outstanding Board	To review and revise as appropriate the overall Trust Strategy.	Driven the appointment of a new Director for Strategy and a focus on this as a priority.
	Explore freedoms and flexibilities available as an FT in order to secure better outcomes for our population	This is an ongoing discussion to feed into our Strategy

	Establish mechanisms that ensure that the Board is sighted on the identification and provision of relevant information in response to the Covid-19 National Public Enquiry.	Progress has been reported to Board
	Ensure there is greater focus and strategy to address health inequalities, to increase our focus on the Place Based Partnership (PBP).	PBP is now much stronger with new leadership and engagement from partners. Making progress to address health inequalities.
	Develop systems and processes to enable Board to be more informed and have a greater assurance on system working through the ICS/PBP and provider collaborative	Regular reports back to board from ICS , PBP and PC
	Ensure NEDs have appraisal and personal development plan	In place
	To consider succession planning for the NEDs and the broader skills needed in the future in a changing role in the NHS.	Appointed new NEDs since becoming chair and now planning for what the Board will need in the future, including possible Associate NEDs
	Ensure the implementation of the recommendations of the recent well led review	Supported and implemented e.g. quadrant reporting
	To regularly meet with the EDI leads and consider how Board can support them	Meet on regular basis with EDI leads. Due to have presentation to board in future.
	Ensure that that the necessary resources and support is secured in order for the new Board to move from 'forming' into a 'highly performing team'	Board development sessions, away days and discussions.
Leadership and support for Chief Executive and Executive team in order for them to be highly effective.	Provide support and counsel as a critical friend for the Chief executive and Executive Directors	Regular meetings with CEO, good relationships with Execs and visibility in the Trust Headquarters.  Feedback through Multi source feedback

	To develop strong links between relevant Executives and NEDs	Encouraging NEDs to be on site where possible.
Chair Council of Governors (COG) and ensure good governance by enabling them to carry out their roles effectively and efficiently.	Enhanced engagement with governors and support for their role to engage the broader community.	Support Governors through encouraging partners to include communications.
	Make time to meet and discuss issues with lead governor.	Regular meetings with Sue Holmes and discussions about issues raised at forums
	Establish both one to one and district governor meetings.	These have been organized on a regular basis.
	Provide support and guidance to the new COG so that it holds NEDs to account effectively	I have a good working relationship with the COG and helping them to understand their role to hold NEDs to account
	Ensure effective feedback mechanism in place from Governors in order to ensure they have a good experience	Picking up on issues raised by governors. Will be adapting induction to reflect their views.
	Ensure governance strengthens to accommodate system working implications.	Governors encouraged to understand ICS and role, including briefings and meetings
	Take part in discussions to review the constitution and to incorporate a young governors constituency or other mechanism to reach younger population.	We did this and governors decided not to approve. Will review again in due course
Visible leadership across the Trust in order to reinforce our vision, strategy and culture of improvement	To highlight the continuity of leadership at SFHT through increased visibility as Chair	Regular walk arounds and participating in comms. Feedback from MSF
	To remain as Maternity Safety Champion NED	Confirmed
	Participate in 15 steps walk about, etc.	Confirmed
	Staff awards ceremonies/ recognition and reward	Confirmed and continue to support
	Volunteer events	Confirmed and continue to do so

	Other events and informal visits	Participate in SFHT events and on behalf of Trust at partner events
Engage with external stakeholders in the Nottinghamshire system in order to secure better outcomes for our population	Develop opportunities to make tangible improvements in quality of care and value for money through our Provider Collaboration at scale	Regular attendance and participation in PC meetings and discussion with other chairs
	Develop and embed relationships and opportunities to promote SFHT as an anchor institution supporting the community across education, training and as a key employer in the community, as part of the narrative of improving health through well-being.	I really believe that we have made significant progress in this over the last year, through development of partnerships, discussions and opportunities to influence. I promote this regularly in my Chair report too
	Ensure that focus is given in conjunction with CEO to financial challenges through Provider Collaborative	Finances proving to be increasingly challenging but addressing this through discussions at PC
	Explore how best to ensure that Governors who are representatives of their local communities contribute to wider system engagement	Support for system wide lead governor meetings
	Develop mature relationship with chairs of all partner organisations in our system	I have developed a good relationship other Chairs – support their recruitment panels too
	Through Provider collaborative develop a single voice to ensure effective feed into and out of System board	This is ongoing and working with CEO
	Attend NHS Improvement and NHS Provider chairs events	I have attended some and continue to engage through online platforms
	Attend quarterly review meetings with NHS Improvement	Attended where possible and appropriate
	Develop opportunities to make tangible improvements in quality of care and value for money through our Place Based Partnership	I have championed PBP as a good place to tackle health inequalities, supporting CEO and other partners.

## Part 2: Objectives for 2023/24

Following discussion, we agreed that all of the key objectives from last year have been carried forward. In terms of the detail or the how objectives will be delivered, rather than repeating some aspects which are now embedded e.g. staff awards ceremonies and volunteer events, the focus is on those aspects which could be developed further.

Key Objective	Detail /Delivered Through
Chair the SFHT Board to become an outstanding Board	To support the development of a new strategy for 2024 - 29
	Explore freedoms and flexibilities available as an FT in order to secure better outcomes for our population
	Ensure there is greater focus and strategy to address Health Inequalities, to increase our focus on the Place Based Partnership.
	To provide opportunities for board to feed into the Provider Collaboration and ICS discussions
	Ensure all NEDs have appraisal and personal development plan
	To consider succession planning for the NEDs on Board and creation of Associate NED role
	Review the membership of committees
	To regularly meet with the EDI leads and consider how Board can support them
Leadership and support for Chief Executive and Executive team in order for them to be highly effective.	Provide support and counsel as a critical friend for the Chief executive and Executive Directors
	To develop strong links between relevant Executives and NEDs
Chair Council of Governors and ensure good governance by enabling them to carry out their roles effectively and efficiently.	Enhanced engagement with governors recognising the election of new governors in this year.
	Support a successful transition to a new Lead Governor
	Provide support and guidance to the new COG so that it holds NEDs to account effectively
	Ensure effective feedback mechanism in place from Governors in order to ensure they have a good experience
	Ensure governance strengthens to accommodate system working implications.
Visible leadership across the Trust in	To highlight the continuity of leadership at SFHT through increased visibility as Chair

order to reinforce our vision, strategy and culture of improvement	To remain as Maternity Safety Champion NED
	Participate in 15 steps walk about, etc.
	To maintain visible leadership throughout the organisation
Engage with external stakeholders in the Nottinghamshire system in order to secure better outcomes for our population	Develop opportunities to make tangible improvements in quality of care and value for money through our Provider Collaboration at scale
	Develop and embed relationships and opportunities to promote SFHT as an anchor institution supporting the community across education, training and as a key employer in the community, as part of the narrative of improving health through well-being.
	Ensure that focus is given in conjunction with CEO to financial challenges through Provider Collaborative
	Through Provider collaborative develop a single voice to ensure effective feed into and out of System board
	Attend NHS Improvement and NHS Provider chairs events
	Attend quarterly review meetings with NHS Improvement
	Develop opportunities to make tangible improvements in quality of care and value for money through our Place Based Partnership

### Part 3 Personal Development Plan

Description	Proposed approach	Timescales	Measure of success/anticipated benefit
Participate in Chair events to lead and learn	NHS Provider conferences and courses	Over 2023/24	Wider knowledge and confidence in NHS



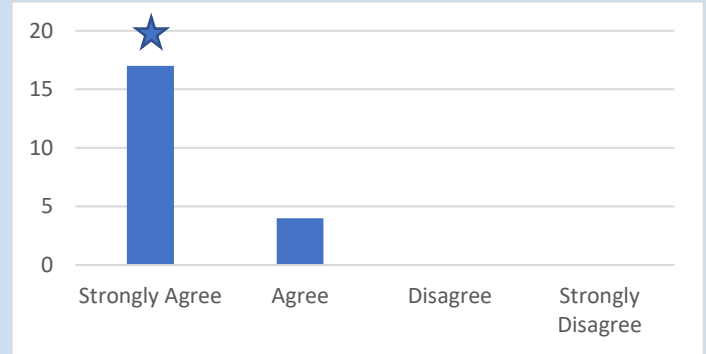
**Appendix 1 Survey Responses in Detail ( ★ Shows chairs self-assessment)**

Competency: Strategic ★	Results										
Leads the board in setting an achievable strategy.	<table border="1"> <caption>Survey Results for: Leads the board in setting an achievable strategy.</caption> <thead> <tr> <th>Response</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>Strongly Agree</td> <td>12</td> </tr> <tr> <td>Agree</td> <td>9</td> </tr> <tr> <td>Disagree</td> <td>0</td> </tr> <tr> <td>Strongly Disagree</td> <td>0</td> </tr> </tbody> </table>	Response	Count	Strongly Agree	12	Agree	9	Disagree	0	Strongly Disagree	0
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Strongly Agree	12										
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Takes account of internal and external factors to guide decision-making sustainably for the benefit of patients and service users.	<table border="1"> <caption>Survey Results for: Takes account of internal and external factors to guide decision-making sustainably for the benefit of patients and service users.</caption> <thead> <tr> <th>Response</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>Strongly Agree</td> <td>16</td> </tr> <tr> <td>Agree</td> <td>5</td> </tr> <tr> <td>Disagree</td> <td>0</td> </tr> <tr> <td>Strongly Disagree</td> <td>0</td> </tr> </tbody> </table>	Response	Count	Strongly Agree	16	Agree	5	Disagree	0	Strongly Disagree	0
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Provokes and acquires new insights and encourages innovation.	<table border="1"> <caption>Survey Results for: Provokes and acquires new insights and encourages innovation.</caption> <thead> <tr> <th>Response</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>Strongly Agree</td> <td>15</td> </tr> <tr> <td>Agree</td> <td>6</td> </tr> <tr> <td>Disagree</td> <td>0</td> </tr> <tr> <td>Strongly Disagree</td> <td>0</td> </tr> </tbody> </table>	Response	Count	Strongly Agree	15	Agree	6	Disagree	0	Strongly Disagree	0
Response	Count										
Strongly Agree	15										
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Evaluates evidence, risks and options for improvement objectively.	<table border="1"> <caption>Survey Results for: Evaluates evidence, risks and options for improvement objectively.</caption> <thead> <tr> <th>Response</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>Strongly Agree</td> <td>13</td> </tr> <tr> <td>Agree</td> <td>8</td> </tr> <tr> <td>Disagree</td> <td>0</td> </tr> <tr> <td>Strongly Disagree</td> <td>0</td> </tr> </tbody> </table>	Response	Count	Strongly Agree	13	Agree	8	Disagree	0	Strongly Disagree	0
Response	Count										
Strongly Agree	13										
Agree	8										
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Builds organisational and system resilience, for the benefit of the population of the system as a whole.	<table border="1"> <caption>Survey Results for: Builds organisational and system resilience, for the benefit of the population of the system as a whole.</caption> <thead> <tr> <th>Response</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>Strongly Agree</td> <td>10</td> </tr> <tr> <td>Agree</td> <td>11</td> </tr> <tr> <td>Disagree</td> <td>0</td> </tr> <tr> <td>Strongly Disagree</td> <td>0</td> </tr> </tbody> </table>	Response	Count	Strongly Agree	10	Agree	11	Disagree	0	Strongly Disagree	0
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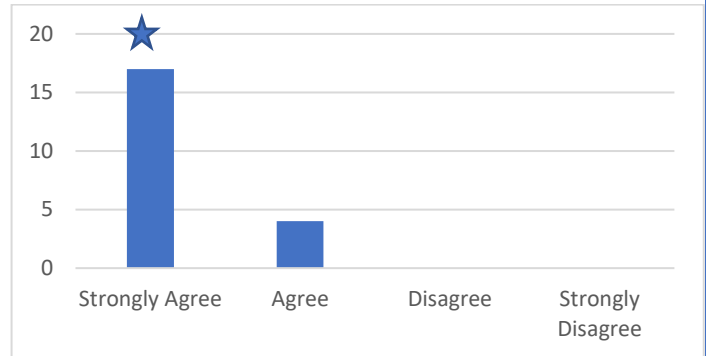
**Competency: Partnerships**

**Results**

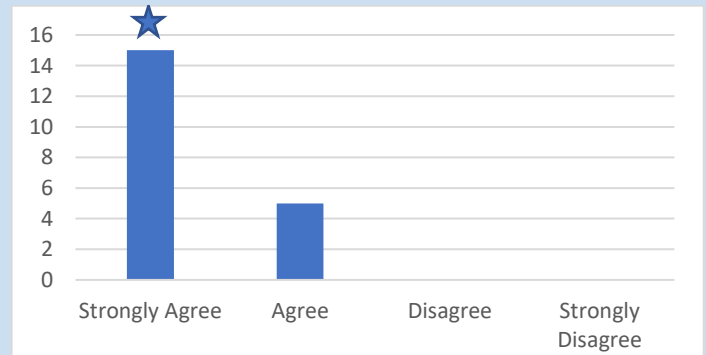
Develops external partnerships with health and social care system stakeholders.



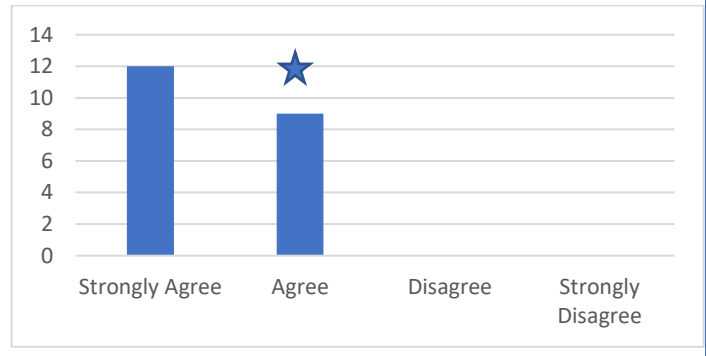
Demonstrates deep personal commitment to partnership working and integration.



Promotes collaborative, whole-system working for the benefit of all patients and service users.



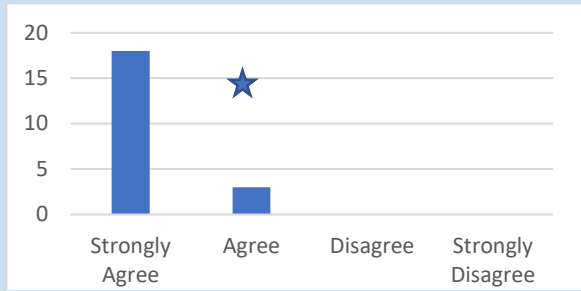
Seeks and prioritises opportunities for collaboration and integration for the benefit of the population of the system as a whole.



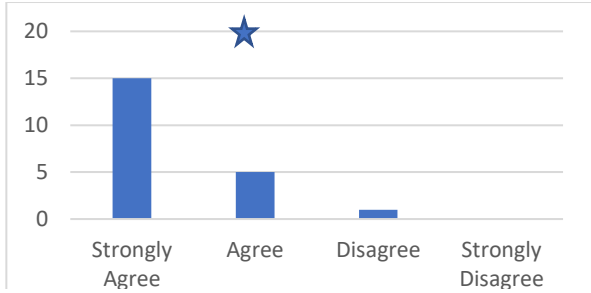
**Competency: People**

**Results**

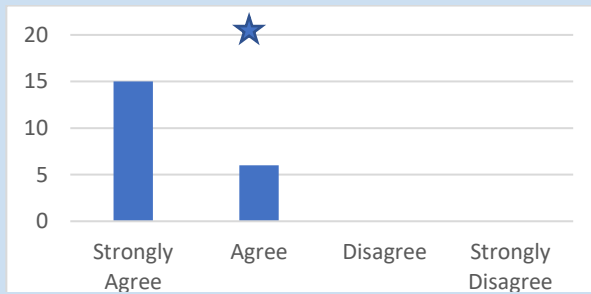
Creates a compassionate, caring and inclusive environment, welcoming change and challenge.



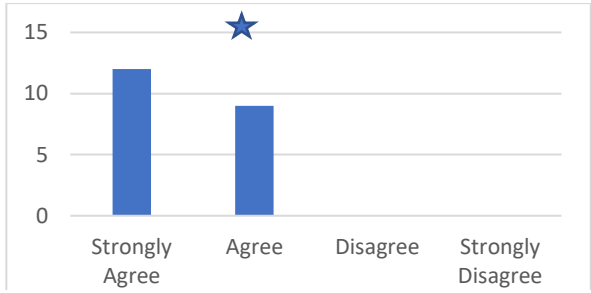
Builds an effective, diverse, representative and sustainable team focused on all staff, patients and service users.



Ensures all voices are heard and views are respected, using influence to build consensus and manage change effectively.



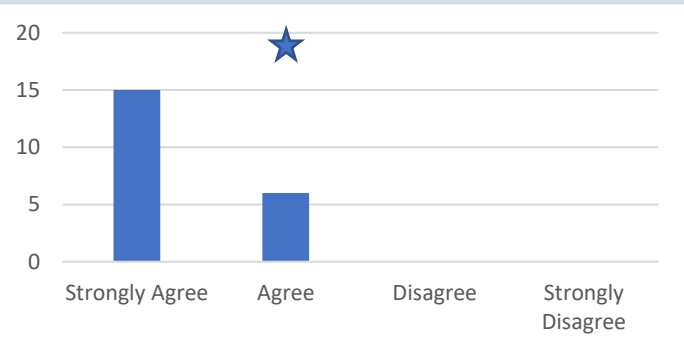
Supports, counsels and acts as a critical friend to directors, including the chief executive.



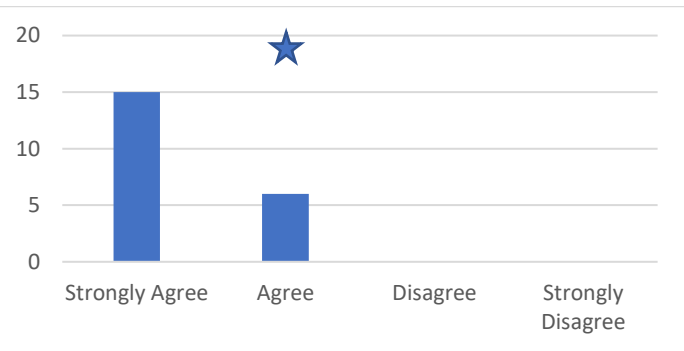
**Competency: Professional acumen**

**Results**

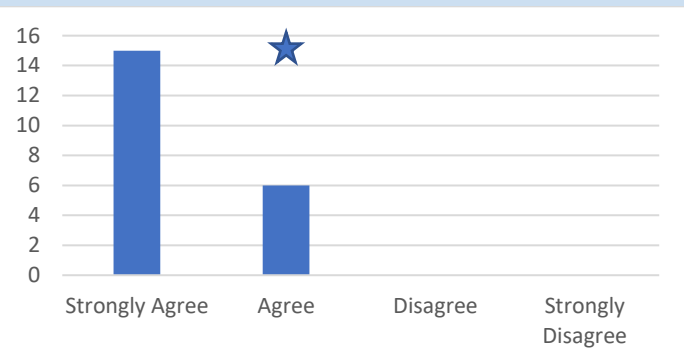
Owens governance, including openness, transparency, probity and accountability.



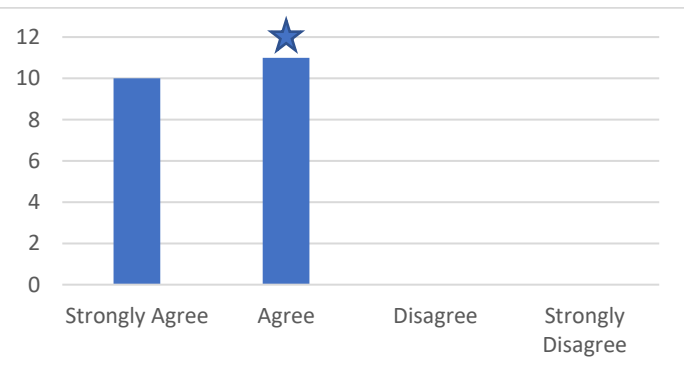
Understands and communicates the trust's regulatory and compliance context.



Leverages knowledge and experience to build a modern, sustainable board for the benefit of patients and service users.



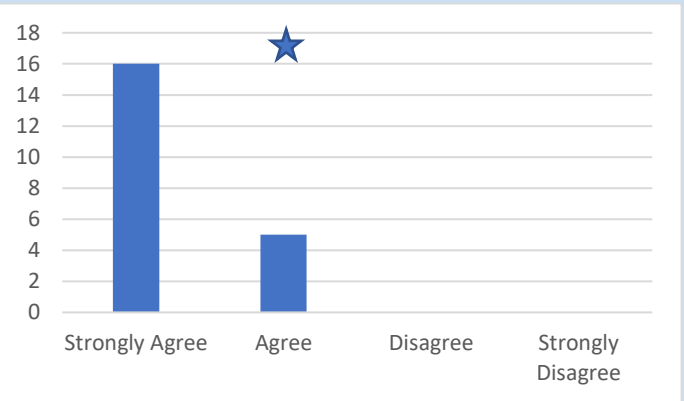
Applies financial, commercial and technological understanding effectively.



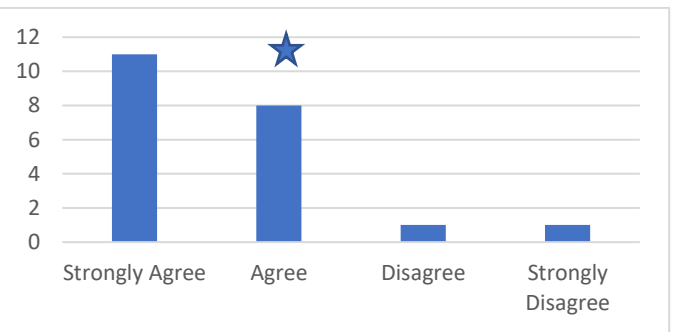
**Competency: Outcomes focus**

**Results**

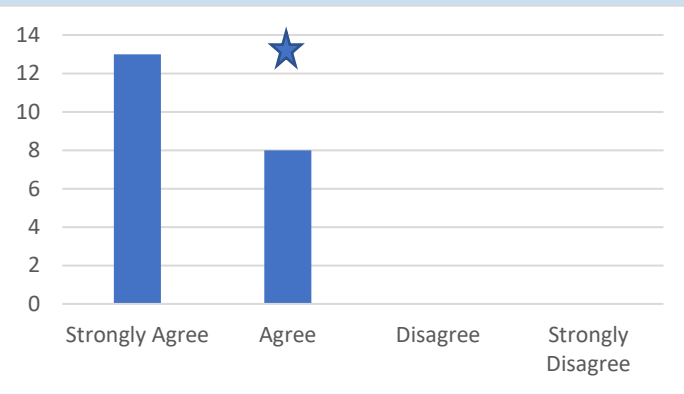
Creates an environment in which clinical and operational excellence is sustained.



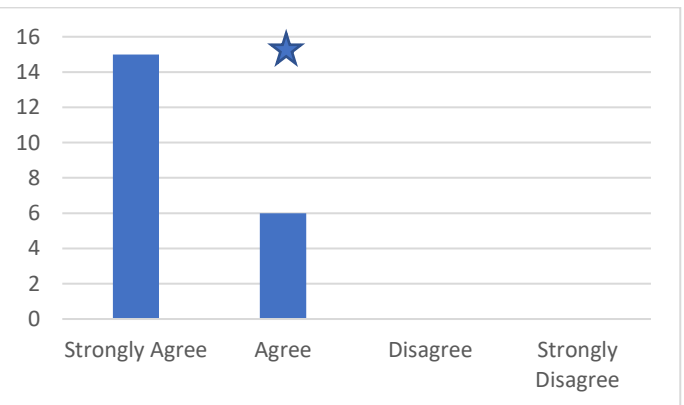
Embeds a culture of continuous improvement and value for money.



Prioritises issues to support service improvement for the benefit of the population of the system as a whole, ensuring patient safety, experience and outcomes remain the principal focus.



Measures performance against constitutional standards, including those relating to equality, diversity and inclusion.



## **Strengths: What does the chair do particularly well? (16 Responses)**

1. In my limited time as a governor, Claire acts in a manner which epitomises the values of the Trust. She is approachable, knowledgeable, and competent, but doesn't mind admitting when she doesn't know the answer. From my impression she is highly valued and respected.
2. The Chair has an understanding of how the Board works and the Executive and Non-Executive Directors skills and expertise. Everyone is included in the discussion and encouraged to be involved in the wider Trust and the ICB/ICS. The Chair is prepared to challenge the status quo and the Operation team in a positive and constructive manner.
3. Engages well - with governors holding constituency meetings regularly and with the lead governor. She has made great efforts to get to enable the governors to get to know her. Encourages any new initiatives that the governors put forward. I know that she 'tours' the hospitals, making herself known and getting to know staff and departments.
4. Listens!
5. Claire is an effective board chair in as much as she ensures subjects do not progress before assurance is reached and, when that does not clearly happen, she ensures that the subject is followed up. From the little insight we have into her workings with directors and NEDs she appears to manage her team effectively. However, my comments on her strategic and system development capabilities must be limited because, as governors, we rarely if ever see her operating in this role. She does also take time to listen to the governors, which is generally helpful.
6. Recognises individuality.
7. Works closely with hospital governors and listens and acts on their views which is very important as the governors represent the patients and their constituencies. Another important thing is that she is visible to staff and patients and very approachable.
8. Is inclusive, right balance between holding to account and providing support, chairs board well, supports the executives and gives direction in helpful ways.
9. Engages governance effectively and explains internal operational systems and processes well to external colleagues to ensure understanding, for effective challenge and assurance.
10. Open to listen to, consider and act on ideas for improvement. Professional, yet caring and clearly able to communicate across professional and social/ educational strata. Presents a non-judgmental, inclusive approach.
11. Include people.
12. Strategic focus Inclusive Chairing style.
13. Ensures rounded contributions from NEDs and Board members Has individual check in conversations with Execs Is visible across the organisation.
14. The job she was set on to do.

15. Visible, authentic, and transparent leader who is an active listener but will bring the Board to the critical and sometimes difficult decisions.

16. Builds partnerships throughout the system and nationally; Chairs effectively, giving good opportunity for challenge and debate; supports the executive team; is very visible throughout the trust

**Opportunities: How might the chair increase their impact and effectiveness?**

1. I'm not aware of any at present.
2. This is a difficult question as you feel the Chair impact and effectiveness is very good. Perhaps a little more focus on strategy but I think this has been actioned.
3. As far as governors are concerned, just continuing to do the same.
4. More face-to-face meetings. Form a board of under 20's to involve our young people and hear their views on the issues facing our Trust?
5. I am not sure I can comment on this.
6. I don't know, I haven't been a Governor for long enough to decide on this.
7. Continue to do what she is already successfully doing.
8. Continue to be open and honest and authentic - more of the same please!
9. Continue to engage in all governor meetings to establish effective relationships, trust, feedback, and assurance.
10. Be more firm with the CEO when development objectives are not being met in a timely way as agreed at time out sessions.
11. Delegation to Board sub-Committees.
12. Sometimes the questions in Board are dominated by the Chair, it gives a slight imbalance to the meeting I think there is significant improvement that could be made to the NEDs to support the Chair. We have a real lack of diversity, are too medically focussed and are missing key partners such as research/ universities and other anchor organisations.
13. She is doing a good job.
14. Continue partnership approach and drive to place the services at the heart of the local population.
15. Nothing from a behavioural point of view. Could challenge more for financial transformation and use of digital opportunities to improve outcomes or reduce costs

**Additional commentary below (10 Responses)**

1. It is a challenge for the chair as well as other senior colleagues, to ensure that governors have sight of and actively be involved in strategic decisions within the trust.
2. Nothing to add
3. I feel that I have been able to work well with Claire and she has been very supportive and willing to consider any new initiatives.

4. From a governor's perspective I think the question should really be how can she increase our confidence in her impact and effectiveness. So little of what we are being asked to comment on is transparent from our perspective.
5. None.
6. She turns up at meetings and will always give straight answers to questions. She demonstrates her interest in what is going on within the trust. The best chairperson we have had for some years.
7. A great chair, highly effective on many levels.
8. I have enjoyed getting to know the worth of this role and been pleasantly surprised by how much patients can benefit with Claire in it.
9. I enjoy working with her, she has grown into the role (as we all have). I think we a stronger group of NEDs we could really push on.
10. Claire is a strong leader who understands her role and brings others with her