

Outstanding Care,
Compassionate People,
Healthier Communities



Sherwood Forest Hospitals
NHS Foundation Trust

Welcome to our new Governors

Sally Brook Shanahan
Director of Corporate Affairs

Inspected and rated

Good



Aims of this session

To meet and welcome you and introduce ourselves.

Provide an overview of our Foundation Trust, its governance and the role of governors within it.

To signpost you to further information and resources for governors.

To highlight the opportunities that being a governor provides.

To answer any questions, you have at this point.

Our Hospitals:

Services provided at 4 locations:

King's Mill Hospital

- Located in Sutton-in-Ashfield
- Circa 580 beds - half of which are single rooms
- Full range of Acute Hospital, Maternity services and a busy Emergency Department

Newark Hospital

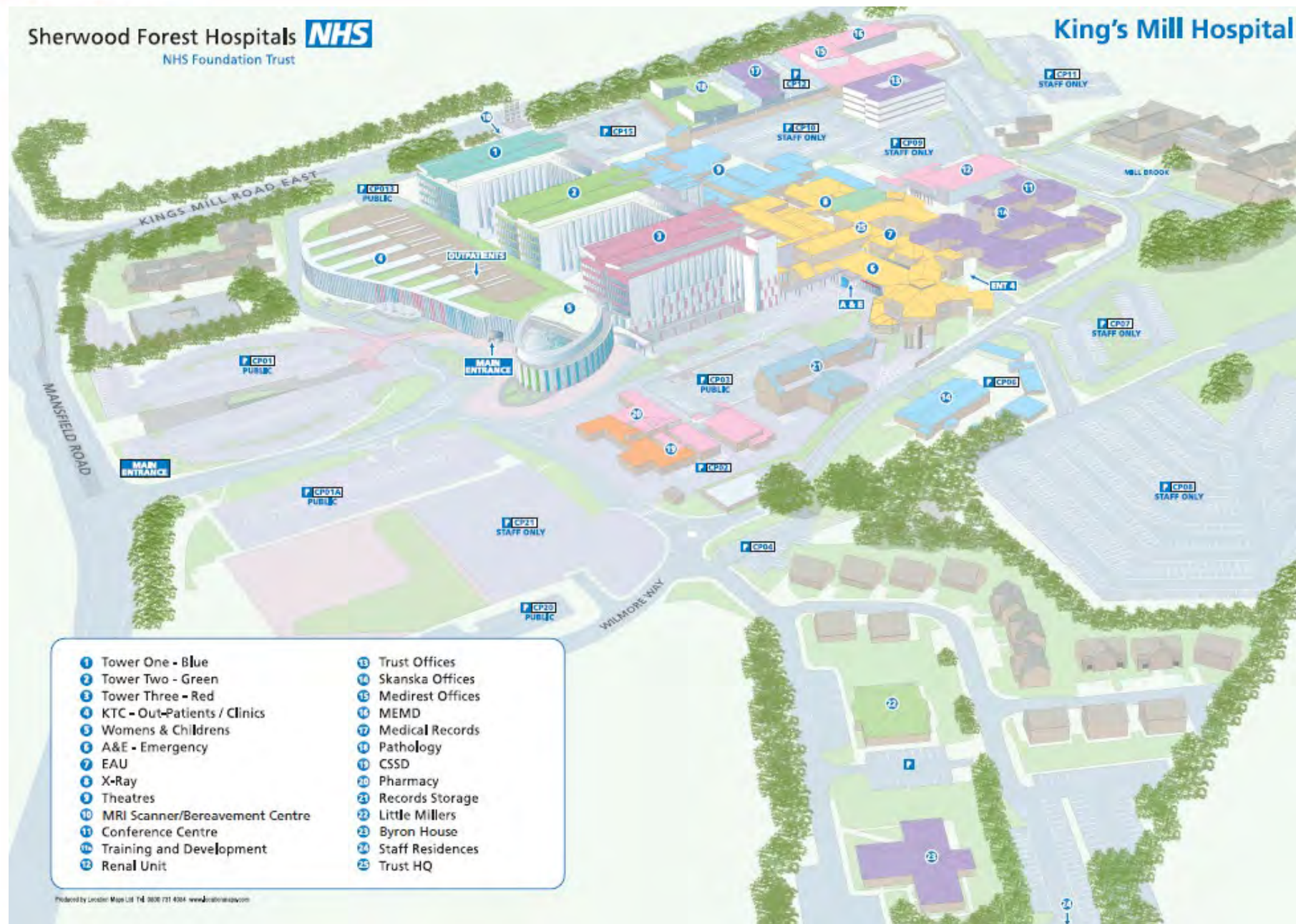
- Outpatient and day-case surgical services
- Care of the elderly and rehabilitation ward
- Urgent Treatment Centre (UTC)

Mansfield Community Hospital

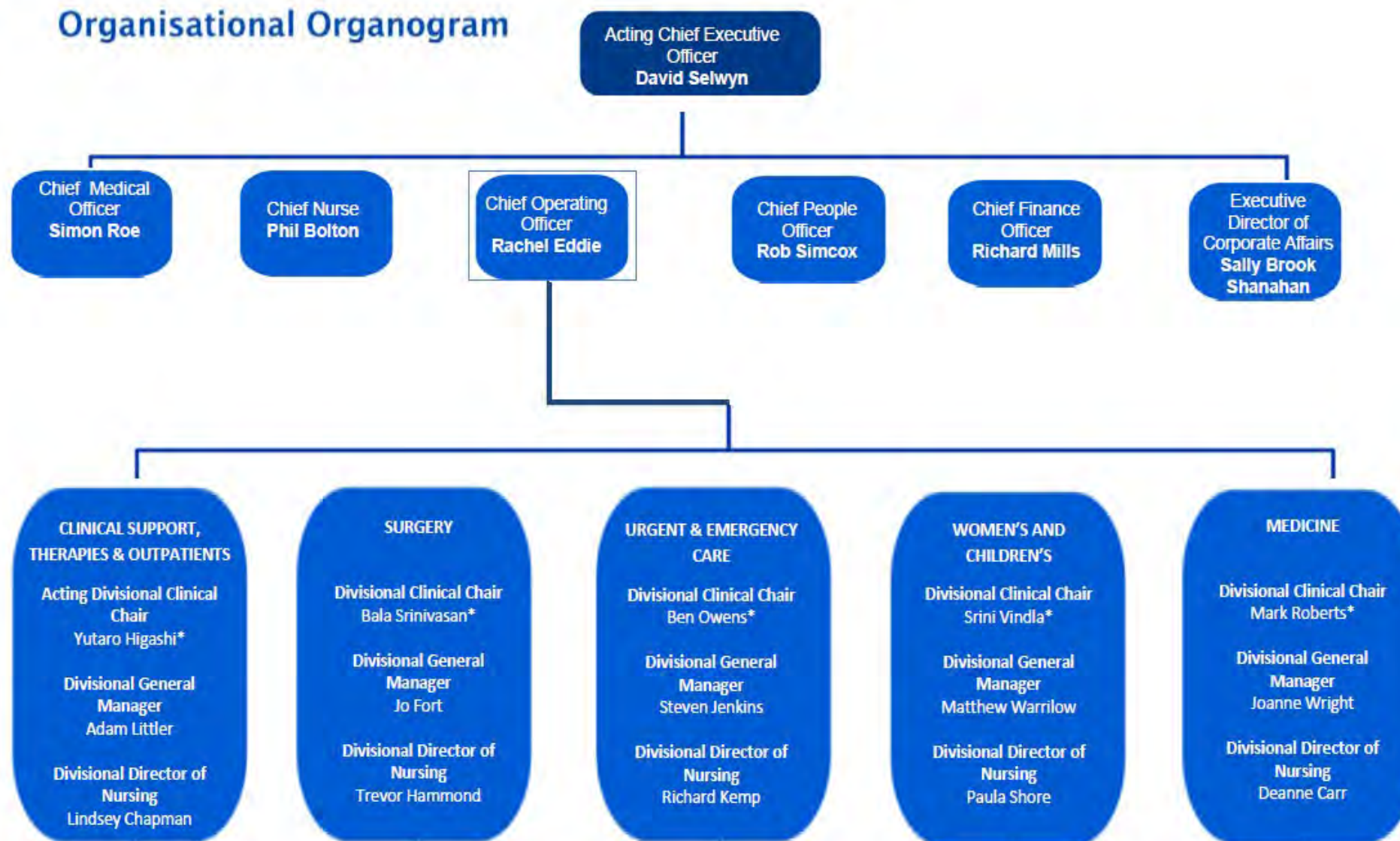
- 2 wards providing medical care for the elderly and rehabilitation
- A new Community Diagnostic Centre (CDC) – currently under construction

Ashfield Health Village

- Outpatient appointments & GP direct access



Organisational Organogram



Key

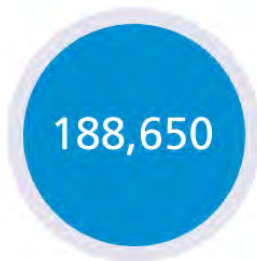
* Divisional Clinical Chairs – Clinically Accountable to the Chief Medical Officer.

SFHFT Performance Highlights 2023/2024

(as reported to the AGM in September 2024)



We consistently benchmark as the best Trust in the region for ambulance handover and are within the top ten nationally.



Patients treated in our Urgent and Emergency Care services in 2023/24



Flu vaccine uptake among colleagues - above national average.

£517million

Total operating income

£573.2million

Total operating expenses

£329million

Total staff costs

National Staff Survey

- Sherwood Forest Hospitals Trust remains one of the best NHS organisations in the country to work for according its own staff, with the Trust also retaining its crown as the Midlands' best to work at for an incredible sixth year.
- 74% of Trust staff recommended the organisation as a place to work. That result places the Trust third among all NHS organisations nationally as a place where staff recommend working.



STAFF ENGAGEMENT 2023/24

Our 2024 Staff Survey Results

As a Trust

3,568 of you had your say in this year's survey – that's more than at any point in our history

WE ARE COMPASSIONATE & INCLUSIVE



OUR SCORE

7.52

WE ARE SAFE & HEALTHY



OUR SCORE

6.31

WE ARE A TEAM



OUR SCORE

6.98

WE ARE RECOGNISED & REWARDED



OUR SCORE

6.15

WE ARE ALWAYS LEARNING



OUR SCORE

6.03

STAFF ENGAGEMENT



OUR SCORE

7.13

WE EACH HAVE A VOICE THAT COUNTS



OUR SCORE

6.98

WE WORK FLEXIBLY



OUR SCORE

6.47

STAFF MORALE



OUR SCORE

6.31

Care Quality Commission (CQC)

The independent regulator of health and adult social care in England

Ratings		
Overall trust quality rating		Good 
Are services safe?		Good 
Are services effective?		Good 
Are services caring?		Outstanding 
Are services responsive?		Good 
Are services well-led?		Good 
Are resources used productively?		Requires improvement 

Our CARE values

Communicating and working together.
Aspiring and improving.
Respectful, inclusive and caring.
Efficient and safe.



The Board of Directors



David Selwyn
Acting Chief Executive



Graham Ward
Chair



Phil Bolton
Chief Nurse



Sally Brook Shanahan
Director of Corporate Affairs



Rachel Eddie
Chief Operating Officer



Steve Banks
Non-Executive Director



Barbara Brady
Non-Executive Director



Richard Cotton
Non-Executive Director



Manjeet Gill
Non-Executive Director



Richard Mills
Chief Financial Officer



Dr Simon Roe
Chief Medical Officer



Robert Simcox
Chief People Officer



Lisa Maclean
Non-Executive Director



Neil McDonald
Non-Executive Director



Andrew Rose-Britton
Non-Executive Director



Professor Sir Jonathan Van-Tam
Associate Non-Executive Director
(Research and Innovation)

Non-Executive Directors – roles and responsibilities

	Rem Com	Audit	Quality	Finance	People	Partnerships & Communities	Charitable Funds
Chair	Barbara Brady	Manjeet Gill	Barbara Brady	Graham Ward	Steve Banks	Barbara Brady	Andrew Rose-Britton
Vice Chair		Andrew Rose-Britton	Manjeet Gill	Andrew Rose-Britton	Andrew Rose-Britton	Manjeet Gill	Steve Banks
NED Members	Manjeet Gill	Andrew Rose-Britton	Lisa Maclean	Andrew Rose-Britton	Andrew Rose-Britton	Manjeet Gill	Steve Banks
	Richard Cotton	Steve Banks	Manjeet Gill	Neil McDonald	Lisa Maclean	Richard Cotton	Barbara Brady
				Richard Cotton	Neil McDonald		
				Lisa Maclean			
Reserve	Steve Banks				Barbara Brady		

Non-Executive Directors – roles and responsibilities

Maternity board Safety Champion	Wellbeing guardian	Freedom to Speak up	Doctors disciplinary	Security management
Neil McDonald	Steve Banks	Barbara Brady	Individual NEDs nominated on a case by case basis	Graham Ward

Council of Governors

In response to feedback from Governors, the Trust updated the public constituencies in its constitution in 2024.

- **Public Governors**

- Mansfield Ashfield and surrounding wards – 9 Public Governors
- Newark & Sherwood and surrounding wards – 4 Public Governors
- Rest of England – 1 Public Governor

- **Staff Governors**

- Staff Constituency – 3 Governors

- **Appointed Governors**

- Mansfield District Council
- Ashfield District Council
- Newark and Sherwood District Council
- Nottinghamshire County Council
- West Nottinghamshire College
- Volunteer Governor

Council of Governors

Mansfield, Ashfield and surrounding wards



Liz Barrett OBE
Lead Governor



Tracy Burton



Neal Cooper



John Dove



Nabeel Khan



Samantha Musson



Mitchel Speed



Justin Wyatt

Staff governors



Pam Kirby



Julie Kirkby



Iain Peel



Jane Stubbings



Nikki Slack
West Notts College



Cllr Linda Dales
Newark and Sherwood
District Council



Cllr Angie Jackson
Mansfield District
Council

Appointed governors

Newark, Sherwood and surrounding wards



Position vacant



Ann Gray



Peter Gregory



Shane O'Neill



Dean Wilson

Rest of England



Kevin Stewart
Appointed Governor -
Volunteers



Cllr David Walters
Ashfield District
Council



Position vacant
Nottinghamshire
County Council

Trust Charity

Charities Commission registration:

“The principal objective of the charity is to provide additional support to the patients of Sherwood Forest Hospitals. This is achieved by the prioritisation of needs and the granting of expenditure on items such as refurbishment, medical equipment and staff education/welfare”

SFHFT is the sole corporate trustee with management authority delegated to the Charitable Funds Committee who meet quarterly with governor observers appointed.

Trust Charity

Fund Balances - £1.8m

(36 funds plus 16 individual legacy funds)

- Income (£280k p.a.)

- In memory.
- Recognition of good care.
- Volunteer fundraising (Daffodil).
- Community Fundraising & Events.
- Legacies.
- Corporate & Major Donors.
- Grants and Foundations.

- Expenditure

**Over and above the NHS for the
benefit of patients:**

- New equipment.
- Pilot developments.
- Environment improvements.
- Staff Health & Wellbeing.

Trust Charity

Your Charity:

- Charity Ambassador.
- Publicise the Charity.
- Corporate Introductions.
- Institutional Introductions.
- Fundraising.
- Charity Lottery.
- Events - Choir Concert (6th July 2025).
- Events - Charity Abseil (3rd/4th October 2025).

Kenneth.Godber@nhs.net



NHSE

NHS England (NHSE) is the sector regulator for health services in England

- Their role is to protect and promote the interests of patients by ensuring the whole sector works for their benefit.
- NHSE exercises a range of powers granted by Parliament which include setting and enforcing a framework of rules for providers and commissioners, implemented in part through licences they issue to NHS funded providers.
- In circumstances where a Foundation Trust is failing to provide good quality care, NHSE takes remedial action.
- NHSE also set prices for NHS funded services, tackles anti-competitive practices which are against the interests of patients and works to improve the integration of care.

Background

- The concept of an NHS foundation trust is founded on local accountability, in which governors perform a pivotal role. The council of governors, collectively, is the body that binds a trust to its patients, service users, staff and stakeholders.
- SFHFT has a membership of circa 3,670 from which governors are elected to the Council of Governors. In addition there are individuals appointed to represent stakeholder organisations on the Council of Governors.
- Being a governor is a voluntary role that involves attendance at various meetings and events.
- Governors have a distinct role and are not directors or directly involved in operational matters.
- The chair of the Board of Directors is also the chair of the Council of Governors.

Difference between Director roles and Governor roles

- **Directors** – collectively and individually are responsible for promoting the success of the Trust to maximise the benefits for the members and the public.
- **Governors** – hold the non-executive directors, individually and collectively, to account for the performance of the Board of Directors and represent the interests of the trust members and the public.
- The **Board** is responsible for the direction and performance of the trust, while the **Council of Governors** is responsible primarily for assuring the performance of the board.

Statutory duties – Health and Social Care Act 2006

- Appoint and, if appropriate, remove the chair.
- Appoint and, if appropriate, remove the other non-executive directors.
- Approve the remuneration and allowances and other terms and conditions of office of the chair and the other non-executive directors.
- Approve (or not) any new appointment of a chief executive;
- Appoint and, if appropriate remove the External Auditor.
- Receive the annual accounts, any report of the auditor on them and the annual report at a general meeting of the Council of Governors (12th August 2025).

Statutory duties – Health and Social Care Act amended 2012

- Hold the non-executive directors', individually and collectively, to account for the performance of the Board of Directors.
- Represent the interests of the members of the Trust as a whole and the interests of the public.
- Approve an application by the Trust to enter a merger, acquisition, separation or dissolution.
- Decide whether the Trust's non-NHS work would significantly interfere with its principal purpose, which is to provide goods and services for the health service in England or performing its other functions.
- Approve amendments to the Trust's Constitution.

Key Principles – Holding Non- Executive Directors to Account

- The overall responsibility for running the Trust lies with the Board of Directors.
- The Council of Governors is the collective body through which the directors explain and justify their actions, and the council should not seek to become involved in running the trust.
- Governors must act in the best interests of the Trust and should adhere to its values and code of conduct
- Directors are responsible and accountable for the performance of the Trust; governors do not take on this responsibility or accountability. This is reflected in the fact that directors are paid while governors are volunteers.

Key Principles – Representing the interest of trust members and the public

- Governors should seek the views of members and the public on material issues or changes being discussed by the trust.
- Governors should feedback to members and the public information about the Trust, its vision, performance and material strategic proposals made by the Trust Board.
- Governors should try to make sure when they are communicating with directors of the trust that they represent the interests of members and the public rather than just their own personal views.

Governor Meetings

Council of Governors (CoG) – quarterly – next meeting 13th May 2025

Governor Forums – quarterly - next meeting 15th July 2025

Governor Workshops – quarterly - next meeting 17th June 2025

Membership and Engagement Group – quarterly – next meeting 1st July 2025

Remuneration and Nominations Committee – to align with Trust requirements

Meet your Governor (MYG) sessions – held regularly across all three sites, co-ordinated through the Communications Team. Feedback is collated and themes reported to the Membership and Engagement Group.

15 Steps – monthly visits to various areas within the Trust (co-ordinated by Sally Whittlestone who reports findings to CoG)

Don't worry – do what you can!



The 15 Steps Challenge focuses on seeing care through a patient or carer's eyes and exploring their first impressions.

Background of the 15 Steps Challenge.

The NHS is committed to putting patients at the heart of what we do, and it was a mother's comment at a patient and family involvement workshop that kick-started the 15 Steps Challenge.

The mother said, "I can tell what kind of care my daughter is going to get within 15 steps of walking onto every new ward".

Her comment highlighted how important it is to understand what good quality care looks and feels like from a patient and carer's perspective. Our patients have high expectations for safe, good quality care, delivered in welcoming and clean environments. This quote inspired the development of a series of 15 Steps.

Purpose of the 15 Step Challenge

First impressions count.

Does the healthcare setting inspire confidence in the care that we are about to receive?

Do first impressions make us feel that we will be safe and cared for?

What are the first clues to high-quality care?

What does good care look, feel, sound, and smell like?

Helps staff, service users, and others to work together to identify any improvements that could be made to enhance the service users' experience.

Supports the sharing of good practice.

Implementing the 15 Steps Challenge.

A small team consisting of a board of directors' member, a senior nurse, and/or a Governor will visit predetermined areas and carry out the 15 Step Challenge.

The senior nurse will liaise with the team members to arrange a date/time convenient for all team members during the month identified.

You will be provided with a toolkit, prompt guides, and a post-visit feedback form. The form will need to be sent back no later than 5 days post-visit by an allocated team member.

Themes and trends are then collated, feedback to individual areas and reported through the Council of Governor meetings, the Patient Experience Committee with escalations from there to the Quality Committee.

The visiting team will

Ensure the ward leader or Nurse in Charge are aware of your team on arrival.

Spend 15 minutes observing, monitoring, listening, and feeling the ward environment.

Speak to the staff, patient, relatives, and carers to gain feedback where appropriate.

Any issues or concerns should be raised at the time of the visit with the area owner.

Share areas of good practice in the post-visit feedback forms.

During a visit you should consider: Welcoming, Safe, Caring, Involving, well-organized, Calm, and underpinning the trust care values.

- Communicating and Working Together.
- Aspiring and Improving.
- Respectful and Caring
- Efficient and Safe

Aligning with Trust CARE Values

Thank you.

Any Questions?



Membership engagement

A programme of membership events and activities is produced yearly with the support of the membership & engagement committee

Events and activities include:

- Meet your Governor sessions with bi-annual “Hot Topics”
- Monthly e-newsletters for members
- Membership and Governor information stands at partner events
- New member recruitment

Expectations in relation to engagement

- To hold at least 4 Meet Your Governor sessions per year
- To interact with their constituencies to recruit and request engagement events
- To write one column per year for the e-newsletter

Support from the membership officers within the Trust’s Communication Team includes:

- Provision of leaflets for recruitment of members to the Trust
- Promotion of events
- Templates for writing e-newsletter articles
- Lists of venues and contact details for drop-in sessions in the community

Opportunities to be a Governor Observer

Board Committees:

- Audit and Assurance Committee
- Quality Committee
- Finance Committee
- People Committee
- Partnerships and Communities
- Charitable Funds Committee

Up to 2 Governor observers on each committee.

Staying Connected with each other

- A WhatsApp group for governors is co-ordinated by Liz Barrett, Lead Governor.
- Individual governors can decide whether or not to participate in the group.

Lead Governor

- Lead Governor – Liz Barrett, Public Governor for Mansfield, Ashfield and surrounding wards
- The lead governor is elected by the Council of Governors.
- The Council of Governors as a whole (and no individual governor) has the responsibilities and powers in statute.
- Main duty – to be a governor point of contact for NHSE and can liaise with NHSE, on behalf of the governors.

Integrated Care System (ICS)

This is the system in which the Trust has operated since July 2022

There are 42 Integrated Care Systems (ICSs) across the country. They are partnerships of health and care organisations that come together to plan and deliver joined up services and to improve the health of people who live and work in their area. SFH FT is part of the Nottingham and Nottinghamshire ICS.

They exist to achieve four aims:

1. Improve outcomes in population health and healthcare
2. Tackle inequalities in outcomes, experience and access
3. Enhance productivity and value for money
4. Help the NHS support broader social and economic development.



Sources of Information

Your statutory duties – A reference guide for NHS foundation trust governors

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/284473/Governors_guide_August_2013_UPDATED_NOV_13.pdf

The NHS Foundation Trust Code of Governance

[NHS England » Code of governance for NHS provider trusts](#)

NHS Providers:

GovernWell

The annual report and accounts: a guide for governors

<https://www.nhsproviders.org/media/1078/annual-report-and-accounts-guide-for-gov.pdf>

An overview of strategy and planning for governors

<https://www.nhsproviders.org/media/1079/an-overview-of-strategy-and-planning-for.pdf>

Setting non-executive director terms and conditions

<https://www.nhsproviders.org/media/1077/1setting-ned-remunerationcompressed.pdf>

Appointing the external auditor: a guide for governors

<https://www.nhsproviders.org/media/1080/appointing-external-auditorscompressed.pdf>

Informing non-executive appointments: a guide for governors

<https://www.nhsproviders.org/media/1081/informing-non-executive-appointmentscomp.pdf>

Foundation Trust Constitutions – a reference guide

<https://www.nhsproviders.org/media/1860/gw-ft-constitutions-1fa.pdf>

Effective participation in Council of Governor Meetings

<https://www.nhsproviders.org/media/1984/gw-effective-participation-1h.pdf>

Effective chairing of Governor Committees

<https://www.nhsproviders.org/media/1983/gw-effective-chairing-1f.pdf>

Representing the interests of members and the public

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/411380/Representing_the_interests_of_members_and_the_public.pdf

Useful Contacts

Name	Title	Email Address	Contact Number
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Sally Brook Shanahan	Director of Corporate Affairs	sally.brookshanahan@nhs.net	01623 622515 ext 3245
Graham Ward	Chair	graham.ward1@nhs.net	01623 622515 ext 3523
Rich Brown	Head of Communications	richard.brown60@nhs.net	01623 622515 ext 6911
Sally Whittlestone	15 Steps Co-ordinator	sally.whittlestone@nhs.net	01623 622515 ext 4328

Questions?

Thank you for listening and participating

