Sheffield Health and Social Care NHS

NHS Foundation Trust

Council of Governors Meeting
8th April 2014
Summary Report

TITLE OF PAPER	Board 360 Feedback and Actions
TO BE PRESENTED BY	Rosie McHugh, Board Secretary
ACTION REQUIRED	None, for information

OUTCOME	Governors to be informed of the outcome of the 360 and assured of the Board's robustness
TIMETABLE FOR DECISION	n/a
LINKS TO OTHER KEY REPORTS / DECISIONS	Constitution, Health & Social Care Act 2012
LINKS TO OTHER RELEVANT FRAMEWORKS BAF, RISK, OUTCOMES ETC	Constitution and Council of Governor Standing orders – requirement for governors to represent members HSE ▇ MH Act ▇ Equality ▇ NHS Constitution: Staff Rights ▇ Patients' Rights ▇ Public's Rights ▇ Principles ▇ Values ▇
IMPLICATIONS FOR SERVICE DELIVERY AND FINANCIAL IMPACT	n/a
CONSIDERATION OF LEGAL ISSUES	n/a

Author of Report	Rosie McHugh
Designation	Board Secretary
Date of Report	31st March 2014

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BOARD 360 FEEDBACK AND ACTIONS

1. Purpose

This report outlines the rationale for the Board 360 feedback process, summarises the key findings from the feedback and details the actions that have been proposed to address the issues raised by the feedback.

2. Background

NHS foundation trust board members are ultimately and collectively responsible for all aspects of the performance of their trust and, as emerged from the Francis Inquiry, collectively the board has a critical role to play in ensuring that the governance arrangements in place enhance the care and wellbeing of patients and those staff who look after them.

The challenge for boards is to understand the impact that their collective leadership and governance has on achieving the outcomes the trust seeks to attain; that is, to understand the extent to which what the board does really makes a difference. To assess its impact the SHSC Board decided to undertake a 360 feedback process. It was felt that this exercise was timely given that the Trust was poised to launch a range of initiatives in response to the Francis report. It was believed that participating in the 360 process would provide an opportunity for the Board to engage with others and to lead by example, and help to reinforce the values that the Board identified to guide how members of SHSC work together.

A 360 feedback instrument designed by the Real World Group was use by the SHSC Board. This instrument was chosen as it is a well validated, evidence based leadership and governance measure. It enables a board to determine its leadership, management and governance effectiveness and to get feedback on the extent to which the board demonstrates leadership behaviours that research shows will affect the commitment, motivation, engagement and wellbeing of senior leaders in the trust, influence the confidence of external bodies and affect how well the board members work together as a team.

3. The 360 Degree Process:

The 360 process was facilitated by the Head of Organisational Psychology who had been trained and accredited by the Real World Group. Feedback was gathered on eight dimensions of board functioning (descriptions of the dimensions are provided in Appendix 1):

- Engaging as an effective team
- Constructive challenge
- Ensuring shared vision
- Promoting quality and improvement
- Connecting and influencing
- Effective performance and risk management
- Clarity and accountability
- Personal qualities and values

Board members rated themselves on the eight dimensions. Members of four assessor groups chosen by the Board: two internal, SHSC Directors and Staff Governors, and two external,

Commissioners and External Governors also rated the board on the board functioning dimensions. Ratings were made using the following scale:

1. Strongly disagree
2. Disagree
3. Slightly disagree
4. Slightly agree
5. Agree
6. Strong agree

In addition 'free text' comments on the Board's effectiveness and focus for improvement were gathered from each group.

Board members and the members of the four assessor groups completed the ratings in November and December 2013. A feedback report was produced by the Real World Group in January 2014, which was circulated to members of the Board and discussed in a development session in February 2014.

4.   Key Results from the 360 Degree Feedback

The ratings for each group on each dimension are shown in Table 1. These are presented in order of highest to lowest rating made the Board.

Table 1

	The Board	SHSC Directors	Governors (staff)	Commissioners	Governors (external)
Personal qualities and values	5.4	4.32	5.16	5.46	4.8
Constructive challenge	5.04	4.26	4.74	5.28	4.62
Engaging as an effective team	4.86	6.96	4.62	4.38	4.44
Ensuring shared vision	4.8	4.14	4.44	5.1	4.68
Connecting and influencing	4.74	3.9	4.44	4.86	4.38
Promoting quality and improvement	4.68	4.14	4.44	5.00	4.26
Effective performance and risk management	4.68	4.08	4.38	5.16	4.86
Clarity and accountability	4.5	3.72	3.9	4.86	4.86

In general, the results from the feedback were positive. There was a range in the ratings provided by members within each of the assessor groups, but the average scores on each dimension range from 3.72 to 5.46 showing agreement that the Board performs well on all of these dimensions.

Board members and the Commissioners were most positive about board functioning, on some dimensions the Commissioners ratings of the Board were more positive than those made by Board members.

The SHSC Directors were least positive than other assessor groups on all of the dimensions of board functioning.

While there were variations in the average ratings made by different groups there was general agreement that 'Personal qualities and values' and 'Constructive challenge' were the Board's main strengths, and that 'Clarity and accountability' were the least positive.

The impact that Board members' approach had on Commissioners was also very positive and shown in Table 2.

Table 2

Act in ways the increase my confidence that the Trust can achieve its objectives	5.16
Act in ways that increase my commitment to working with the organisation	5.34
Act in ways that increase my confidence that the organisation delivers the highest quality of care and safety for service users and carers	5.28
Act in ways that lead me to believe that the Trust's performance is sustainable	5.34

The impact that Board members' leadership had on internal assessors, particularly the SHSC Directors was less positive and shown in Table 3

Table 3

	SHSC Directors	Staff Governors
Acts in ways that increase my motivation in my role	3.42	4.50
Acts in ways that motivate me to go the extra mile in performing my role	3.66	3.36
Acts in ways that reduce my role-related stress	2.88	4.50
Acts in ways that increase my commitment to my role	3.66	4.00
Acts in ways that increase my job satisfaction	3.36	4.32
Acts in ways that increase my commitment to the Trust	3.66	3.36
Acts in ways that raise my sense of fulfilment in my role	3.84	3.36
Acts in ways that increase my pride in the Trust	3.96	3.36

Of particular concern is the SHSC Directors group score of 2.88 for 'Acts in ways that reduce my role-related stress' which means that this group only 'slightly agree' with this statement.

For each of the board functioning dimension a number of statements were rated and combined to calculate an overall score. The ratings of these statements provide more detailed information about the Board's strengths and areas for development.

Board Strengths
Commitment to service users, providing highest quality care and working in ways that ensure quality is maintained are the Board's main strength. This was rated most positively by all of the assessors groups.

In addition the Commissioners were very positive about the Board functioning on 'Constructive challenge', in particular the extent to which the Board were: 'willing and able to challenge the data made available to them', 'prepared to modify decisions on the basis of logical argument and/or robust data', 'not afraid to challenge people providing information to the Board, even if they are regarded as experts', 'deal with conflict in a sensible and professional manner', 'willing to modify their ideas after listening to others' point of view'.

Areas for development
While the overall score for a dimension might be positive, areas for development can be suggested by the separate statements within a dimension if most of the assessor groups rated it less positively and/or when there was a difference between Board members' ratings and those made by other groups (these statements are listed in Appendix 2).

Two main themes emerged; Board functioning might be improved if the Board:

- More effectively communicated vision, purpose, objectives and achievements
- Was more outward facing, engaging more with managers, staff and external stakeholders

5. Actions and Next Steps

The following actions were identified at the Board development session in February to address the issues raised by the 360 degree feedback.

Board

The Board will hold a joint development session with SHSC Directors in June 2014 to openly discuss and explore the feedback. This will be facilitated by Rosie McHugh and Carol Borrill. A planning group will be set-up to design the session, membership of the group will be a Non-Executive Director, an Exec Director, a Clinical Director, a Service Director and a Corporate Director.

There is commitment to build on the visibility of the Board members. The Non-Executive Director visit programme, has so far received positive feedback and further sites are being added to the programme for 2015. A photo board will be displayed at each site and include images of the Board members and the Trust's Values statement. (May 2014). The Board will also consider holding some of its informal meetings in different Trust locations.

Communication

The Chief Executive's monthly letter will include specific key Board decisions and an assurance given that this will be cascaded to all staff in the Trust. Directorates will also be asked to include additional information they feel needs to be shared across the whole of SHSC. Staff will also be invited to comment or ask questions (March Board of Directors meeting).

The Trust will look at the terminology and language used and ensure there is clarity on the meanings, for example there is often confusion in relation to values, visions, mission statements, aims etc. and calling things by different names has created a degree of confusion. Jason Rowlands will lead on this.

Workforce and Organisation Development Committee

The Workforce and Organisation Development Committee will receive and review a report "Improving communication – board to ward" in March 2014 and will share this with the Board in April 2014. Dean Wilson/Nigel Donaldson have also been asked to look at the relationships with trade unions and staff and will report their findings into WODC in May 2014.

The Board agreed to share the report with all the respondents and will present it to the Council of Governors at their meeting on 8th April 2014.

6. Contact Details

For further information, please contact:

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Summary of each of the board functioning dimension

Engaging as an effective team
Work together to determine strategic goals; understand and respect each other's roles, responsibilities and expertise; turn ideas into action; deal effectively with difficult problems, review and develop team effectiveness; run meetings effectively and efficiently; make timely decisions and judgements.

Constructive challenge
Promote relations based on candour, trust and mutual respect; willing to modify their ideas after listening to others; constructively challenge each other and 'experts' presenting to the Board to ensure sound decisions are made; deal with conflict effectively; willing and able to challenge data.

Ensuring shared vision
Have a clear shared vision; place quality of patient care and safety at the core of the vision; consider internal and external stakeholders in the Trust's vision and how to achieve it; involve patients and the wider community in translating the Trust's vision into strategy; communicate the Trust's vision in a way that staff can identify with it.

Promoting quality and improvement
Encouraging questioning; promoting collaborative working; act on feedback; ensure target achievement does not detract attention from patient care; take calculated risks to improve performance; turn mistakes into a learning opportunity; sensitive to the impact of change on staff; maintain a balance between the need for change a stability.

Connecting and influencing
Describe the Trust's vision and strategic goals in a meaningful way; balance meeting the needs of different groups; gain the support of senior managers and professionals to achieve goals; work effectively with partners; promote the Trust; keep in touch with what is going on in the Trust; communicate positive expectations of others; use appropriate interpersonal styles.

Effective performance and risk management
Regularly review strategy; set and review meaningful strategic objectives; ensure compliance with laws and regulations, processes and procedures; ensure robust risk and safety management; align risk management processes to strategic objectives; regularly review strategic goals; recognise the importance of reviewing data; ensure clarity of appropriate risk management practices.

Clarity and accountability
Translate the Trust's vision and goals into clear objectives; communicate a clear long-term strategic direction; ensure others understand the nature of their roles and responsibilities; have systems and processes to ensure the validity of data provided to the Board; ensure effective systems and processes for performance accountability.

Personal qualities and values
Honest and open; values and principles regarded as integral to the Trust; committed to improvement; approachable; willing to be held account for Board performance; high level of commitment to patients/ service users, carers and community; loyal and committed to the Trust's employees; prepared to stand-up and be counted in supporting senior managers; consistent.

Development Areas

Ensuring shared vision
- Encouraging the involvement of staff at all levels in determining the Trust's strategy and goals and how to achieve them
- Communicating the Trust's strategic goals in a way that means staff at all levels can identify with them

Connecting and influencing
- Politically skilled in obtaining support from key players
- Active in promoting the achievement of the Trust to the outside world
- Explains the Trust's purpose and strategic goals to service users and carers and to the wider community in a way that explains how the Trust meets their needs
- Communicates positive expectations of what staff and managers can achieve
- Use knowledge and understanding of the Trust to determine what amount of change is feasible
- Are effective in gaining the support of senior managers and professionals in the Trust to achieve strategic goals
- Keep in touch with what is going on in the Trust by walking around, talking and listening
- Monitor progress on delegation of tasks in a constructive and supportive way
- Effective performance and risk management
- Set objectives for the Trust to achieve that are meaningful, challenging, measurable and achievable
- Ensure that people throughout the Trust are clear about risk management practices
- Ensure that robust, fit for purpose systems are in place to make sure that the Trust's objectives are being met at all levels

Promoting quality and improvement
- Prepare to take calculated risks
- Promote cross organisational collaboration to maximise effectiveness and potential
- Sensitive to the impact of change on staff
- Effectively scan the horizon looking for ways of learning best practice and new developments
- Ensure that the Trust encourages feedback from internal and external stakeholders

Clarity and accountability
- Communicate a clear, long-term strategic direction for the Trust
- Have systems and processes in place to ensure that information and data provided to the Board are robust and accurate
- Ensure that effective systems and process are in place to hold people to account for their performance at all levels
- Work to ensure that staff at all levels understand the nature of their roles and responsibilities in achieving the Trust's goals