

NHS Greater Glasgow and Clyde

NHS Board Meeting

18 August 2015



Board Paper No 15/42

Director of Human Resources and Organisational Development

NHS Board Member Development

Recommendation:

The NHS Board is asked to:

Note the NHS Board Development activity and consider the plans to re-introduce monthly NHS Board Seminars and hold two Away Day Sessions later in 2015.

1 BACKGROUND

1.1 The Chairman had been approached by some Non Executive Members seeking additional opportunities to discuss the strategic issues facing the NHS Board including; the financial pressures; the changing roles and responsibilities faced by those Members who sit on Integrated Joints Boards (IJBs) and the impact on their position as a Member of the NHS Board; the receiving of feedback from the Surveys underway on Board Development and the opportunity to discuss in detail the key messages and outcomes which would hopefully lead to further training and development opportunities for all Members. With this in mind and the Chairman asked that I bring together into one paper the various stands of ongoing Board Member Development work and plans for additional meetings of Members and seek Members comments on both at the August NHS Board meeting.

1.2 One of the immediate issues facing Members at the start of 2015/16 was the need to populate the Non Executive positions in the six Integrated Joints Boards within NHSGGC. In filling the twenty-six positions, it was agreed that to assist with Members' time commitments that the number of NHS Board Seminars would reduce and move from the first Tuesday of each month to immediately follow on from the bi-monthly meetings of the NHS Board with a chance to review the new arrangements by October 2015.

1.3 This new approach was followed at the April Board meeting. However the NHS Board Seminar started later than intended and a number of Members were unable to remain for the full presentation. With the increasing size of the NHS Board agenda, it was considered that this arrangement was unlikely to be helpful and therefore it was ceased.

2 NHS Board Meeting and Seminars

2.1 It is suggested the NHS Board meetings remain bi-monthly.

2.2 The move to reduce the number of NHS Board Seminars was agreed as a step to assist with balancing Members time, taking account of the new responsibilities on IJBs. However time together as a NHS Board has been affected and needs to be re-assessed as part of the agreed review of these new arrangements.

2.3 Recognising Members concerns, it is suggested that the NHS Board Seminars are re-introduced on a monthly basis from October 2015 (with the usual exception of January and July). A draft programme for Seminars would be drawn up by the Executive Team and shared with Members for comment and suggestions and once approved by Members would be introduced on a monthly basis (if business dictates; if there is no business then the Seminar will be cancelled) to the first Tuesday morning slot of each month.

2.4 In addition arrangements will be made for two further NHS Board Away sessions to discuss the current financial position, emerging information on the financial position for 2016/17 and the progress and next steps for IJBs. The first session will be held in October and the second in December 2105, at dates yet to be agreed with Members.

2.5 Members are asked to discuss the suggested arrangements set out above and offer any further suggestions as appropriate.

3 National and Local Development Activities

3.1 Turning to NHS Board Members development, work on Non Executive Development is being progressed by the Scottish Government Health Directorates Quality Portfolio Group as part of a number of key, linked strategic activities at national level including: the leadership strategy, developing the public appointments process, accountability and governance.

3.2 In addition to reviewing the Public Appointments process and evaluating induction approaches across Boards, the following activities are underway:-

- **Portfolio of Resources for Non Executive Directors**

3.3 A series of nationally produced information booklets – including “What Non Executive Directors Need to Know” are to be made available to Non Executive Members soon. These are to support Non Executive Members and will include Inequalities, Induction, Quality, Efficiency and Value, Data Measurement & Improvement Science, Being Effective and Innovation.

- **Board Effectiveness**

3.4 This is a national mandate and asks each Board Member to comment/assess how effective they feel the NHS Board as a collective unit is against specific criteria under each of the domains listed below. The results report aggregates responses to provide a picture of how effectively the NHS Board performs against each domain.

3.5 A previous paper-based Board Effectiveness tool has been refreshed and moved to an on-line platform. It is structured around 5 domains: **Engaging with Stakeholders; Board's Strategic Intent; Holding to Account; Board Dynamics and Leadership of the Board**. A detailed Good Practice guide offering general information about the benefits of the tool, a step by step guide to its use and some advice on how to interpret the results has been produced.

3.6 For the initial benchmarking phase of the process, there will be two possible starting points for the process; either October 2015 or January 2016. The January date would coincide with the appointment from 1st December 2015 of a new Chair of the NHS Board and could also include the findings of the iMatter process which would further inform Non Executive Development Plans. The recommendation is that this cycle is run over an eighteen month period allowing sufficient time to implement Development Plans before re-taking the self-assessment Survey to review progress and inform further areas for development.

- **Local Activity**

3.7 Induction support continues for new Non Executive Members. A request of new Members is the opportunity to work with an agreed mentor or "buddy" as part of the Induction process. A structured approach to identifying and, where requested, developing mentors to support new Members will be included in the proposed Development Plan.

3.8 The Individual Needs Analysis is a local activity designed to allow Board Members to provide input on their personal/individual development needs. The timeline for completion of the Individual Needs Analysis was extended to allow time for response. 15 members (63%) have completed the Survey to date. Early analysis suggests a variety of different needs across individuals however common themes include effectively analysing high levels of information to inform decisions; being able to challenge; retaining a balance between detail needed for effective appraisal and the strategic information to assess priorities; developing team working; developing a better understanding of the culture of Local Authorities and elected members role on Integrated Joint Boards. The accountabilities of Non Executives Members in an IJB continues to be a key topic of response.

3.9 Findings of the Survey in conjunction with development needs identified in the 2014/15 Appraisal discussions (which the Chairman shared with NHS Board Members in June 2015) will be used to inform a draft proposed Development Plan for discussion and approval. As mentioned above, mentoring for new Non Executive Members and work already underway to design a development session on supporting Board Level Discipline and Grievance Appeals will feature in this plan.

- **iMatter**

3.10 iMatter is the new national staff engagement tool in which all Members of staff in NHS Scotland will be asked to take part on an annual basis. The roll-out across Directorates in all Boards has been underway since January 2015 and will cover everyone by the end 2017. There is an expectation from Scottish Government Health Workforce Directorate that Non Executives Members are also given the opportunity to take part.

3.11 Although the engagement tool is not as specific to Board Member development as the Board Effectiveness Survey, going through the process will be a useful complement to the Board Development process in NHS GGC. It also means that

Board Members will go through the same process as all members of staff and be well informed when reviewing the Board-wide iMatter report.

3.12 The link to the iMatter questionnaire was sent out to all Non Executives Members on 20th July 2015 with a three week window for completion. The Team Report with the results will be discussed at one of the planned the Away Day sessions being considered for October or December 2015.

4 Conclusion

4.1 NHS Board is asked to note the NHS Board Development activity and consider the plans to re-introduce monthly NHS Board Seminars and two Away Day Sessions later in 2015.

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