

NHS Board Meeting

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Administration

16 April 2019

Corporate Governance in Greater Glasgow and Clyde

Recommendation:

The NHS Board is asked:

- Note the summary of the recent development session.
- Note that the Board is required to submit a report to the Scottish Government by the end of April which will be based on the attached paper and Action Plan.
- Approve the Action Plan at Appendix 1.

Purpose of Paper:

- The purpose of this paper is to provide a report to the NHS Board on the recent development session which considered the Board's position in respect of the Blueprint for Good Governance.

Key Issues to be Considered:

The overall results were positive, with Board members generally rating the functions of *Setting the Direction and Holding to Account* slightly higher than *Assessing Risk, Engaging Stakeholders and Influencing Culture*.

It is recognised that there remains some work to be done across the five functions of good governance. The Action Plan is designed to ensure measurable progress across the five functions with effective use of the enablers, and the support systems described in the Blueprint for Good Governance.

It is anticipated the Action Plan will be reviewed by the Board again in October 2019 with a further survey planned for January 2020 in readiness for the 2020/21 financial year.

Any Patient Safety /Patient Experience Issues:

Improving care and experience central to good governance

Any Financial Implications from this Paper:

Nil of note.

Any Staffing Implications from this Paper: No

Any Equality Implications from this Paper: No

Any Health Inequalities Implications from this Paper: No

Has a Risk Assessment been carried out for this issue? If yes, please detail the outcome:

Risk management a key component.

Highlight the Corporate Plan priorities to which your paper relates:

Good governance is core to the delivery of priorities.

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Corporate Governance in NHS Greater Glasgow and Clyde

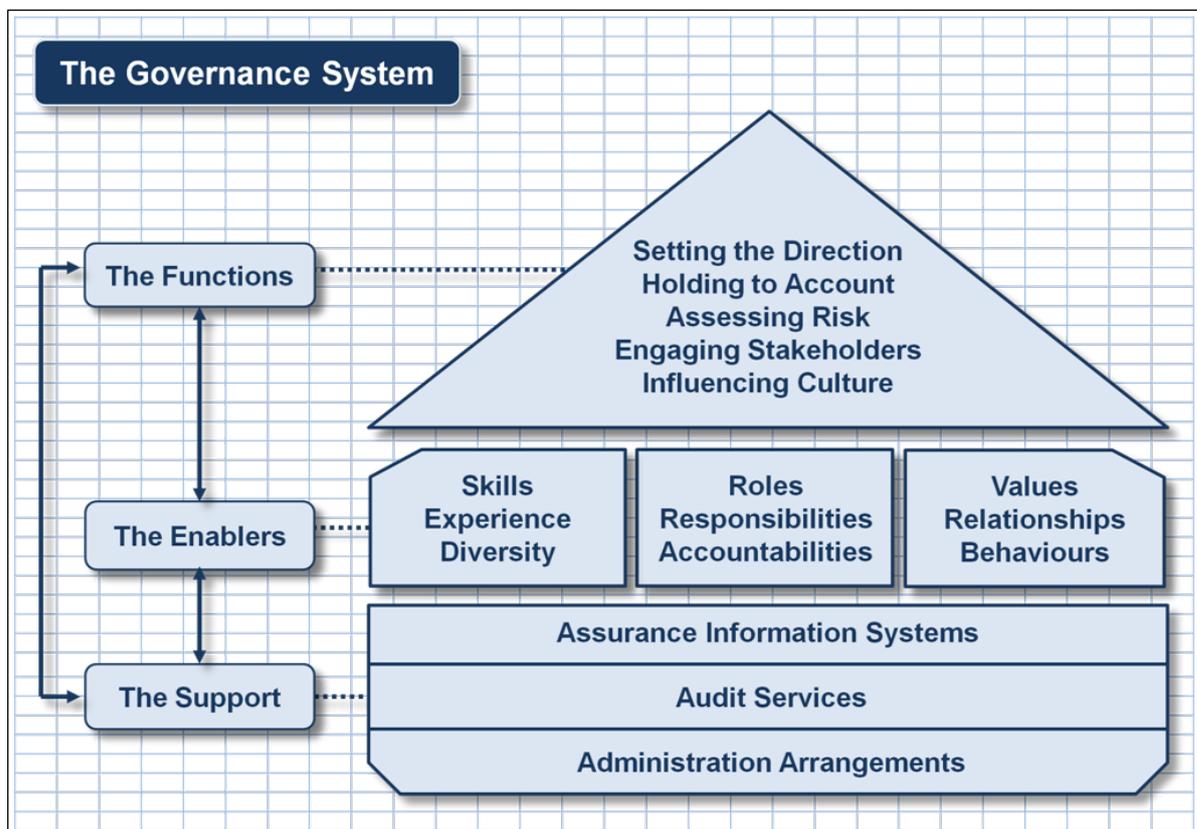
APRIL 2019

1. Background

- 1.1 The purpose of this paper is to provide a report to the NHS Board on the recent development session which considered the Board's position in respect of the Blueprint for Good Governance. The Board undertook an early assessment in November 2018, using a prototype survey based on the Blueprint. In February 2019, all Boards received DL (2019) 02, in which the *NHS Scotland Health Boards and Special Health Boards – Blueprint for Good Governance* was published along with guidance on self-assessment and implementation. As part of this guidance, the Board is required to submit a report to the Scottish Government by the end of April. This paper and the appended Action Plan will form the basis of this return.
- 1.2 Board members completed the national self-assessment survey tool during March 2019, the outcome of which was considered at the Board development session on 2nd April 2019.
- 1.3 The main focus of the event was to:
- Compare the results from the self-assessment undertaken in November 2018 to March 2019 and consider alignment and identify any major differences.
 - Review Board effectiveness and agree actions that will inform the development agenda as a Board in line with the Blueprint for Good Governance.
 - Update the Action Plan created in November 2018 for presentation to the Board in April 2019. (Appendix 1)

2. The Corporate Governance System

- 2.1 The NHS Scotland Corporate Governance Blueprint defines governance as the system by which organisations are directed and controlled and describes a three-tiered model that explains the functions of a governance system, the enablers and the support required to effectively deliver those functions.



2.2 What distinguishes this model from other governance models is its clear acknowledgement of the importance of how the Board approaches the achievement of its strategic aims and objectives, as well as its focus on performance and outcomes. Although the model is presented as three distinct sections, they are in reality inter-dependent.

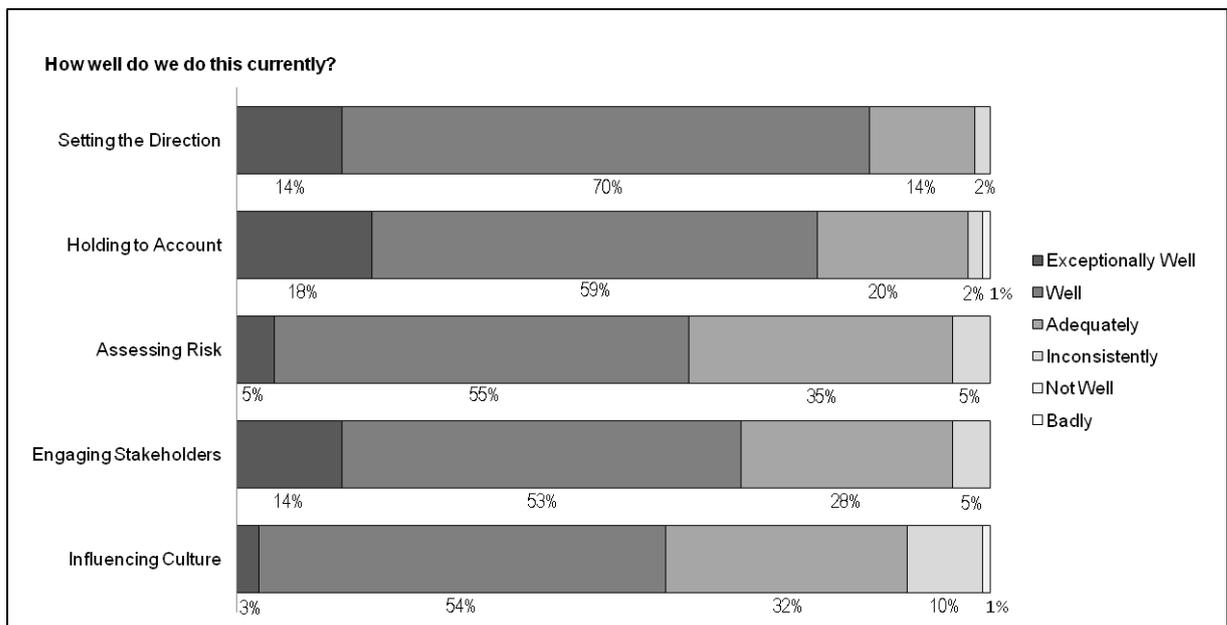
3. Summary of Results

3.1 The analysis found that there was general consistency in the overall ratings between the November 2018 and March 2019 self-assessments in terms of strengths and areas for improvement. A slight change in emphasis was noted, partially due to recent work being undertaken in certain areas and the higher percentage response to the March 2019 survey.

3.2 The results have been collated under the 'Functions' of the Blueprint for Good Governance the high level themes presented below. An Action Plan has been created which is designed to ensure measurable progress against each function with the actions linked to the 'Enablers' and the 'Support' aspects of the Blueprint document.

3.3 The overall results were positive, with Board members generally rating the functions of *Setting the Direction and Holding to Account slightly higher than Assessing Risk, Engaging Stakeholders and Influencing Culture*. The high level summary results are noted in the table below.

Table 1 High level summary



Setting the Direction

3.4 The Board considered that the function of *Setting the Direction* was, in the main, undertaken *well or exceptionally well*, noting the importance of the Moving Forward Together Transformational Programme, approved by the Board in 2018. A number of other strategies have since been approved by the Board including the Public Health Strategy; Turning the Tide, The Digital Strategy; Digital as Usual, and the Quality Strategy; The Pursuit of Excellence.

3.5 The importance of early influence by non-executives was underlined, with the need for a greater understanding regarding the allocation of resources required to deliver the strategies to support decision making and prioritisation.

- 3.6 There was emphasis on the need for improved and more effective engagement with Integration Joint Boards, (IJBs) recognising the complex planning agenda across the 6 IJBs, in order to ensure, both clarity of decision making and sound governance in achieving transformational change. It was agreed to hold an additional development session to consider the implications and actions required from the Ministerial Strategic Group Review of the Integration of Health and Social Care.

Holding to Account

- 3.7 The Board also considered that the function of *Holding to Account* was undertaken *well or exceptionally well*. The positive relationships between executives and non-executives were considered a key strength in ensuring effective scrutiny and facilitating productive challenge. The approach to financial management, with improved reporting was described as creating greater confidence amongst Board members. Further work was required to ensure greater consistency across the governance framework considering information flows, performance management and preventing duplication across committees.
- 3.8 The balance between the strategic focus of the Board and operational scrutiny was considered with work agreed to review the Terms of Reference across all committees to both minimise duplication but ensure appropriate focus on strategic direction. This needs to include effective feedback from governance committees to the Board.
- 3.9 The skills, experience and diversity of the current Board, both executive and non-executive members, was considered a strength in respect of the functions, the Board welcoming the improved diversity of Board membership from recent appointments.

Assessing Risk

- 3.10 *Assessing Risk* was rated positively by Board members, however some considered it was *undertaken adequately* as opposed to *well or exceptionally well*. The Board acknowledged that over the preceding 12 months significant progress has been made in managing risk at a corporate level with improvements made to the Corporate Risk Register (CRR). The issue of 'risk appetite' was discussed noting that there had been limited discussion at Board level as to what the Board's 'risk appetite' was. The process whereby governance committees review their respective risks was considered a positive step forward but that further work was required on linkages from operational registers, feedback and monitoring of the impact of mitigating actions.
- 3.11 It was agreed that further work would be undertaken with some Board Seminar time allocated to discussing risk including the approach to assessment, mitigation, escalation and risk appetite. It was noted that executives, senior managers, and both operational managers and clinicians manage risk effectively on a day to day basis.

Engaging Stakeholders

- 3.12 *Engaging Stakeholders* was rated more variably noting 46% assessing at well to exceptionally well and 54% assessing as adequately to inconsistent in respect of '*ensuring priorities are clear, communicated and understood by all stakeholders*'. Earlier engagement was considered critical, prior to the formulation of firm plans with better communication on the drivers for change and the possibilities and options. It was acknowledged that the recent MFT engagement process was a significant step forward, working in collaboration with HSCPs to extend the reach.
- 3.13 The various methods of engagement were considered with the need to ensure the Board is engaging with the right people. Acknowledging the significant number and diversity of stakeholders, the creation of a stakeholder framework and engagement programme was considered appropriate to ensure effective dialogue and inclusion.

Influencing Culture

- 3.14 In both the November 2018 and March 2019 self-assessments *Influencing Culture* was considered an area for improvement. There are clear links between the organisation's culture and patient experience and the role of effective leadership in determining culture.
- 3.15 It was acknowledged that culture was a complex issue and would not necessarily be changed swiftly. The recent work led by the Staff Governance committee, was described with consideration as to the role of the Board as a whole in improving culture and delivering the cultural framework recently created. The Quality Strategy; 'The Pursuit of Excellence', was described as a vehicle for a change in focus and a positive way to influence culture. The forthcoming launch of 'The Pursuit of Excellence', presents a real opportunity for the organisation to be creative in sharing the message, acknowledging the role of everyone in improving care and experience for all.

4. Next Steps

- 4.1 Whilst the overall survey results represent a positive outcome for the Board, there remains work to be done across all five functions of good governance. The attached Action Plan is designed to ensure measurable progress across the five functions with effective use of the enablers and the support systems described in the Blueprint for Good Governance.
- 4.2 It is anticipated the Action Plan will be reviewed by the Board again in October 2019 with a further survey planned for January 2020 in readiness for the 2020/21 financial year.
- 4.3 Throughout the year, work will continue to ensure the outputs from the national Governance Steering Group are implemented appropriately e.g. Board member induction, member's personal development and appraisal etc.
- 4.4 This paper will form the basis of a report to the Scottish Government as requested in DL (2019) 02.

NHS Greater Glasgow and Clyde
Corporate Governance - Action Plan April 2019

Function	Key Area of focus	Action	Lead	Timescale
Setting Direction	<i>Strategic Planning</i> <ul style="list-style-type: none"> • Clarity across whole system planning, links of MFT to Strategic Plans, Community Plans etc. National plans e.g. Mental Health, Public Health. • Earlier Board influence on development of IJB plans, greater synchronisation • Engagement and relationships with IJBs/review MSG assessment 	<ul style="list-style-type: none"> • Map approach to strategic planning across the system eliciting linkages 	<i>Jennifer Armstrong/Chief Officers</i>	June 2019
		<ul style="list-style-type: none"> • Align actions to assist in whole system planning 	<i>Jennifer Armstrong / Jonathan Best / Chief Officers</i>	August 2019
		<ul style="list-style-type: none"> • Ensure greater understanding of governance and decision making /approval processes (<i>Links to MSG review below</i>) 	<i>Chairman, Jane Grant/Elaine Vanhegan</i>	August 2019
		<ul style="list-style-type: none"> • Chief Executive to undertake assessment and develop an action plan with COs and colleagues 	<i>Jane Grant</i>	June 2019
		<ul style="list-style-type: none"> • Arrange follow up session for the Board re MSG review and action plan 	<i>Elaine Vanhegan</i>	June 2019

Function	Key area of focus	Action	Lead	Timescale	
Holding to Account	<i>Maximise efficiency and effectiveness of Board and Sub committee meetings</i>	<ul style="list-style-type: none"> Ensure clarity of scrutiny role, prevent duplication linking to effective information flows and requirements from a planning and performance perspective. 	<ul style="list-style-type: none"> Initial revision of Committee Terms of Reference. Tighten Committee and Board agenda planning and forward planning. 	<ul style="list-style-type: none"> <i>Elaine Vanhegan / Mark White</i> <i>Elaine Vanhegan</i> 	<ul style="list-style-type: none"> June 2019
		<ul style="list-style-type: none"> Get the right balance between focus on strategy v organisational scrutiny and allow sufficient time for the Board to set direction. 	<ul style="list-style-type: none"> Review Scheme of Delegation – <i>(Linked to above planning action and approval processes).</i> 	<ul style="list-style-type: none"> <i>Elaine Vanhegan/Mark White</i> 	<ul style="list-style-type: none"> June 2019
		<ul style="list-style-type: none"> Enhance ability to offer constructive challenge and support. 	<ul style="list-style-type: none"> Review approach to performance management and reporting – create a performance framework for the Board. 	<ul style="list-style-type: none"> <i>Mark White</i> 	<ul style="list-style-type: none"> August 2019
			<ul style="list-style-type: none"> Work with teams to ensure efficient paper construction and presentation – clarity on purpose and requirements 	<ul style="list-style-type: none"> <i>Executive team</i> 	<ul style="list-style-type: none"> October 2019
			<ul style="list-style-type: none"> Better utilise benchmarking (out with Scotland) 	<ul style="list-style-type: none"> <i>Executive team</i> 	<ul style="list-style-type: none"> October 2019
			<ul style="list-style-type: none"> Undertake a broader piece of work to review governance committee and Board function; reconsider delegation levels; consider approach to public access to governance committees 	<ul style="list-style-type: none"> <i>John Brown/ Elaine Vanhegan/Mark White</i> 	<ul style="list-style-type: none"> October 2019
			<ul style="list-style-type: none"> Create an Assurance Map and an Information Assurance system 	<ul style="list-style-type: none"> <i>Elaine Vanhegan/Mark White</i> 	<ul style="list-style-type: none"> October 2019

Function	Key area of focus	Action	Lead	Timescale
Assessing Risk	<i>Risk Management</i> <ul style="list-style-type: none"> • Build on approach to Risk Management to date, use effectively for assessing strategic risk and to link to overall delivery and performance agenda 	<ul style="list-style-type: none"> • Refine the current Strategy and mode of seeking assurance from respective Governance Committees – enhance communication around this. • Ensure appropriate linkage across the system and engagement with risk owners and committee chairs. • Ensure Seminar time on risk management and establish risk appetite. • Review Board reporting on risk and decision making. 	<p><i>Mark White</i></p> <p><i>Mark White</i></p> <p><i>Mark White/Elaine Vanhegan</i></p> <p><i>Mark White/Elaine Vanhegan</i></p>	<p>August 2019</p> <p>August 2019</p> <p>September 2019</p> <p>October 2019</p>

Function	Key area of focus	Action	Lead	
Engaging Stakeholders	<p><i>Improve our approach to engaging stakeholders</i></p> <ul style="list-style-type: none"> • Maximise opportunities to communicate and engage on varying levels e.g. staff, public, MSPs etc • Be responsive and provide evidence of listening to ideas, 'you said we did' • Seek early engagement 	<ul style="list-style-type: none"> • Define all stakeholders • Create a stakeholder engagement framework • Develop an annual programme of routine engagement with key individuals or groups. • Review our approach to '<i>public engagement</i>' considering the role and function of the Teams involved and the various focus groups, comms links, events and the expectations placed on each. • Link to HSCP, Community Planning Partnerships and locality Planning processes, including 3rd sector involvement. <p><i>Note: Engagement with staff will be considered under influencing culture</i></p>	<p><i>Mags McGuire and Exec Team</i></p>	<p>June 2019</p> <p>August 2019</p> <p>August 2019</p> <p>Underway Jan 2019</p>

Function	Key area of focus	Action	Lead	
Influencing Culture	<p><i>Improve the culture of NHS Greater Glasgow and Clyde</i></p> <ul style="list-style-type: none"> • Increase focus and pace of culture change • Ensure Board leadership and involvement 	<ul style="list-style-type: none"> • Review recent work on the culture framework and schedule Seminar time focus on Culture 	<i>Jane Grant/Anne McPherson/Dorothy McErlean (Elaine Vanhegan)</i>	July 2019
		<ul style="list-style-type: none"> • Review our current methods for staff engagement and consider a broader range of tools undertaken by leaders at all levels, up to the Board – Utilise opportunity of launch of Quality Strategy 	<i>Jane Grant, Mags McGuire, Anne MacPherson</i>	June 2019
		<ul style="list-style-type: none"> • Consider ways for Board member involvement and support; reenergise SPSP walk rounds, consider visit programme 	<i>Elaine Vanhegan/Mags McGuire</i>	August 2019
		<ul style="list-style-type: none"> • Consider different venues for Governance Committee Meetings / focus on visibility to both consider staff engagement and influence on an open and transparent culture. 	<i>Elaine Vanhegan</i>	October 2019
		<ul style="list-style-type: none"> • Work on increasing iMatter uptake and agree plan for addressing recurring themes. 	<i>Anne Macpherson/Dorothy McErlean</i>	Review November 2019