

AGENDA ITEM 16
APPENDIX 3

Board of Governors Effectiveness Review Questionnaire

Executive Summary

The results of the Board of Governors Effectiveness Review Questionnaire shows that the Board of Governors broadly considers itself to be functioning well in the five key areas identified for investigation in the questionnaire.

The Board of Governors considers its weakest areas to be clarity and commitment to team objectives as well as focus on quality and its strongest area to be decision making and communication.

Response rate for governors was 61.8% and 52.9% for stakeholders. Of the 10 groups of key stakeholders who were asked to complete the questionnaire relating to the fifth question set (perception of overall effectiveness and adherence to NHS values and principles), seven rated the Board of Governors higher than it rated itself, with three rating it lower than it rated itself. Two of the groups rated the Board of Governors above the high scale score meaning their view is that stakeholders have a good level of awareness of the existence of the Board of Governors, it has made a tangible difference to patients, public and staff, has a positive image with stakeholders and adheres to the Nolan principles and the principles of the NHS.

Introduction

The Board of Governors Effectiveness Review Questionnaire was distributed as part of a comprehensive effectiveness review of the Board of Governors of Cambridge University Hospitals NHS Foundation Trust. Reviews such as this are a requirement of Monitor and are viewed by the governors themselves as an essential exercise for the continued development of the Board as a whole.

The procedure for the review which includes the questionnaire was agreed by the Board of Governors on 5 July 2007 following the shaping of the proposals and the recommendation of the Governors' Constitution Committee.

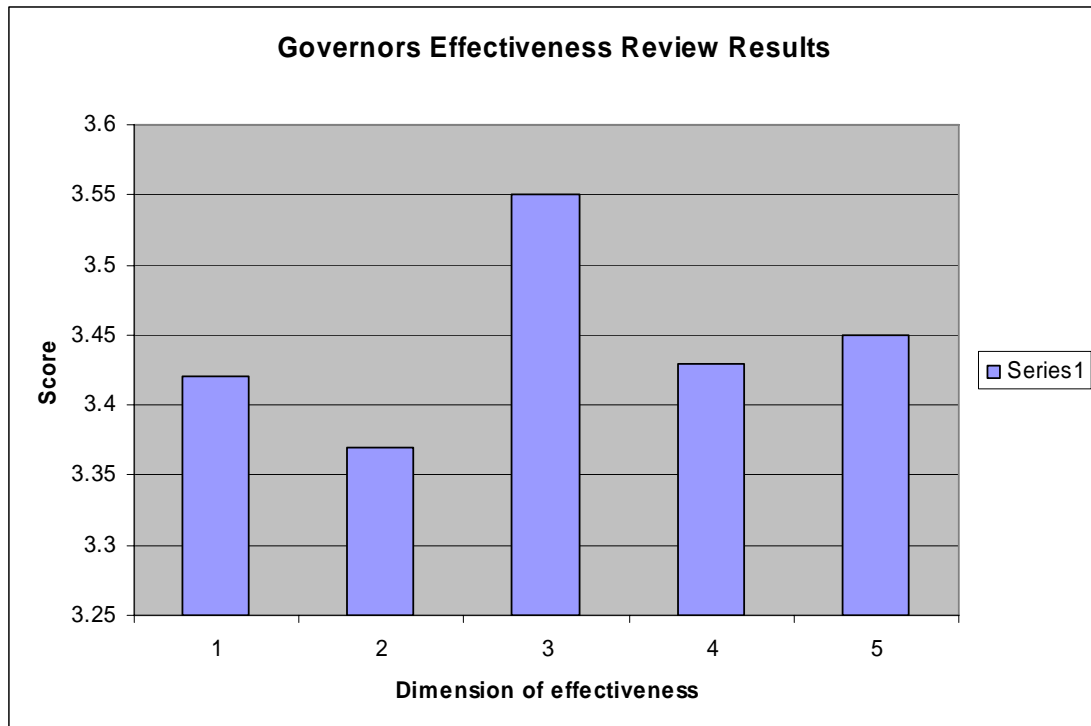
Method

For the method please see APPENDIX A

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Results

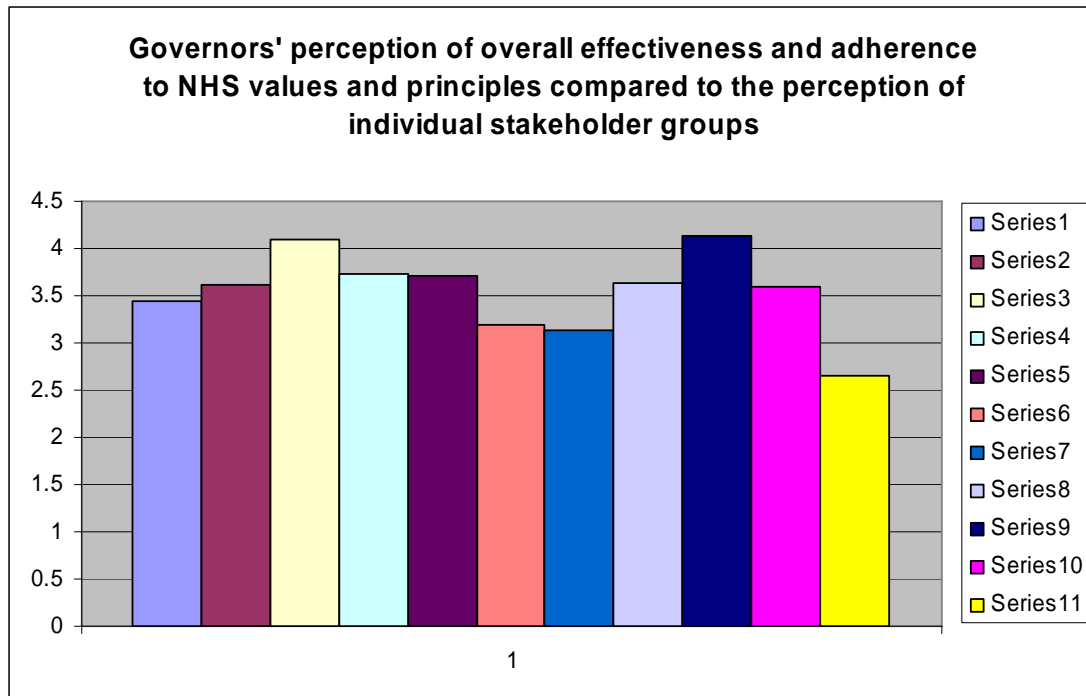
For the raw data please see APPENDIX B



Key

- 1 = Clarity and Commitment to Team Objectives
- 2 = Focus on Quality
- 3 = Decision making and Communication
- 4 = Support for Innovation
- 5 = Perception of overall effectiveness and adherence to NHS values and principles

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Key

- Series 1 = Governors
- Series 2 = Average of all stakeholders
- Series 3 = Executive Directors
- Series 4 = Non-executive Directors
- Series 5 = Internal Clinical
- Series 6 = Internal Managerial
- Series 7 = Local Authority
- Series 8 = Other local NHS organisations
- Series 9 = Partner scientific companies on site
- Series 10 = Members who have met governors
- Series 11 = Members who have not met governors

Clarity and commitment to Board of Governors' objectives

Low scale score (below 1.25)	High scale score (above 3.75)
The Board of Governors lacks a clear, shared, attainable vision / set of objectives that is valued by all team members	The Board of Governors has a clear, shared, attainable vision / set of objectives that is valued by all team members

A score of 1.25 or lower suggests that the Board of Governors might benefit from development activities that will improve clarity and commitment to team objectives

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Focus on quality

Low scale score (below 1.25)	High scale score (above 3.75)
The Board of Governors is not fully committed to achieving the highest performance possible. Governors may not critically appraise their work. Help in developing new ideas may not be readily available	The Board of Governors is fully committed to achieving the highest performance possible. Governors critically appraise their work. Help in developing new ideas is readily available

A score of 1.25 or below suggests that the Board of Governors might benefit from development activities that will improve the Board's ability to constructively debate and review

Decision making and communication

Low scale score (below 1.25)	High scale score (above 3.75)
The Board of Governors meets only infrequently and or governors participate only partially in decision making. There is a lack of Trust between governors. Individuals do not feel safe to make proposals to the Board of Governors or to challenge the Board of Directors. Individuals may not be contributing fully to the Board of Governors	The Board of Governors meets regularly and all governors participate in decision making; individuals feel safe to make proposals to the Board of Governors or to challenge the Board of Directors. Governors trust one another and participate fully to achieve the Board of Governors' aims and objectives

A score of 1.25 or below suggests that the Board of Governors might benefit from development activities that will improve communication, information sharing and decision making on the Board

Support for innovation

Low scale score (below 1.25)	High scale score (above 3.75)
Little articulated or enacted support for innovation is given. Stability is favoured above change. The Board of Governors commits few resources to innovation	Sufficient articulated and enacted support for innovation is given. Innovation is favoured above stability. The Board of Governors commits adequate resources to the development of innovation

A score of 1.25 or below suggests that the Board of Governors might benefit from development activities that will raise the Board's awareness of the importance of innovation and improve the support governors provide to promote innovation

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Perceptions of overall effectiveness, reputation and adherence to NHS values and principles

Low scale score (below 1.25)	High scale score (above 3.75)
Stakeholders have little awareness of the existence of the Board of Governors. The Board of Governors has made little tangible difference to patients, the public and staff and has a poor image with stakeholders. The Board of Governors does not adhere to the Nolan values or the principles of the NHS.	Stakeholders have a good level of awareness of the existence of the Board of Governors. The Board of Governors has made a tangible difference to patients, public and staff and has a positive image with stakeholders. The Board of Governors adheres to the Nolan principles and the principles of the NHS.

A score of 1.25 or below suggests that the Board of Governors could benefit from activities that raise its profile amongst stakeholders and also development activities that raise the awareness of the importance of the Nolan principles and NHS values and principles. It also suggests that improved ways of ensuring that governors make a real difference require development

Analysis

According to the Board of Governors’ questionnaires, under no question section do the governors reach either a low or a high scale score. There was however some variation in the Board of Governors’ perception of its own effectiveness from question section to question section. The Board of Governors considers its weakest areas to be clarity and commitment to team objectives as well as quality and its strongest area to be decision making and communication.

As part of the process of consulting stakeholders, 244 individuals were sent the stakeholder questionnaire to complete. A number of the stakeholder questionnaires indicated that the respondent did not have enough information on which to base their answers.

Of the 10 groups of key stakeholders who were asked to complete the questionnaire relating to the fifth question set (perception of overall effectiveness and adherence to NHS values and principles), seven rated the Board of Governors higher than it rated itself, with three rating it lower than it rated itself. Two of the groups (Executive Directors and members who have met governors) rated the Board of Governors above the high scale score meaning their view is that stakeholders have a good level of awareness of the existence of the Board of Governors, it has made a tangible difference to patients, public and staff, has a positive image with stakeholders and adheres to the Nolan principles and the principles of the NHS. The groups rating the Board of Governors lower than it rated itself were internal managerial, local authority and members who have not met governors.

A range of comments were made where there was the option to add some free text after the questionnaire. Some were not relevant to the questionnaire and many related to the fact that people felt they did not know enough about the governors or their work to comment – this was particularly true of members who had not met governors. Of those members who had met governors there was one comment to the effect that so long as governors continue to visit towns and villages they will be ‘doing a good job’.

Some comments from governors highlighted the view that the Board was dominated by a small number of vocal governors.

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Discussion

The questionnaire has raised no hugely unexpected views or opinions. The views of the Board of Governors on their effectiveness have provided the foundations for continuing development activities with a view to improving the areas which the Board believes are its weakest. The views of stakeholders regarding the overall effectiveness, reputation and adherence to NHS values and principles of the Board of Governors are broadly in line with the views of the Board itself. Stakeholder views add a helpful tool when planning for activities which might seek to highlight the work of the Board of Governors to specific groups.

Governors' views on focus on quality highlight the possible need to address this area, as well as the development of a set of objectives for the Board of Governors.

There is also possibly the need for further work to raise the profile of the Board of Governors with stakeholder groups – especially internal senior managers, local authorities and members who have not met governors.

Finally, there may also be a need to enable individuals who are naturally less vocal to feel able to contribute more readily, perhaps with the use of specific development activities.

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Method

The full questionnaire was sent to all member of the Board of Governors. The shorter questionnaire for stakeholders, referring only to question set five was distributed to 244 individuals from 10 separate stakeholder groups. Respondents were allowed two weeks to complete and return the questionnaire.

Scores for each respondent for each question section are calculated. All respondents' scores for each section are then added together to provide the total for each section. This figure is then divided by the number of respondents in order to give the average score for each question section.

For stakeholders this was only carried out for the fifth question section to allow comparison with the Board of Governors views.

Once the deadline for receipt of questionnaires had passed, the collation of results began.

Question section	Question
Clarity and commitment to Board of Governors' objectives	<ul style="list-style-type: none">• 1• 10• 12• 17 <p>Total 71.75</p> <p>Average 3.42</p>
Focus on quality	<ul style="list-style-type: none">• 3• 11• 13• 15 <p>Total 70.79</p> <p>Average 3.37</p>
Decision making and communication	<ul style="list-style-type: none">• 4• 6• 7• 8• 16• 18• 19 <p>Total 74.61</p> <p>Average 3.55</p>
Support for innovation	<ul style="list-style-type: none">• 2• 5• 9• 14 <p>Total 72.00</p> <p>Average 3.43</p>

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Perception of overall effectiveness and adherence to NHS values and principles	<ul style="list-style-type: none">• 20• 21• 22• 23• 24• 25• 26 <p>Total 72.41</p> <p>Average 3.45</p>
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Raw data – comparison of Board of Governors results with those of stakeholders as a total group and by sub-groups.

21 Governors returned their questionnaires and 98 stakeholders returned their questionnaires, giving a response rate of 61.8% from governors and 52.9% from stakeholders.

	Total for team N = 21	Team average	Combined stakeholder total N = 129	Combined stakeholder average
Clarity and commitment to team objectives	71.75	3.42	N/A	N/A
Focus on quality	70.79	3.37	N/A	N/A
Decision making and communication	74.61	3.55	N/A	N/A
Support for innovation	72.00	3.43	N/A	N/A
Perception of overall effectiveness and adherence to NHS values and principles	72.41	3.45	466.67	3.62

	Total for team N = 21	Team average	ED total N = 9	ED average
Clarity and commitment to team objectives	71.75	3.42	N/A	N/A
Focus on quality	70.79	3.37	N/A	N/A
Decision making and communication	74.61	3.55	N/A	N/A
Support for innovation	72.00	3.43	N/A	N/A
Perception of overall effectiveness and adherence to NHS values and principles	72.41	3.45	36.86	4.10

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	Total for team N = 21	Team average	NED total N = 6	NED average
Clarity and commitment to team objectives	71.75	3.42	N/A	N/A
Focus on quality	70.79	3.37	N/A	N/A
Decision making and communication	74.61	3.55	N/A	N/A
Support for innovation	72.00	3.43	N/A	N/A
Perception of overall effectiveness and adherence to NHS values and principles	72.41	3.45	22.43	3.74

	Total for team N = 21	Team average	Internal Clinical total N = 3	Internal Clinical average
Clarity and commitment to team objectives	71.75	3.42	N/A	N/A
Focus on quality	70.79	3.37	N/A	N/A
Decision making and communication	74.61	3.55	N/A	N/A
Support for innovation	72.00	3.43	N/A	N/A
Perception of overall effectiveness and adherence to NHS values and principles	72.41	3.45	6.86	3.72

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	Total for team N = 21	Team average	Internal Managerial total N = 3	Internal Managerial average
Clarity and commitment to team objectives	71.75	3.42	N/A	N/A
Focus on quality	70.79	3.37	N/A	N/A
Decision making and communication	74.61	3.55	N/A	N/A
Support for innovation	72.00	3.43	N/A	N/A
Perception of overall effectiveness and adherence to NHS values and principles	72.41	3.45	9.57	3.19

	Total for team N = 21	Team average	Local Authority total N = 3	Local Authority average
Clarity and commitment to team objectives	71.75	3.42	N/A	N/A
Focus on quality	70.79	3.37	N/A	N/A
Decision making and communication	74.61	3.55	N/A	N/A
Support for innovation	72.00	3.43	N/A	N/A
Perception of overall effectiveness and adherence to NHS values and principles	72.41	3.45	9.43	3.14

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	Total for team N = 21	Team average	Other NHS Organisations total N = 8	Other NHS Organisations average
Clarity and commitment to team objectives	71.75	3.42	N/A	N/A
Focus on quality	70.79	3.37	N/A	N/A
Decision making and communication	74.61	3.55	N/A	N/A
Support for innovation	72.00	3.43	N/A	N/A
Perception of overall effectiveness and adherence to NHS values and principles	72.41	3.45	29.14	3.64

	Total for team N = 21	Team average	Partner scientific companies on site total N = 1	Partner scientific companies on site average
Clarity and commitment to team objectives	71.75	3.42	N/A	N/A
Focus on quality	70.79	3.37	N/A	N/A
Decision making and communication	74.61	3.55	N/A	N/A
Support for innovation	72.00	3.43	N/A	N/A
Perception of overall effectiveness and adherence to NHS values and principles	72.41	3.45	4.14	4.14

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	Total for team N = 21	Team average	Members who have met governors total N = 65	Members who have met governors average
Clarity and commitment to team objectives	71.75	3.42	N/A	N/A
Focus on quality	70.79	3.37	N/A	N/A
Decision making and communication	74.61	3.55	N/A	N/A
Support for innovation	72.00	3.43	N/A	N/A
Perception of overall effectiveness and adherence to NHS values and principles	72.41	3.45	233.13	3.59

	Total for team N = 21	Team average	Members who have not met governors total N = 31	Members who have not met governors average
Clarity and commitment to team objectives	71.75	3.42	N/A	N/A
Focus on quality	70.79	3.37	N/A	N/A
Decision making and communication	74.61	3.55	N/A	N/A
Support for innovation	72.00	3.43	N/A	N/A
Perception of overall effectiveness and adherence to NHS values and principles	72.41	3.45	82.02	2.65