

AGENDA ITEM 16
APPENDIX 1

BOARD OF GOVERNORS EFFECTIVENESS REVIEW
TEAM WORKING QUESTIONNAIRE

Please place a tick in one box per question. If you feel you are unable to answer any of the questions because do not have enough information on which to form an opinion please tick answer three. Please note that any answers given or comments made will be treated in confidence.

		Strongly disagree 1	Disagree 2	Neither agree nor disagree 3	Agree 4	Strongly agree 5
1	The Board of Governors is clear about what it is trying to achieve					
2	We know we can rely on one another on the Board of Governors					
3	We have lively debates					
4	We meet together sufficiently frequently to ensure effective communication and co-operation					
5	People on the Board are quick to offer help to try out new ways of doing things					
6	We all influence the final decisions made by the Board of Governors					
7	We are careful to keep each other informed about governor-related issues					
8	There is a feeling of trust and safety on the Board of Governors					
9	We are enthusiastic about innovation on the Board of Governors					
10	Team members are clear about what the Board of Governors' objectives are					
11	We can safely discuss errors and mistakes on the Board of Governors					
12	We agree on the Board of Governors about our role, purpose and objectives					
13	There is a climate of constructive criticism on the Board of Governors					
14	We support each other in ideas for new and improved ways of doing the Board of Governors' work.					
15	We work supportively together to get the job done.					
16	Everyone on the Board of Governors contributes to decision making					
17	Team members are committed to achieving the Board of Governors' objectives					
18	Members of the Board of Governors feel comfortable to challenge the Board of Directors where appropriate					
19	I am confident that my colleagues on the Board of Governors speak their mind at meetings					
20	<i>The Board of Governors makes a useful contribution to the functioning of the organisation</i>					
21	<i>There is an effective interface</i>					

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	<i>between the Board of Governors and the Board of Directors</i>					
22	<i>The Board of Governors has made a tangible difference – benefiting patients, the public and / or staff</i>					
23	<i>Stakeholders (including Trust staff, other site users and local organisations) are aware of the existence of the Board of Governors</i>					
24	<i>The Board of Governors has an image with stakeholders as a professional, respected body</i>					
25	<i>Governors understand and promote the Nolan principles for participation in public life</i>					
26	<i>Governors understand and promote the NHS values of a patient centred NHS offering free high quality diagnosis and treatment in a timely way in a safe environment</i>					

Please use the space below to provide any other thoughts you may have on the effectiveness of the Board of Governors. It would be particularly to gain feedback on your view of the effectiveness of the three working groups of the Board of Governors although you may not feel able to comment on them all

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Scoring

Calculate a total score for the team as a whole for each area. Add together the average scores for each area from every individual team member. Note the totals for the team in each area on the following table in the column 'total for team.'

	Total for team	Team average	Combined stakeholder total	Combined stakeholder average
Clarity and commitment to team objectives				
Decision making and communication				
Focus on quality				
Support for innovation				
Perception of overall effectiveness and adherence to NHS values and principles				

Calculate the average score for the team on each area by dividing the total for the team by the number of team members who completed the questionnaire. Note the average on the table in the column 'team average.'

	Question
Clarity and commitment to Board of Governors' objectives	1
	10
	12
	17
	Total
	Average
Focus on quality	3
	11
	13
	15
	Total
	Average
Decision making and communication	4
	6
	7

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	8 16 18 19 Total Average
Support for innovation	2 5 9 14 Total Average
Perception of overall effectiveness and adherence to NHS values and principles	20 21 22 23 24 25 26 Total Average

Interpreting scores

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

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	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

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readily available	available
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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

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