

Chair's Annual Performance Review
Review Period: 19th April 2021 – 31st March 2022

The review process reflects guidance published by NHS England and Improvement. The Senior Independent Director along with the Lead Governor met with the Chair on the 25th April 2022. This paper captures that discussion and has three parts; review of 2021/22, objectives for 2022/23 and finally the Personal Development Plan

Part 1: Review of 2021/22

Overview

Over the last year Claire initially acted as interim Chair (from 19/04/21 to 30/09/21) and then was successful in securing the substantive role which commenced on 1st October 2021. Overall it has been a successful first year as Chair for Claire. This has been in the context of significant challenges for the Trust. These include, but are not limited to, COVID 19, the resignation of our Chief Executive and the recruitment of our new Chief Executive and more recently changes to the executive team which is ongoing at the time of writing this report.

Whilst the level of COVID 19 across our community has fluctuated over the last year, it has never truly gone away and indeed it is almost entering an endemic phase. The Trust has played a significant role in the delivery of the vaccination program which has gone some way to mitigate the effect of COVID 19. However, the legacy of COVID 19 is that we have longer waiting times, delayed cancer treatment and exhausted staff. This is alongside challenges that our wider system have had, in particular social care, which have resulted in the flow through the Hospital being slowed as we have seen exceptionally high numbers of inpatients deemed Medically Fit For Discharge. The Trust has responded well to these challenges, at times moving to appropriately light touch governance and deploying innovative solutions to tackle the challenges e.g. Sherwood Forest Community Care Home. Robust plans have been developed and are currently being implemented to secure recovery and get us back to business as usual. However, due to the unpredictable nature of COVID 19 these plans may not have the smooth trajectory we would all hope for.

It was with sadness we said goodbye at the end of September to Richard Mitchell our Chief Executive who moved onto a larger Trust in the Midlands. Claire has led the successful process of recruiting to his replacement and we were proud to appoint Paul Robinson as substantive Chief Executive effective from 1st April 2022. However, Richard's departure triggered several of our Exec colleagues moving onto new opportunities. This is to be expected as given the size of SFHT, it is often a stepping stone for those Executive colleagues who having developed whilst with the Trust and who are now ready to move onto bigger Trusts. This means that at the time of writing this report the Trust through

Claire's leadership is just over half way through appointing to five Executive Director posts. Alongside this we have also had changes with Non-Executive Directors, having in the last year welcomed three new Non-Executive Directors. Together this means that there have been and will be yet, significant changes in Board membership. Finally, in the last few weeks the elections of new Governors has taken place and these new Governors are currently settling into their roles. When looking back to the Chair's job objectives for 2021/22 there was no mention of all of this and yet this takes a significant amount of time and energy.

Finally, the work outside of the Trust as part of our wider system working has been ongoing over the last year. SFHT has played an important role in our Place Based Partnership (PBP), in the Nottinghamshire Provider Collaborative at Scale and the wider system. Some of these developments have been delayed e.g. the establishment of the Integrated Care Board (now scheduled July 2022) and for others the progress has been slower than expected due to COVID 19. This work will continue on at some pace in the year ahead.

This next section is focused on the review of the Chair's objectives for the last year. Initially the focus is on feedback received from Stakeholders and Partners. The paper then moves onto the review of last year's job objectives. Much of the feedback from the first section provides evidence to support the achievement of those objectives and feeds into the look forward i.e. the objectives for 2022/23

Stakeholder and Partner Feedback

All members of the Board and Council of Governors were invited to provide their feedback based on a competency framework developed by NHS England and NHS Improvement. The five competencies assessed were; strategic, partnerships, people, professional acumen and outcomes focus. For each competency there were a series of questions and for each question it was possible to choose from four responses; strongly agree, agree, disagree and strongly disagree. The second part of the questionnaire asked respondents to use free text in response to three questions;

- What does the chair do particularly well?
- How might the Chair increase their impact and effectiveness?
- Additional comments?

The link to the questionnaire was emailed out and there were 28 responses out of a possible 35 (The actual responses are available in appendix 1). Feedback was received via email from a couple of Governors who found it difficult to complete as they were *'not in a position to judge as they had no evidence to go on'*. They did however provide general feedback in their emails and these have been incorporated below. In addition to using the questionnaire with Board members and Governors I spoke to two chairs within the Nottinghamshire System to gain their feedback. Rather like the Governors mentioned above, given the context within which these two chairs work with our Chair I used a more

semi structured approach exploring the competencies and also took the opportunity to get feedback on their overall view of the Trust. Again, these comments have been incorporated into the findings below

Competency: Strategic

All responses were in the agree or strongly agree categories with one exception. To the question '*Builds organisational and system resilience, for the benefit of the population of the system as a whole*' one respondent disagreed.

Competency: Partnerships

All responses were in the agree or strongly agree categories with one exception. To the question '*Seeks and prioritises opportunities for collaboration and integration for the benefit of the populations of the system as a whole*' one respondent disagreed.

Competency: People

All responses were in the agree or strongly agree categories

Competency: Professional Acumen

All responses were in the agree or strongly agree categories with one exception. To the question '*Applies financial, commercial and technological understanding effectively*'.

Competency: Outcomes Focus

All responses were in the agree or strongly agree categories with two exceptions. To the questions '*Embeds a culture of continuous improvement and value for money*' and '*Measures performance against constitutional standards, including those relating to equality, diversity and inclusion*'. For each of these questions one respondent disagreed.

Free Text Responses

Rather than considering each and every individual response to each of the three questions at the end of the questionnaire, the responses have been analysed and themed enabling inclusion of the feedback from the interviews with the two chairs. When strengths were mentioned in the in the additional section, these have now been included in the analysis of strengths. Some of the comments in the additional section were specifically about looking forward. These have fed into the objective setting for next year.

What the Chair does well.

There were 5 themes identified;

- Good visibility across the Trust e.g. *'visible and inclusive internal leadership', 'she is visible around the Trust'*
- Excellent communicator e.g. *'Encourages people to give their views', 'Excellent Communication skills'*
- Strong external focus/system working e.g. *'Ensure there is a focus on external relationships', Good partnership working, including with local community'*
- Knowledgeable e.g. *'The chair is extremely approachable and knowledgeable'. 'real knowledgeable professional'*
- Leadership and strategic thinking. e.g. *'Claire has been effective at helping to provide stability and steadying the ship during this period of change', 'sees the bigger picture', 'holds the meeting, keeps focus and doesn't hog, questions are productive, Claire adds real value' 'She is good at unearthing difficult issues and working through them'*

How might the Chair increase their impact and effectiveness?

Again, the responses have been analysed to identify themes.

- Several comments referenced *keep doing more of... Listening to staff and patients, visibility (as and when COVID 19 allows, as several respondents have acknowledged this has been difficult due to infection control measures).*
- In recognition of all the recent change, *building the Board, Executive and Council of Governors into effective, highly performing teams.* A particular comment was made in relation to challenging protocols that don't appear to add value so that NED, Executive and Governor time can be used to maximise impact.
- System working, *continue to build trusted relationships and clarity regarding the circumstances in which decisions are made collaboratively*
- Review our Strategy and direction

Table 1: Performance Relating to Chair's Personal Objectives for 2021/22

Key Objective	Detail	Evidence
Chair the SFHT Board to become an outstanding Board	<ul style="list-style-type: none">• To focus the board on crystalising the ambition of SFH as we move towards change in system and provider collaboratives.	Covid has delayed some of the focus, but we have managed 2 board development/away day sessions focused on discussion about the future strategy including our role in the provider collaborative and working across the system

	<ul style="list-style-type: none"> Restore the Board's role, particularly as services are restored. 	<p>Board has resumed in person since April. We have continued to have our usual meetings and extended the NED pre meet before Board to allow for further discussion.</p>
	<ul style="list-style-type: none"> Establish mechanisms that ensure that the board is sighted on the identification and provision of relevant information in response to the Covid-19 National Public Enquiry. 	<p>This was on our agenda to ensure that all information and learnings were captured but Covid challenges were longer than anticipated. We will return periodically to ensure this takes place.</p>
	<ul style="list-style-type: none"> Ensure there is greater focus and a clear strategy on inequalities both staff (BAME, disabled, LGBT and other minority groups) 	<p>Equality networks have been established and I have met with our EDI lead and the leads for each network to see what more we can do. Board has also taken part in a cultural humility session.</p>
	<ul style="list-style-type: none"> Develop systems and processes to enable Board to be more informed and have a greater assurance on system working through the ICS/ICPs and partnership working with NHT and NUH 	<p>Working with the other partners to establish a framework for engagement of our NEDs in the system and provider collaborative, including a workshop for NEDs to bring them up to speed on the development of the PC. Also discussing how we engage governors and protect their role of holding to account NEDs while some decisions get taken at PC level. I attend regular meetings with system leaders and a monthly CEO & Chairs PC meeting.</p>
	<ul style="list-style-type: none"> Ensure NEDs have appraisal and personal development plan 	<p>Undertaken in partnership with the last Chair, John McDonald to ensure continuity of appraisal for 20/21. I am now undertaking these for 21/22.</p>
	<ul style="list-style-type: none"> To consider succession planning for the NEDs and the broader skills we might need in the future in a changing role in the NHS. 	<p>This was undertaken when I was appointed substantively as I was clear that we needed additional skills and experience given the other changes across the board. In addition I recruited Andy Haynes as a Board Special Adviser to provide some of that continuity and institutional</p>

		memory together with his expertise on the local system. 3 New NEDS have been recruited this year, ensuring we have additional cover in the skills as part of succession planning eg, in the NED engagement within estates and PFI.
Chair Council of Governors and ensure good governance by enabling them to carry out their roles effectively and efficiently.	<ul style="list-style-type: none"> Enhanced engagement with governors and support for their role to engage the broader community. 	I regularly meet with the Lead Governor and the Staff governor. I have had 1-2-1 with appointed governors and groups of public governors. This has led to governors introducing me to their appropriate contacts in the community.
	<ul style="list-style-type: none"> Restore Council to full working. 	Covid has delayed the in person activities including Meet Your Governor. We have continued with on line meetings and preparing for new governors.
	<ul style="list-style-type: none"> Make time to meet and discuss issues with lead governor. 	Regular meetings and attendance at a variety of workshops and development meetings.
	<ul style="list-style-type: none"> Establish both one to one and district governor meetings. 	Yes
	<ul style="list-style-type: none"> Establish mechanism that assures governors that there is no negative impact upon key staffs shared roles and /or supporting other trusts. 	These roles have now come to a natural end but they have achieved their purpose of building relationships between the organisations.
	<ul style="list-style-type: none"> Review chairing style to take on board comments from 360 feedback e.g. ensure open discussions. 	I have tried to include reflective moments at the end of Board meetings to review our meeting and performance.
	<ul style="list-style-type: none"> Ensure governance strengthens to accommodate system working implications. 	I have taken part in these discussions with other Chairs and with governors. I am continuing to review how we strengthen governance as engagement in the system and with PC grows.
Profile across the Trust	<ul style="list-style-type: none"> To highlight the continuity of leadership at SFH through increased visibility as Chair 	Evidence from MSF I have also established regular walk around with Divisional Managers and attended Medical Managers meeting to provide reassurance of change across the Board.
	<ul style="list-style-type: none"> To remain as Maternity Safety Champion NED 	Evidenced through monthly Board reports

	<ul style="list-style-type: none"> Participate in 15 steps walk about, etc. 	15 steps paused due to COVID 19
	<ul style="list-style-type: none"> Staff awards ceremonies 	Virtual. I have also taken part in certificate presentations to staff where possible.
	<ul style="list-style-type: none"> Volunteer events 	I have attended volunteer award presentations at Kingsmill and Newark . Also attended the League of Friends AGM and tea.
	<ul style="list-style-type: none"> Other events and informal visits 	Attended the Climate Change Action Team presentations. I have regular walk arounds with the Staff Side Lead and with the Matron at Newark .
Engage with external stakeholders including the ICS to develop strong relationships for SFHT and to have a positive effect on the reputation of the Trust.	<ul style="list-style-type: none"> Develop relationship with chairs of all partner organisations. 	I have regular meetings with the Chairs in the system. Building these relationships.
	<ul style="list-style-type: none"> Develop opportunities for provider collaboratives. Attend NHS Improvement and NHS Provider chairs events 	PC meetings take place monthly and have significantly improved our understanding and roles in recent months. I take part in monthly calls with the Region and briefings with NHS providers where possible.
	<ul style="list-style-type: none"> Attend quarterly review meetings with NHS Improvement 	These have not been regular or formalised due to COVID pressures.

Part 2: Objectives for 2022/23

Many of the key objectives and detail have been included again for the coming year as they remain as relevant now as they were a year ago.

Chair the SFHT Board to become an outstanding Board	<ul style="list-style-type: none"> To review and revise as appropriate the overall Trust strategy.
	<ul style="list-style-type: none"> Explore freedoms and flexibilities available as an FT in order to secure better outcomes for our population
	<ul style="list-style-type: none"> Establish mechanisms that ensure that the Board is sighted on the identification and provision of relevant information in response to the Covid-19 National Public Enquiry.
	<ul style="list-style-type: none"> Ensure there is greater focus and strategy to address health inequalities, to increase our focus on the Place Based Partnership.
	<ul style="list-style-type: none"> Develop systems and processes to enable Board to be more informed and have a greater assurance on system working through the ICS/PBP and provider collaborative

	<ul style="list-style-type: none"> • Ensure NEDs have appraisal and personal development plan • To consider succession planning for the NEDs and the broader skills needed in the future in a changing role in the NHS. • Ensure the implementation of the recommendations of the recent well led review • To regularly meet with the EDI leads and consider how Board can support them • Ensure that that the necessary resources and support is secured in order for the new Board to move from 'forming' into a 'highly performing team'
Leadership and support for Chief Executive and Executive team in order for them to be highly effective.	<ul style="list-style-type: none"> • Provide support and counsel as a critical friend for the Chief executive and Executive Directors • To develop strong links between relevant Executives and NEDs
Chair Council of Governors and ensure good governance by enabling them to carry out their roles effectively and efficiently.	<ul style="list-style-type: none"> • Enhanced engagement with governors and support for their role to engage the broader community. • Make time to meet and discuss issues with lead governor. • Establish both one to one and district governor meetings. • Provide support and guidance to the new COG so that it holds NEDs to account effectively • Ensure effective feedback mechanism in place from Governors in order to ensure they have a good experience • Ensure governance strengthens to accommodate system working implications. • Take part in discussions to review the constitution and to incorporate a young governors constituency or other mechanism to reach younger population.
Visible leadership across the Trust in order to reinforce our vision, strategy and culture of improvement	<ul style="list-style-type: none"> • To highlight the continuity of leadership at SFHT through increased visibility as Chair • To remain as Maternity Safety Champion NED • Participate in 15 steps walk about, etc. • Staff awards ceremonies/ recognition and reward • Volunteer events • Other events and informal visits
Engage with external stakeholders in the Nottinghamshire system in order to secure better outcomes for our population	<ul style="list-style-type: none"> • Develop opportunities to make tangible improvements in quality of care and value for money through our Provider Collaboration at scale • Develop and embed relationships and opportunities to promote SFHT as an anchor institution supporting the community across education, training and as a key employer in the community, as part of the narrative of improving health through well-being.

	<ul style="list-style-type: none"> • Ensure that focus is given in conjunction with CEO to financial challenges through Provider Collaborative
	<ul style="list-style-type: none"> • Explore how best to ensure that Governors who are representatives of their local communities contribute to wider system engagement
	<ul style="list-style-type: none"> • Develop mature relationship with chairs of all partner organisations in our system
	<ul style="list-style-type: none"> • Through Provider collaborative develop a single voice to ensure effective feed into and out of System board
	<ul style="list-style-type: none"> • Attend NHS Improvement and NHS Provider chairs events
	<ul style="list-style-type: none"> • Attend quarterly review meetings with NHS Improvement
	<ul style="list-style-type: none"> • Develop opportunities to make tangible improvements in quality of care and value for money through our Place Based Partnership

Part 3 Personal Development Plan

Description	Proposed approach	Timescales	Measure of success/anticipated benefit
To widen my network of Chairs across NHS England to enable me to have more opportunities to learn and understand from other parts of the NHS	Identify additional Chairs to approach for a conversation	By end of Quarter 2	Learning from other parts of the NHS

Appendix 1

(Chairman's evaluation responses are indicated as SA, A, D, SD)

Competency	Questions	Strongly Agree	Agree	Disagree	Strongly Disagree	Chairs Evaluation
Strategic	Leads the board in setting an achievable strategy	12	15			A
	Takes account of internal and external factors to guide decision-making sustainably for the benefit of patients and service users.	15	12			SA
	Provokes and acquires new insights and encourages innovation.	13	14			A
	Evaluates evidence, risks and options for improvement objectively.	12	14			A
	Builds organisational and system resilience, for the benefit of the population of the system as a whole.	12	14			A
Partnerships	Develops external partnerships with health and social care system stakeholders.	17	10			SA
	Demonstrates deep personal commitment to partnership working and integration.	16	10			A
	Promotes collaborative, whole system working for the benefit of all patients and service users.	16	11			SA
	Seeks and prioritises opportunities for collaboration and integration for the benefit of the population of the system as a whole.	13	13	1		A
People	Creates a compassionate, caring and inclusive environment, welcoming change and challenge.	13	13			A
	Builds an effective, diverse, representative and sustainable team focused on all staff, patients and service users.	12	15			A
	Ensures all voices are heard and views are respected, using influence to build consensus and manage change effectively.	14	12			A
	Supports, counsels and acts as a critical friend to directors, including the chief exec.	13	13			A

Professional Acumen	Owns governance, including openness, transparency, probity and accountability.	18	9			A
	Understands and communicates the trust's regulatory and compliance context.	14	13			A
	Leverages knowledge and experience to build a modern, sustainable board for the benefit of patients and service users.	15	12			A
	Applies financial, commercial and technological understanding effectively.	9	16	1		A
Outcomes Focus	Creates an environment in which clinical and operational excellence is sustained.	14	12			A
	Embeds a culture of continuous improvement and value for money.	11	14	1		A
	Priorities issues to support service improvement for the benefit of the population of the system as a whole, ensuring patient safety, experience and outcomes remain the principle focus.	10	17			A
	Measures performance against constitutional standards, including those relating to equality, diversity and inclusion	14	11	1		A

Strengths: What does the chair do particularly well? (20 Responses)

Able to articulate and adapt according to the audience-calming and relaxed and encourages people to give their views - non judgemental

Political acumen, approachability. visible and inclusive internal leadership.

The chair has a calm and pleasant manner.she is open and approachable. She is visible around the Trust. Many of my scores are not all in the top category only because 4 months is not long enough to demonstrate more.

Approachable, wants to work as a team

Excellent communication skills.

Manage

These last 2 years have not been easy to to assess the answers above as we met remotely and I find it hard to give an honest appraisal The answers for 22 and 23 are particularly difficult to answer

A challenging year both from perspective of COVID and the changes at Exec level. However Claire has been effective at helping to provide stability and steadying the ship during this period of change.

Engages a range perspectives to inform the discussion and debate See's the bigger picture Very committed to supporting the local community

Ensures there is focus on external relationships

listens to governors

Responsive, approachable and available.

Listens, supportive in open forums, broader outlook, driven and confident

Good partnership working, including with local community and wider perspective of Trusts position in the local area and system. Strong values and compassion.

Provides effective communication with Board Members. Fully committed and leads by example.

Clearly states what is required and what they want.

Great listener and collaborator

Encourages participation in meetings and asks supplementary questions to provoke further discussions.

Compassionate leadership and bringing everyones viewpoint into the discussion

Coordinate different organisations

**Opportunities: How might the chair increase their impact and effectiveness?
(16 Responses)**

Keep listening
Build external relationships using existing trusted sources.
By keeping up visibility
Not seen evidence of “ back to the floor” understanding of issues / staff feelings. Albeit Covid has not helped access to senior leaders in this respect
I don't know!!
support the CEO to set a clear strategy and direction visibility amongst clinical teams (has been prevented due to pandemic)
Greater understanding and engagement with service users, members and Governors
don't know
Challenge protocols that don't appear to add value, so that NED time can be used more usefully
Wider engagement and interest across all portfolios, consider and indicate intent with Non-Executive strengths and apply. Openly share what they feel comfortable with and uncomfortable with, in order to help self and others around them. Share their vision, support and priorities as a Chair of SFH and what they need from each Board Member to help us achieve that.
Seek more assurance on decisions to be made collaboratively to progress the system work.
Once Covid-19 restrictions ease becomes more visible to patients, staff and volunteers.
Greater presence within the Trust.
Building confidence in the considerable recent changes to the Board and the Executive Team
Continue what she is doing especially by going out in to the organisation and speaking to 'grass roots' staff.
Perhaps to 'lead from the front'

Additional commentary below (12 Responses)

Real knowledgeable professional -absolute asset

A welcome addition to the system with the great opportunity to exercise the trusts civic external duties.

I feel that Claire has made a very effective start to her chairmanship

Critical time replacing many senior leaders who have moved on with their careers seemingly at once. Most to Leicester it would seem. Reassurance to stakeholders of staff, Governors, patients regarding keeping on the right path of care and improvement needs to be more evident . le delayed recruitment of CEO was not communicated to governors till pressed.

Very keen on keeping kings mill a good hospital

I hope the future will clarify and I can give better answers

Claire is an excellent Chair and should push to be a prominent figure within the Notts and Notts system - she has so much to give and so many more would benefit from her presence and contributions with her profile raised more widely - this should be encouraged and supported providing she is willing of course.

just for info, several of the governors are not standing for reelection because it's not been a good experience. The chair should seek feedback from them to help improve things for future governors

Working extremely well under difficult circumstances.

The new Council of Governors will need support and guidance from the Chair to ensure that it holds the Non- Executive Directors to account.

The Chair is extremely approachable and knowledgeable.

N/A