

Chair's Annual Performance Review

Review Period: 1st April 2023 – 31st March 2024

The review process reflects guidance published by NHS England. The Senior Independent Director along with the Lead Governor met with the Chair in March. This paper captures that discussion and has two parts; review of 2023/24 and objectives for 2024/5.

Part 1: Review of 2023/24

Overview

Claire Ward was appointed substantive Chair on the 1st October 2021, making this her third and final annual appraisal as Chair. She will be leaving the Trust at the end of May 2024 and handing over to Graham Ward our Vice Chair who will be Chair on an Interim basis. In view of this, there is no Personal Development Plan (PDP) relating to Claire included in this paper. A PDP will be developed with Graham once he has had a chance to settle in.

It has been another busy year with the successful appointment of several new Governors including a new Lead Governor. A large majority of the Executive team have now settled in role and at the time of writing this paper there is only one interim Director. This more stable team will enable the Trust to mature and develop especially given the recent publication of the Trust's Strategy, which sets our direction for the next 5 years.

The Trust continues to be challenged on a number of fronts. It has experienced a year on year growth in demand for services. This has resulted in extended periods of operating at Opal 4 level and utilizing the Full Capacity Protocol. The effect of industrial action on patients, staff and indeed the whole organisation cannot be understated. Unfortunately, at the time of writing the National junior Doctor dispute continues on. The financial position of the Trust continues to be challenging. So, against this backdrop it was good to hear the results of the national staff survey (Published March 2024) stating that SFHT is the best Trust to work for in the Midlands.

The work outside of the Trust as part of our wider system working continues to develop. For instance, our Place Based Partnership is beginning to evidence benefits e.g. "step into the NHS" which has resulted in number of successful recruitments. In addition, the participation of our District Local Authorities in the Integrated Discharge Hub (hosted at KMH) has contributed to more effective and speedy patient discharges.

This next section is a look back. Initially the focus is on feedback received from Stakeholders. Much of the feedback from the first section provides evidence to support the achievement of last year's objectives and feeds into the look forward i.e. the objectives for 2024/25

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 competencies assessed in the Multi Source Feedback were; strategic, partnerships, people, professional acumen and outcomes focus. For each competency there were several statements and for each of these 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 to respond to three questions;

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

The questionnaire was emailed out. This year, this was done slightly differently to enable the Governor and Board members results to be analysed separately. The response rate for Board members was 69% (11/16) and 50% (11/22) for Governors. In addition to using the questionnaire with Board members and Governors, feedback from the Chairs of our two local providers was also sought via email. These Chairs were selected as they represent organisations with whom SFHT has a strategic relationship and with whom Claire engages on a regular basis. Feedback was sought on what Claire did well and secondly how might she improve her impact and effectiveness.

In considering the responses to the questionnaire it has not been possible to determine if the same individual has given more than one negative response or if there are multiple individuals involved.

Multi Source Feedback

The majority of respondents agreed or strongly agreed with the statements, there were a relatively small number of those who disagreed.

Competency: Strategic

All responses were in the agree or strongly agree categories (20/22) with two exceptions. These exceptions were in the disagree category and are from Board member/s. The statements are *'Evaluates evidence, risks and options for improvement objectively'* and *'Builds organizational and system resilience for the benefit of the population of the system as a whole'*.

Competency: Partnerships

All responses were in the agree or strongly agree categories (20/22) with two exceptions. Again, these were in the disagree category but this time from Governor/s. The statements are *'Develops external partnerships with health and social care system stakeholders'* and *'Promotes collaborative, whole-system working for the benefit of all patients and service users'*.

Competency: People

All responses were in the agree or strongly agree categories (19/22) with three exceptions. Again, these were in the disagree category. A Board member disagreed with the statement *'Builds an effective, diverse, representative and sustainable team focused on all staff, patients and service users'*. A second Board response was negative to the statement *'Supports, counsels and acts as a critical friend to directors including the chief executive'*. A Governor disagreed with the statement *'Ensures all voices are heard and views are respected, using influence to build consensus and manage change effectively'*.

Competency: Professional Acumen

All responses were in the agree or strongly agree categories (21/22) with one exception by a Board member with disagreed with the statement '*Applies financial, commercial and technological understanding effectively*'.

Competency: Outcomes Focus

All responses were in the agree or strongly agree categories (20/22) with two exceptions. A Board member disagreed with the statement '*Embeds a culture of continuous improvement and value for money*' and a Governor disagreed with the statement '*Prioritises 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 principal focus*'.

Free Text Responses

Rather than considering 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 chairs. When strengths were mentioned in the additional section, these have now been included in the analysis of strengths.

What the Chair does well.

At Claire's first appraisal, she was asked what she would like to be known for. This was to enable a longer-term view of her time as Chair. Her response was about working in partnership and collaborating. Feedback on this aspect has been very positive from both system Chairs, stating that she has been a '*strong player in our system and in our Provider Collaborative*' and '*a committed system player. In all system meetings Claire is very much focused upon the best interests of the public....*'. This type of feedback is particularly important as these comments are based on direct and personal experience of our external partnerships. Overall the feedback for Claire is positive and several people gave praise and thanks to Claire as she prepares to move on.

There were several themes identified and again unsurprisingly several of these are a repetition of last year's findings;

- Excellent communicator e.g. '*an outstanding communicator*', '*communicates well and always looks enthusiastic even in adversity*'
- Strong external focus/system working e.g. '*Works closely with CEO and liaises well across the ICS*'.
- Knowledgeable e.g. '*has detailed knowledge of the Trust including its strengths...*'
- Leadership and strategic thinking. e.g. '*works closely with the CEO and liaises well across the ICS.*'
- Positive attitude e.g. '*Has an open and friendly attitude toward all*'.

How might the Chair increase their impact and effectiveness?

Again, the responses have been analysed to identify themes.

- Holding to account more effectively e.g. '*ensuring all execs and non-exec's are across their briefs*'.
- Ongoing work with Governors through one to one meetings and ongoing development of the COG

Table 1: Performance Relating to Chair’s Personal Objectives for 2023/24

Key Objective	Detail /Delivered Through	Evidence
Chair the SFHT Board to become an outstanding Board	To support the development of a new strategy for 2024 - 29	Strategy now published. Supported directors to get input from NEDs and governors
	Explore freedoms and flexibilities available as an FT in order to secure better outcomes for our population	It is clear that this is not a priority for the Trust and we subsequently removed this reference from our strategy
	Ensure there is greater focus and strategy to address Health Inequalities, to increase our focus on the Place Based Partnership.	Work of our partnerships with PBP. Strategy focuses on health inequalities.
	To provide opportunities for board to feed into the Provider Collaboration and ICS discussions	I think this is done through our discussions and our NEDs attending committees, also meetings with ICS and chairs.
	Ensure all NEDs have appraisal and personal development plan	Appraisals undertaken
	To consider succession planning for the NEDs on Board and creation of Associate NED role	We have a new NED and a clear plan for succession. Discussions on handover to Vice Chair if required in May and plans to commence recruitment in May of new chair in any event.
	Review the membership of committees	New committees created and membership reviewed
	To regularly meet with the EDI leads and consider how Board can support them	I have met with Suman and other leads, including supporting Trust attendance at Pride. Networks have been through a recent review/ renew.
Leadership and support for Chief Executive and Executive team in order for them to be highly effective.	Provide support and counsel as a critical friend for the Chief executive and Executive Directors	Especially in relation to issues with directors.
	To develop strong links between relevant Executives and NEDs	I have encouraged this and I think this has developed e.g. Aly/Dave

Chair Council of Governors and ensure good governance by enabling them to carry out their roles effectively and efficiently.	Enhanced engagement with governors recognising the election of new governors in this year.	Good relations with Lead Governor. Regular meetings with governors.
	Support a successful transition to a new Lead Governor	Liz has settled in well into the new role and we have a good relationship. We involved Liz in the recent strategy launch too.
	Provide support and guidance to the new COG so that it holds NEDs to account effectively	Forthcoming Governors conference will help to clarify the roles and responsibilities of governors.
	Ensure effective feedback mechanism in place from Governors in order to ensure they have a good experience	I meet regularly with governors and available to respond to any issues.
	Ensure governance strengthens to accommodate system working implications.	Lead Governor is connected into governors in other providers in the system.
Visible leadership across the Trust in order to reinforce our vision, strategy and culture of improvement	To highlight the continuity of leadership at SFHT through increased visibility as Chair	Regular walk arounds. Participation in activities.
	To remain as Maternity Safety Champion NED	Monthly visit. High profile
	Participate in 15 steps walk about, etc.	Yes
	To maintain visible leadership throughout the organisation	Launch of strategy. Active engagement in external visits. On site at least once a week, normally 2 days.
Engage with external stakeholders in the Nottinghamshire system in order to secure better outcomes for our population	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.	I think the relationship building with partners has gone well this year and especially the connections with west Notts College and local councils.

	Ensure that focus is given in conjunction with CEO to financial challenges through Provider Collaborative	Engage in discussions with other chairs on this and other matters.
	Through Provider collaborative develop a single voice to ensure effective feed into and out of System board	I think we have this through the CEOs and where necessary through chairs meetings with ICS.
	Attend NHS Improvement and NHS Provider chairs events	Online attendance – limited.
	Attend quarterly review meetings with NHS Improvement	These have not taken place
	Develop opportunities to make tangible improvements in quality of care and value for money through our Place Based Partnership	The trust has worked with council partners on discharge arrangements to help support patients.

Part 2: Objectives for 2024/25

These objectives whilst developed with Claire have been drafted with a view to them being handed over to Graham Ward. The handover process between the two is well underway. The same key objectives used last year remain relevant. It is the detail which changes from one year to the next.

Table 2: Chair's Personal Objectives for 2024/25

Key Objective	Detail /Delivered Through
Chair the SFHT Board to become an outstanding Board	To hold to account directors and CEOs for the progress against the new Strategy
	Continue to connect board to ward and impact of decisions taken by Board
	Ensure there is greater focus and strategy to address Health Inequalities, to increase our focus on the Place Based Partnership.
	To provide opportunities for board to feed into the Provider Collaboration and ICS discussions
	Ensure all NEDs have appraisal and personal development plan
	To consider succession planning for the Chair role. Provide continual improvement for all NEDS

	Conduct a review of the effectiveness of the new committees.
	To regularly meet with the EDI leads and consider how Board can support them
Leadership and support for Chief Executive and Executive team in order for them to be highly effective.	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.	Enhanced engagement with governors and focus on their roles
	To ensure the effectiveness of the governors and their ongoing engagement
	Ensure governance strengthens to accommodate system working implications.
Visible leadership across the Trust in order to reinforce our vision, strategy and culture of improvement	To support the transition to a new Chair within the year.
	To remain as Maternity Safety Champion NED
	Participate in 15 steps walk about, etc.
	To maintain visible leadership throughout the organisation
Engage with external stakeholders in the Nottinghamshire system in order to secure better outcomes for our population	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.
	Build extended relationships with partners in Derbyshire in recognition of the two ICS being brought closer together.
	Through Provider collaborative develop a single voice to ensure effective feed into and out of System board
	Attend NHS Improvement and NHS Provider chairs events
	Ensure progress in our partnerships strategy through work of partnership and communities committee

Appendix 1 Survey Responses in Detail



Shows chairs self-assessment

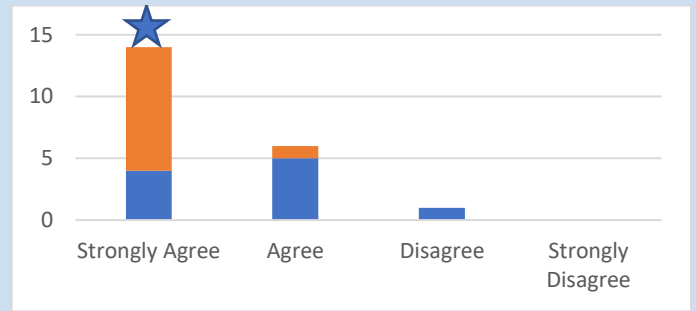
■ Governors ■ Board

Competency: Strategic	Results																				
Leads the board in setting an achievable strategy.	<table border="1"> <thead> <tr> <th>Response</th> <th>Governors</th> <th>Board</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Strongly Agree</td> <td>4</td> <td>7</td> <td>11</td> </tr> <tr> <td>Agree</td> <td>7</td> <td>4</td> <td>11</td> </tr> <tr> <td>Disagree</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Strongly Disagree</td> <td>0</td> <td>0</td> <td>0</td> </tr> </tbody> </table>	Response	Governors	Board	Total	Strongly Agree	4	7	11	Agree	7	4	11	Disagree	0	0	0	Strongly Disagree	0	0	0
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Takes account of internal and external factors to guide decision-making sustainably for the benefit of patients and service users.	<table border="1"> <thead> <tr> <th>Response</th> <th>Governors</th> <th>Board</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Strongly Agree</td> <td>5</td> <td>9</td> <td>14</td> </tr> <tr> <td>Agree</td> <td>5</td> <td>2</td> <td>7</td> </tr> <tr> <td>Disagree</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Strongly Disagree</td> <td>0</td> <td>0</td> <td>0</td> </tr> </tbody> </table>	Response	Governors	Board	Total	Strongly Agree	5	9	14	Agree	5	2	7	Disagree	0	0	0	Strongly Disagree	0	0	0
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Provokes and acquires new insights and encourages innovation.	<table border="1"> <thead> <tr> <th>Response</th> <th>Governors</th> <th>Board</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Strongly Agree</td> <td>4</td> <td>7</td> <td>11</td> </tr> <tr> <td>Agree</td> <td>7</td> <td>4</td> <td>11</td> </tr> <tr> <td>Disagree</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Strongly Disagree</td> <td>0</td> <td>0</td> <td>0</td> </tr> </tbody> </table>	Response	Governors	Board	Total	Strongly Agree	4	7	11	Agree	7	4	11	Disagree	0	0	0	Strongly Disagree	0	0	0
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Builds organisational and system resilience, for the benefit of the population of the system as a whole.	<table border="1"> <thead> <tr> <th>Response</th> <th>Governors</th> <th>Board</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Strongly Agree</td> <td>4</td> <td>6</td> <td>10</td> </tr> <tr> <td>Agree</td> <td>7</td> <td>4</td> <td>11</td> </tr> <tr> <td>Disagree</td> <td>0</td> <td>1</td> <td>1</td> </tr> <tr> <td>Strongly Disagree</td> <td>0</td> <td>0</td> <td>0</td> </tr> </tbody> </table>	Response	Governors	Board	Total	Strongly Agree	4	6	10	Agree	7	4	11	Disagree	0	1	1	Strongly Disagree	0	0	0
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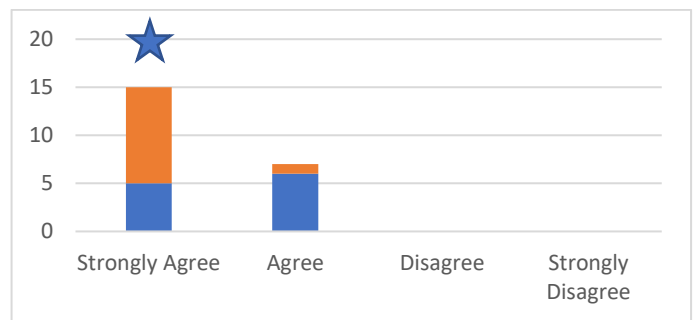
Competency: Partnerships

Results

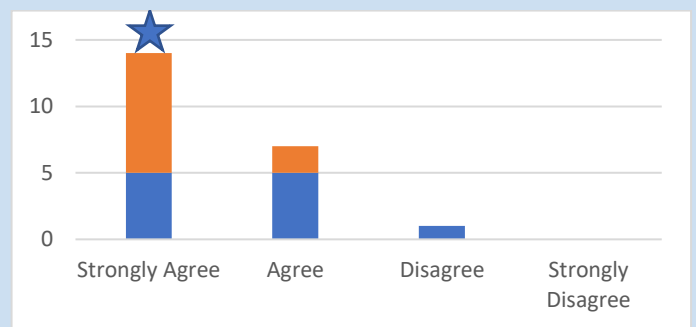
Develops external partnerships with health and social care system stakeholders.



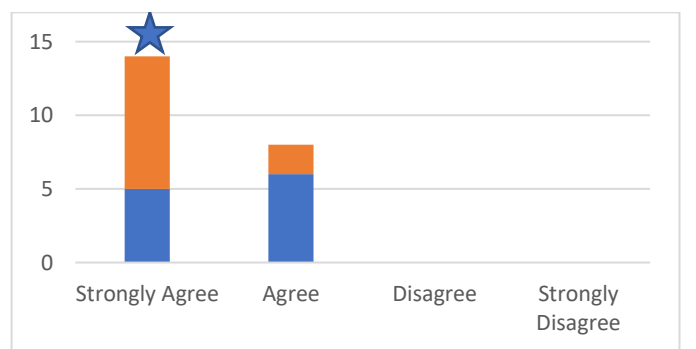
Demonstrates deep personal commitment to partnership working and integration.



Promotes collaborative, whole-system working for the benefit of all patients and service users.



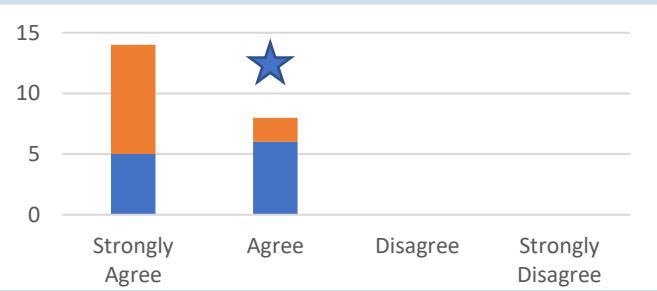
Seeks and prioritises opportunities for collaboration and integration for the benefit of the population of the system as a whole.



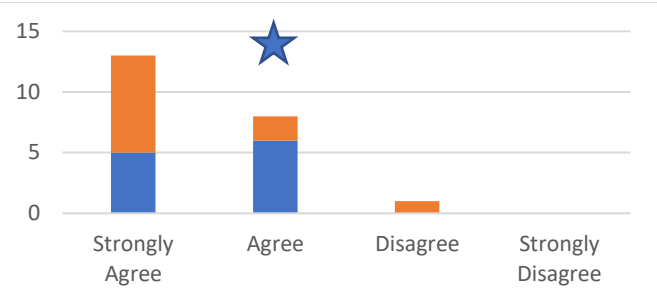
Competency: People

Results

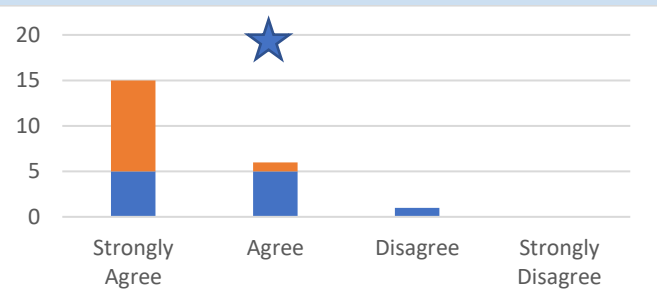
Creates a compassionate, caring and inclusive environment, welcoming change and challenge.



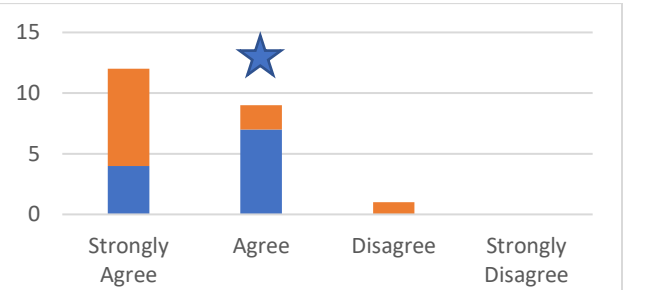
Builds an effective, diverse, representative and sustainable team focused on all staff, patients and service users.



Ensures all voices are heard and views are respected, using influence to build consensus and manage change effectively.



Supports, counsels and acts as a critical friend to directors, including the chief executive.

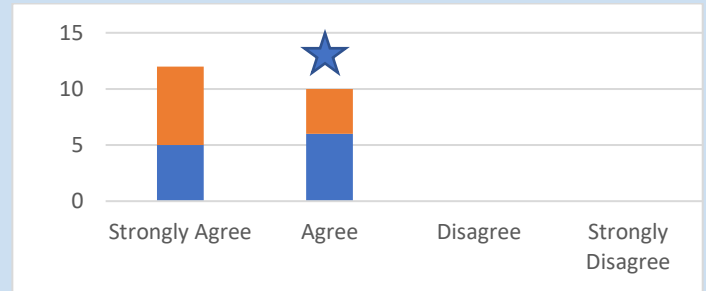


Competency: Professional acumen	Results										
Owns governance, including openness, transparency, probity and accountability.	<table border="1"> <caption>Data for 'Owns governance...'</caption> <thead> <tr> <th>Response</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>Strongly Agree</td> <td>4</td> </tr> <tr> <td>Agree</td> <td>7</td> </tr> <tr> <td>Disagree</td> <td>0</td> </tr> <tr> <td>Strongly Disagree</td> <td>0</td> </tr> </tbody> </table>	Response	Count	Strongly Agree	4	Agree	7	Disagree	0	Strongly Disagree	0
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Understands and communicates the trust's regulatory and compliance context.	<table border="1"> <caption>Data for 'Understands and communicates...'</caption> <thead> <tr> <th>Response</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>Strongly Agree</td> <td>5</td> </tr> <tr> <td>Agree</td> <td>6</td> </tr> <tr> <td>Disagree</td> <td>0</td> </tr> <tr> <td>Strongly Disagree</td> <td>0</td> </tr> </tbody> </table>	Response	Count	Strongly Agree	5	Agree	6	Disagree	0	Strongly Disagree	0
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Leverages knowledge and experience to build a modern, sustainable board for the benefit of patients and service users.	<table border="1"> <caption>Data for 'Leverages knowledge and experience...'</caption> <thead> <tr> <th>Response</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>Strongly Agree</td> <td>5</td> </tr> <tr> <td>Agree</td> <td>6</td> </tr> <tr> <td>Disagree</td> <td>0</td> </tr> <tr> <td>Strongly Disagree</td> <td>0</td> </tr> </tbody> </table>	Response	Count	Strongly Agree	5	Agree	6	Disagree	0	Strongly Disagree	0
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Applies financial, commercial and technological understanding effectively.	<table border="1"> <caption>Data for 'Applies financial, commercial and technological understanding...'</caption> <thead> <tr> <th>Response</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>Strongly Agree</td> <td>4</td> </tr> <tr> <td>Agree</td> <td>6</td> </tr> <tr> <td>Disagree</td> <td>1</td> </tr> <tr> <td>Strongly Disagree</td> <td>0</td> </tr> </tbody> </table>	Response	Count	Strongly Agree	4	Agree	6	Disagree	1	Strongly Disagree	0
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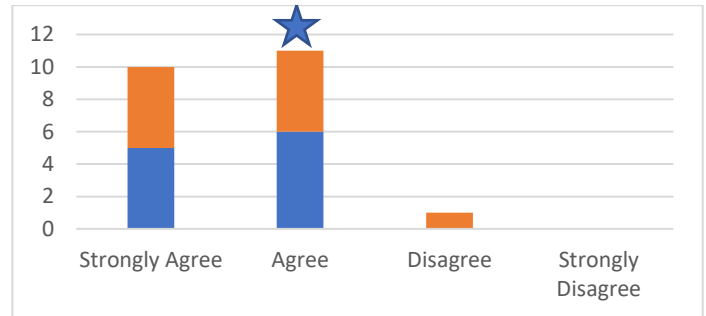
Competency: Outcomes focus

Results

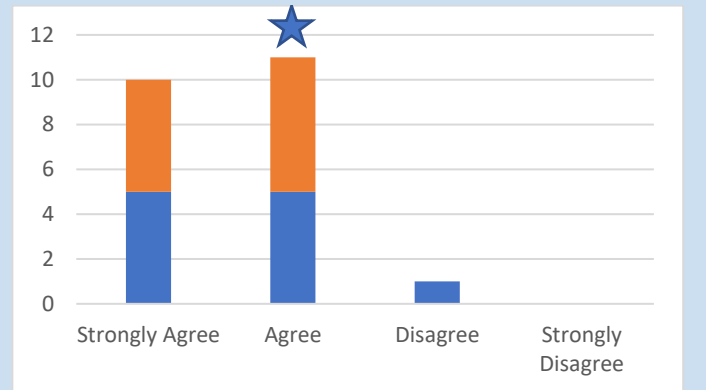
Creates an environment in which clinical and operational excellence is sustained.



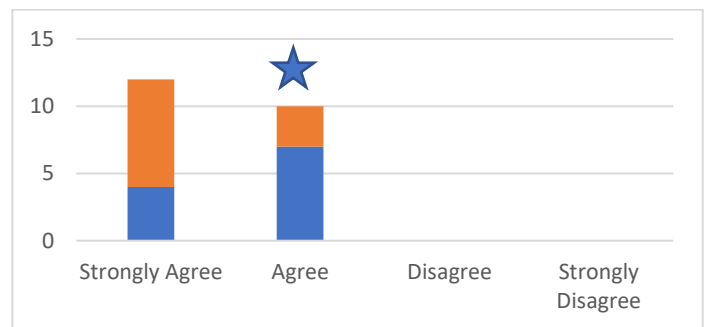
Embeds a culture of continuous improvement and value for money.



Prioritises 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 principal focus.



Measures performance against constitutional standards, including those relating to equality, diversity and inclusion.



Strengths: What does the chair do particularly well?

Governor Responses

1. I feel that the chair has a wealth of experience that she brings to this role some of which has been gained through her time / experience with SFHT. I feel she has detailed knowledge as to the Trust including its strengths, areas for focus and a secure direction of travel.
2. Claire is generally welcoming of and open to questions.
3. Communicates well with everyone, and leads by example. She is one of the best Chairs I have ever worked with. She makes us feel comfortable in not knowing and encouraging the asking of any question. Very well respected.
4. Chairs meetings and listens well
5. Has an open and friendly attitude toward all.
6. Is fully across the work of the Trust. An outstanding communicator. Compassionate, caring and excellent leader.
7. Listens, learns and respects people's views.
8. Give everyone a voice
9. Only been a governor for about 6 months with 3 months off for ill health Of the times I have seen the chair she comes over as very knowledgeable, keen, friendly, passionate professional

Board Responses

1. Communicates well and always looks enthusiastic even in adversity
2. Inclusive patient focus and collaborative
3. Seeks to get the best from the council of governors
4. Supports the Non-Executive Directors in their roles as well as supporting the CEO and other Executive Board members and wider management team in discharging their responsibilities.
5. Works closely with the CEO and liaises well across the ICS. Chairs board and governors' committee well and manages issues as they arise
6. Builds consensus; brings in national, regional and local context; Advocate for patients and local population; Works with Governor, NEDs and Execs for good of patients and effective operation of trust; very politically aware; approachable style
7. Inclusivity around the Board table

Opportunities: How might the chair increase their impact and effectiveness?

Governors Responses

1. I am mindful that we are rapidly heading to the end of the chairs term of office. Any work that can take place to share knowledge with an incoming chair to support impact and effectiveness would be high value even if time is required several months after leaving.
2. As governors we see only a tiny, public facing, part of Claire's performance. It is, therefore, not realistic for me to make any comment about increasing her impact or effectiveness.
3. By not leaving!
4. Move beyond politician answers to understand and respect more deeply
5. I have met and spoken to the chair on too few occasions to form an opinion on this.
6. Ensure all Execs and Non-Execs are across their briefs.
7. More one to one face to face meetings with governors
8. Make sure the technical side i.e. microphones, slide shows all work at board meetings otherwise you can't hear what's being said

Board Responses

1. Challenge the CEO more to move out of comfort zone and look outside the NHS for solutions to problems and innovation.
2. Ongoing development of COG
3. I think it is very difficult to identify any areas where this would be possible.
4. Increased knowledge of commercial and financial issues/impact
5. Whilst very supportive of Continual Improvement could encourage greater use of technology and large-scale transformation to bring improvements for patients, make life simpler for staff, and cut costs
6. Strengthen the importance of the role of sub-committees

Additional Commentary Below

Governor Responses

1. I would like to thank the chair for all of her hard work, input and impact.
2. I have marked the agree box in the preceding questions because I have no evidence to say that Claire is doing anything other than meeting her objectives. However, I have little or no substantive evidence on which to make any further judgement as most of her key roles are carried out in private.
3. I think that the Trust's ongoing success is attributable to Clare's leadership style and - along with Paul - she sets a positive and inclusive 'can do' culture that cascades down.
4. Whilst she leads meetings well, I have the constant feeling it's a politician leading and not someone who deeply believes in our Trust
5. Nothing to add.
6. Will be sorely missed.
7. Clare is a good listener and has a great understanding of what is required of her

Board Responses

1. Honest, committed and passionate about patient care and supporting the Trust.
2. An excellent Chair that has been great to work with