

NHS Institute Worldwide

Promoting Healthcare
Excellence Globally



NHS Institute Worldwide

BOARDS AND THEIR ROLE IN DELIVERING IMPROVEMENT



What will we cover in this session?

- What are Boards there to do?
- Engagement and Accountability
- Board Effectiveness
- A process to help think about quality improvement in health systems
- What is important to patients?
- How to engage



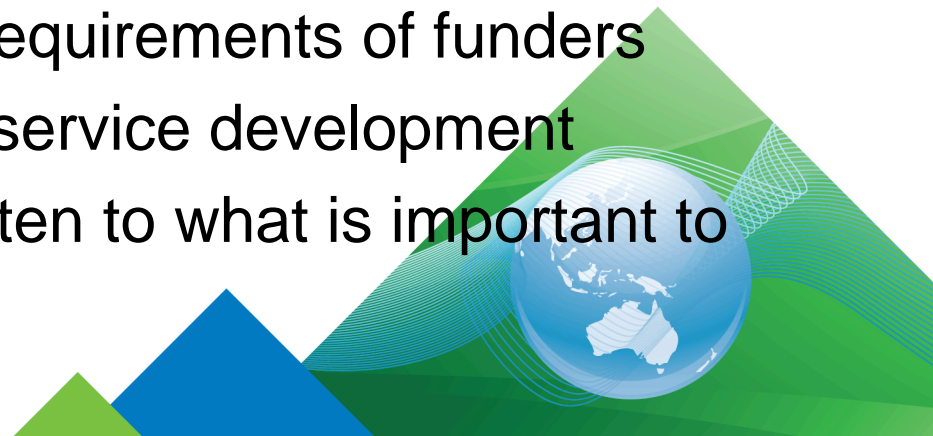
What are Boards there to do?

- The basics
 - Set vision and strategy
 - taking account of views and aspirations of stakeholders and the environmental conditions
 - Hold the Executive to account for the delivery of strategy and service performance
 - Create the receptive context
 - Hold unitary accountability for all aspects of the service.



Vision and Strategy

- Board are there to lead their organisations
- Government policy and plans provide context for the strategy but it's the Board's job to translate policy into a vision and strategy for the organisations
- To oversee the delivery of planned results
- To ensure effective financial stewardship, value for money and achieve profitability
- To ensure high standards of clinical and corporate governance and personal behaviour are maintained
- Develop strategy with stakeholder, patients public and staff in response to known requirements of funders
- Contribute to future market/service development
- Find the public voice and listen to what is important to them

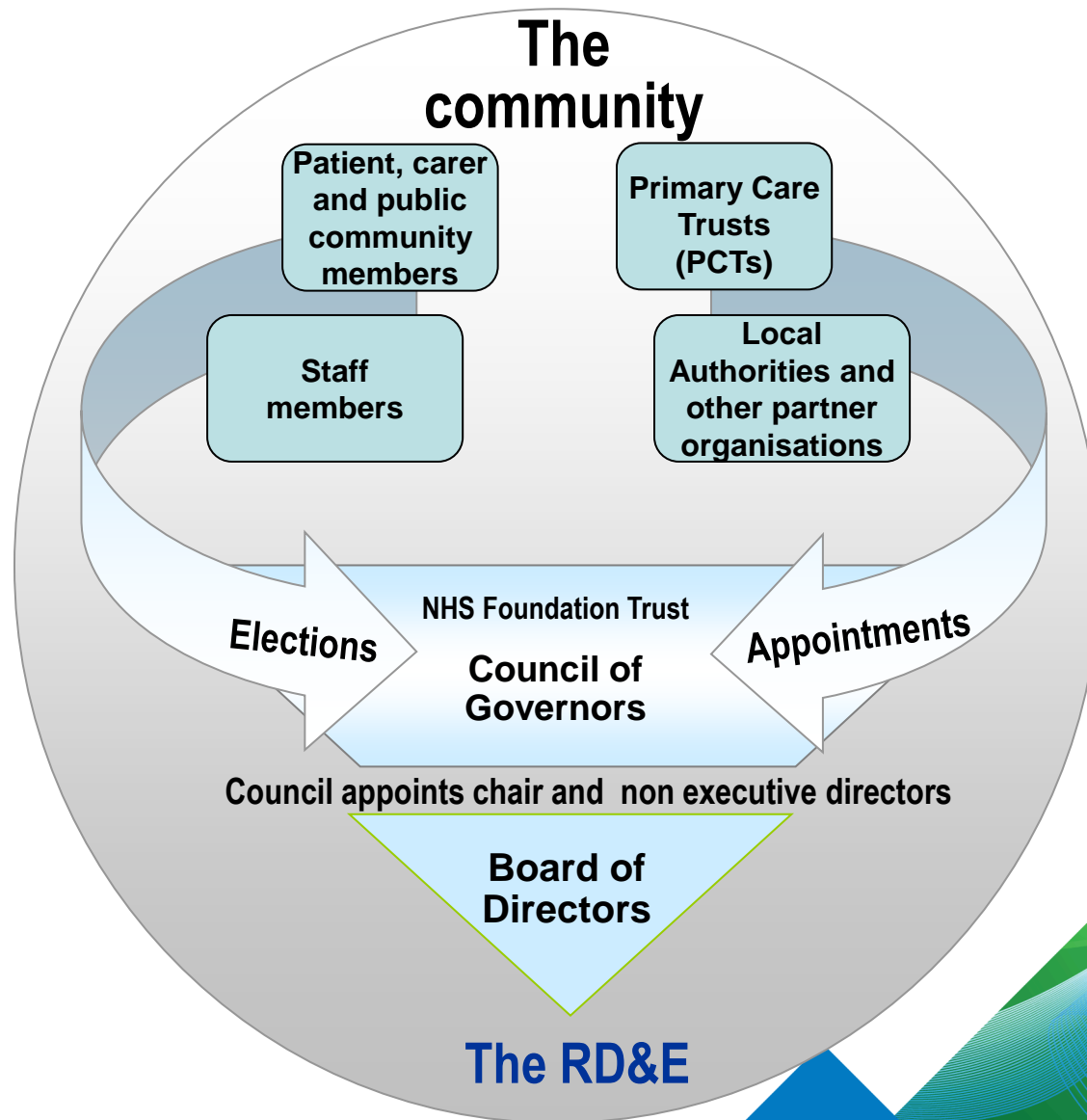


What is an NHS Foundation Trust?

- Membership based independent public benefit corporation
- Regulated by an independent regulator – Monitor
- Greater financial freedom and flexibility to decide local priorities and develop local solutions
- Still part of the NHS, accountable to the local membership community not DoH



Engagement and Accountability



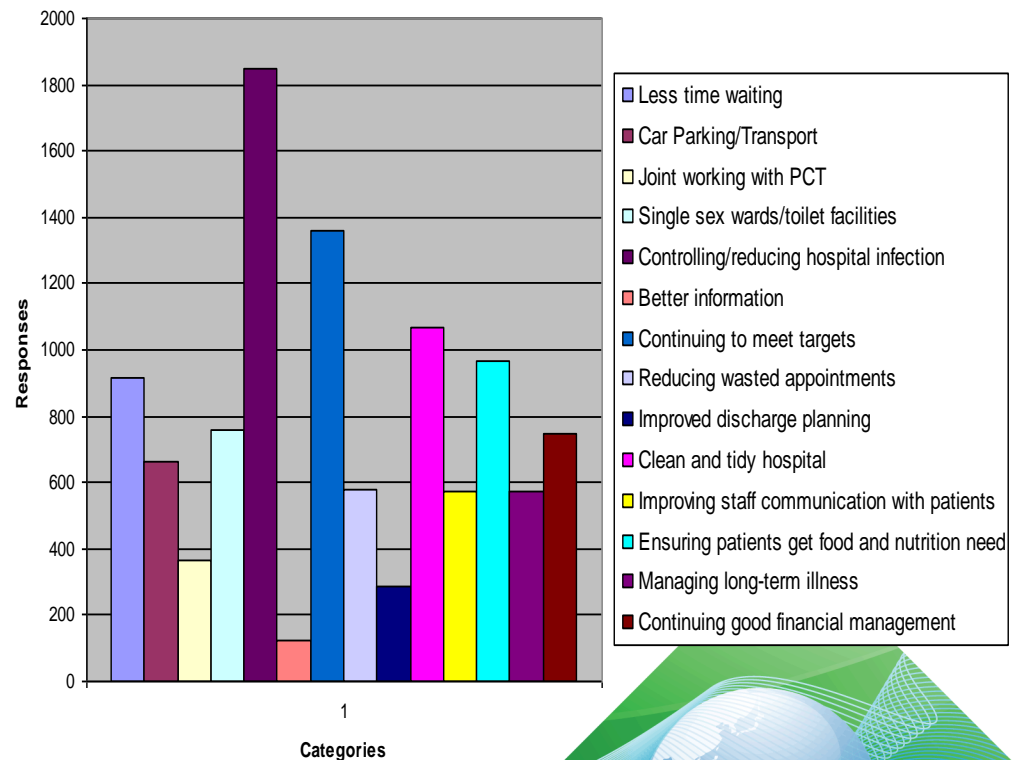
Accountability Framework

- Membership elect Governors
- Majority of Council of Governors must be elected by the membership
- Governors key powers
 - Appoint Chair and NED
 - Appoint external auditors
 - Ratify CE appointment
 - Identify priorities for Quality Accounts
 - Contribute to development of strategy
 - Act as conduit between Board and members/public



Members Top 5 Priorities

- Infection control
- Clean and tidy hospital
- Continuing to meet national targets
- Ensuring patients get the food and nutrition they need
- Less time waiting (in hospital)



Key Issues

- Final decision rests with the Board
- Freedom to fail as well as succeed
- Only source of revenue is income via contracts
- Cash is king – no margin no mission
- Surplus generation is essential for asset renewal and to weather future storms

Regulatory Framework

- No shades of grey
- Compliance with Terms of Authorisation



Freedom to Fail

- Board is accountable
- Solution has to be found
- Does not matter how efficient you are you may not be efficient enough
- Status quo is not sustainable
- Think the unthinkable and be prepared to do the unpalatable



KEY RESPONSIBILITIES OF THE BOARD

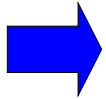
- To set the strategic direction of the organisation within the overall policies and priorities of the Government and NHS
- To oversee the delivery of planned results
- To ensure effective financial stewardship, value for money and achieve profitability
- To ensure high standards of clinical and corporate governance and personal behaviour are maintained
- To ensure there is an effective dialogue between the organisation and the local community on its plans and performance



ROLE OF THE BOARD

(ADAPTED FROM GARRETT)

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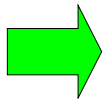
ACCOUNTABILITY

- to “owners”
- To regulators & legislators
- To stakeholders

POLICY

- Purpose
- Vision & values
- Culture
- Scanning the horizon

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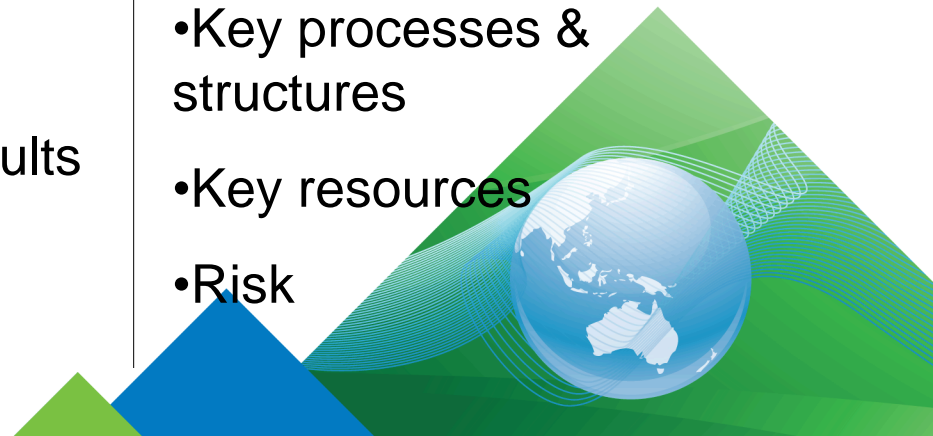


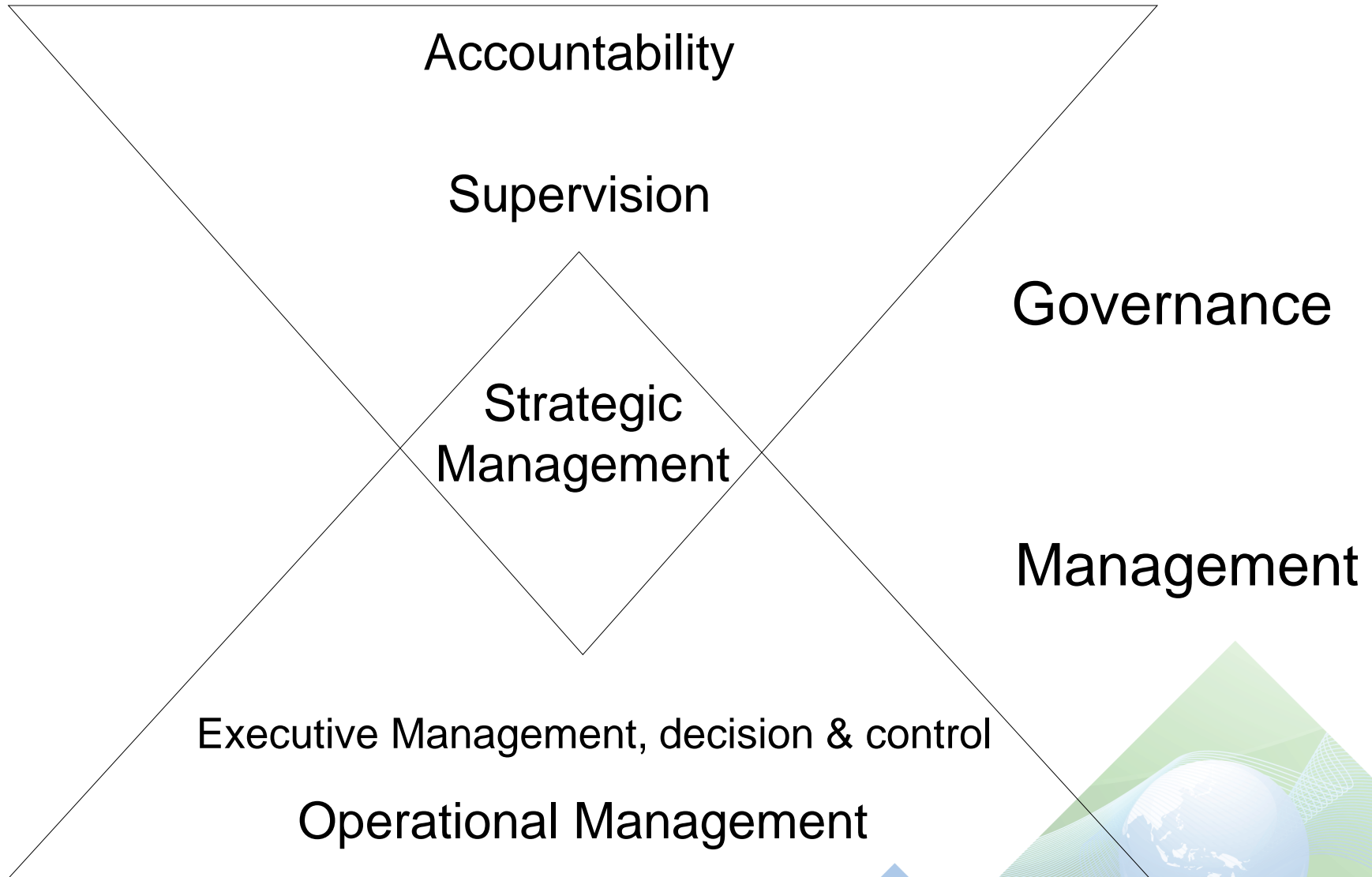
MONITORING & SUPERVISION

- Overseeing implementation of plans
- Overseeing management performance
- Reviewing key business results
- Ensuring organisational capacity

STRATEGIC THINKING

- Positioning
- Setting strategic direction
- Key processes & structures
- Key resources
- Risk





Primary Board Functions

OUTWARD
LOOKING

Providing
accountability

Policy making

CONFORMANCE

PERFORMANCE

INWARD
LOOKING

Monitoring &
supervising

Strategy
formulation

PAST &
PRESENT
FOCUSSED



FUTURE
FOCUSSED

Board Styles

HIGH

Concern for board
relationships

Country club board

Professional board

Rubber stamp board

Representative board

LOW

Concern for board tasks

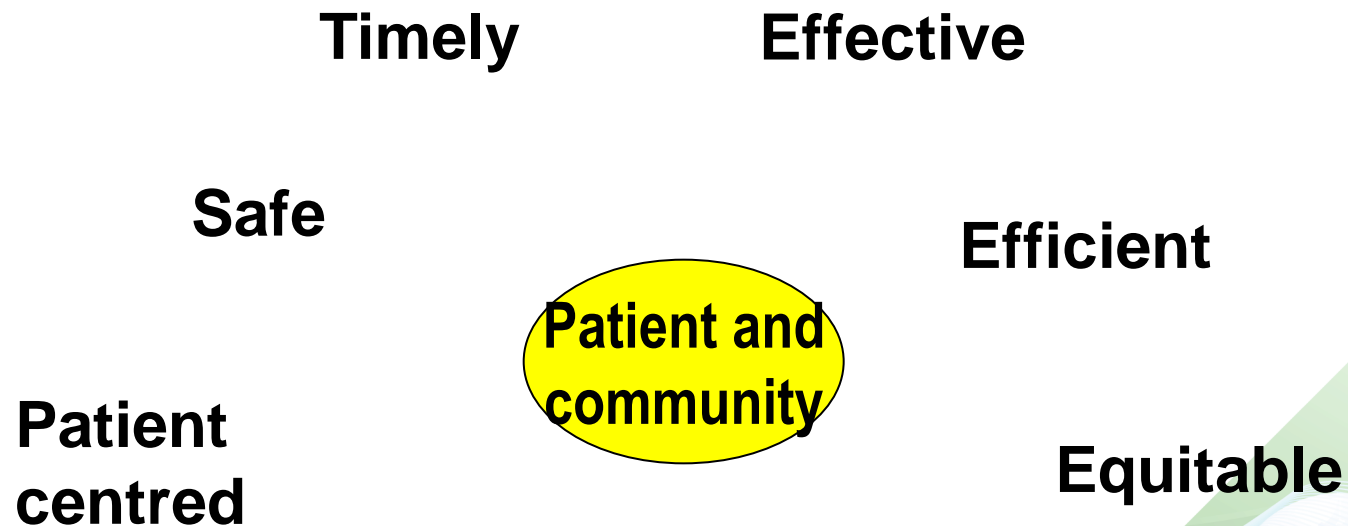
HIGH



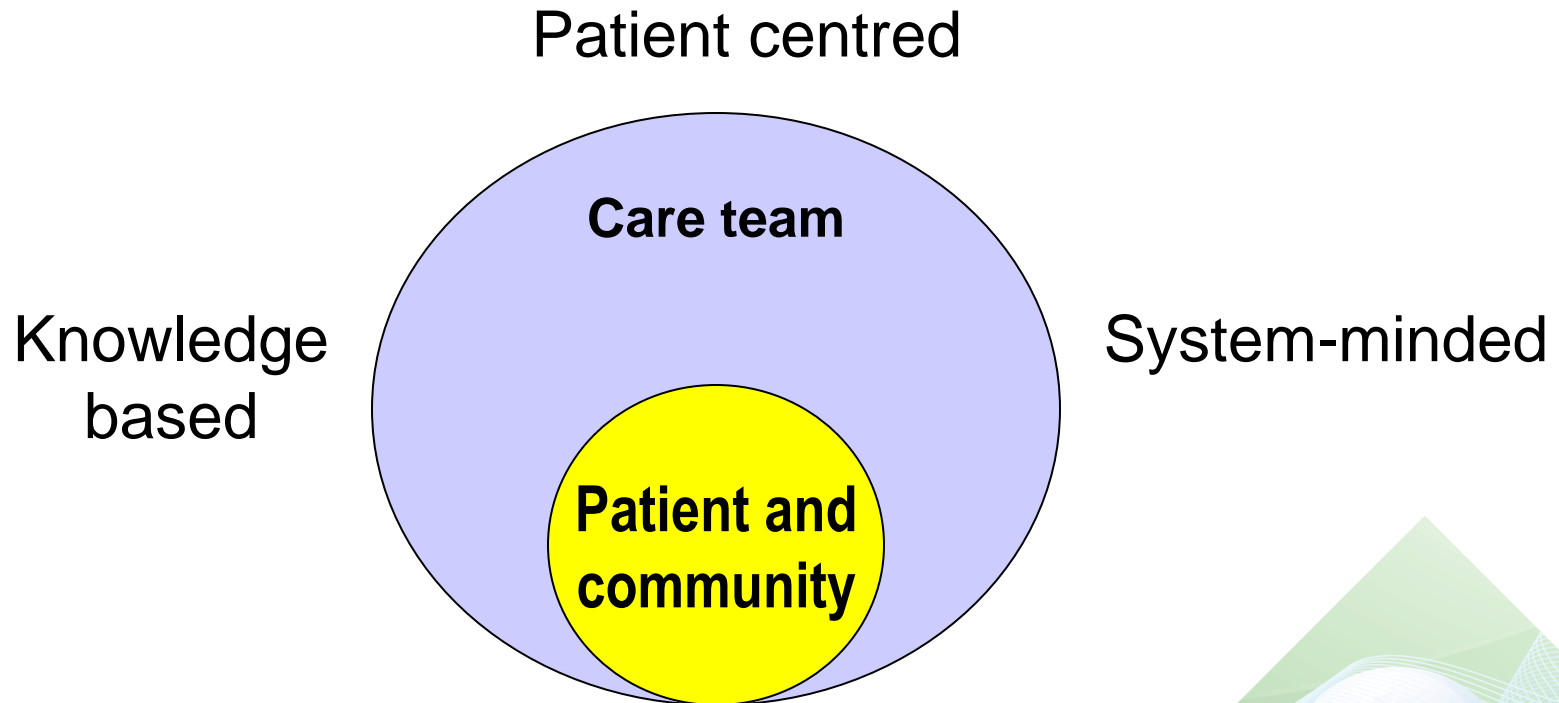
A process to think about the Board's role in relation to quality improvement in health systems



The Patient and Community At The Centre



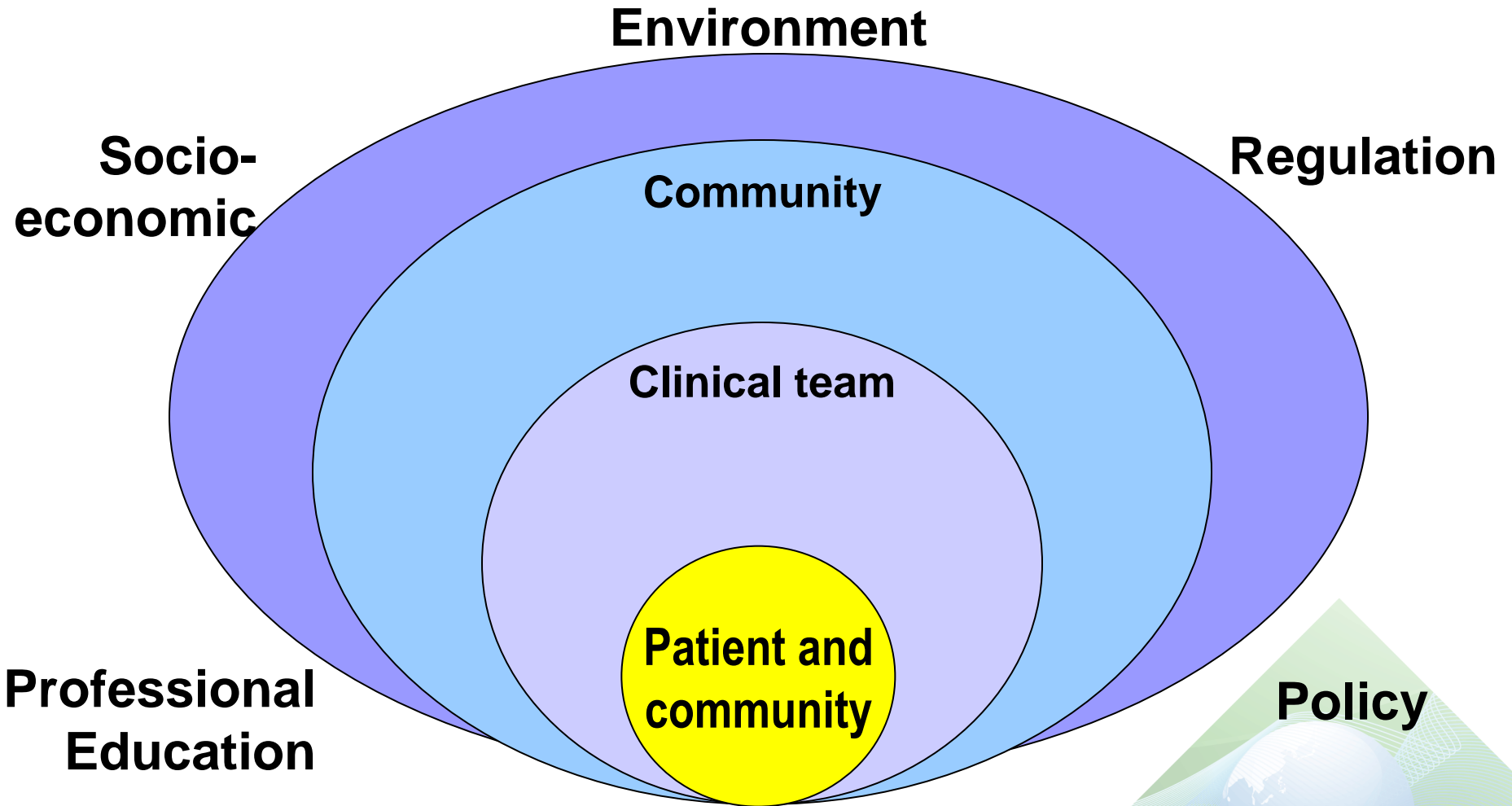
Patient Experience Determined by Care Team



Care Teams Operate Within a Community



Communities Sit in a Wider Context

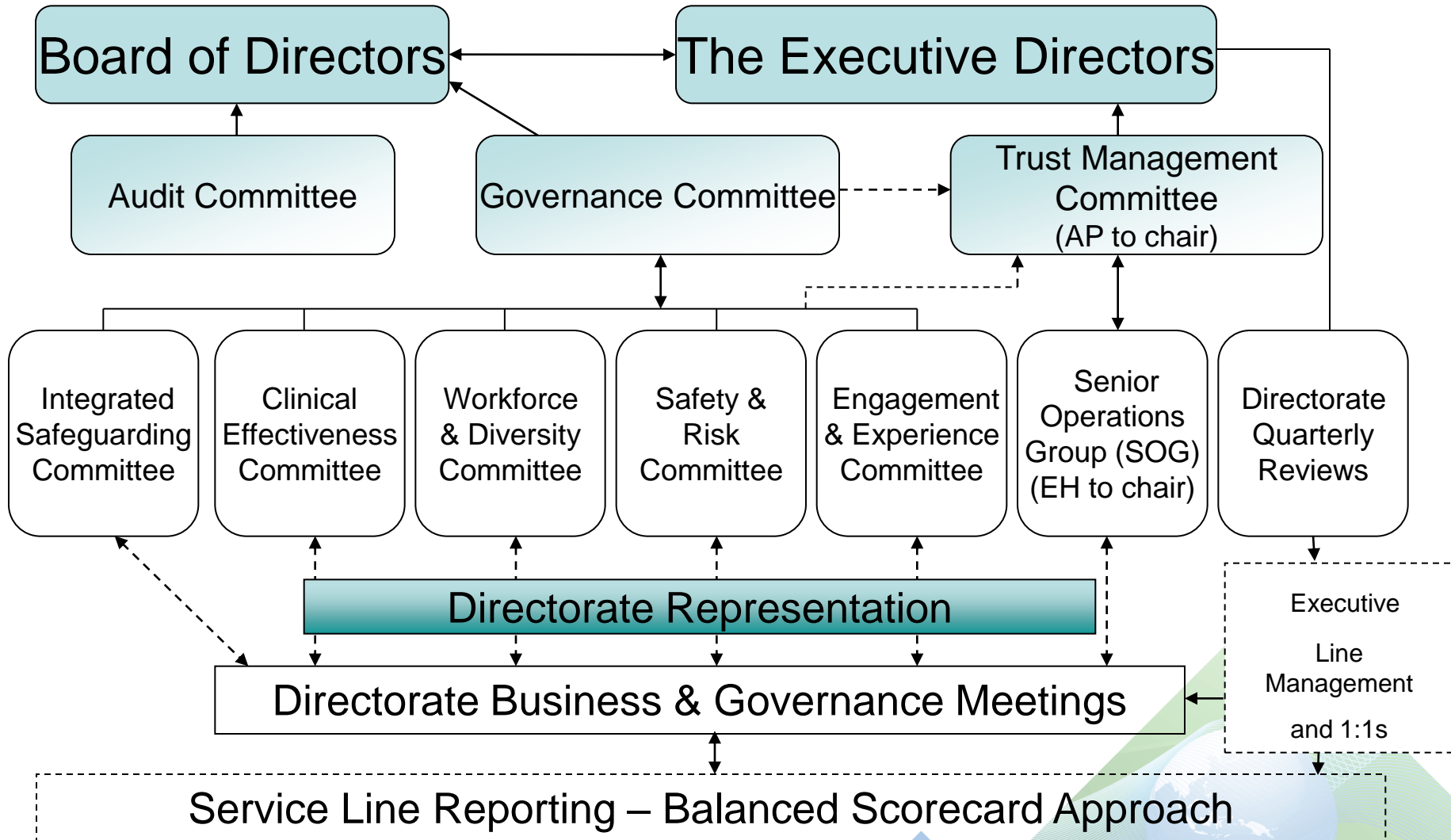


But

- Environment and community factors constrain change at the level of the care team
- Environment and community change makes no difference to the patient experience
- It's the Board's responsibility to identify and secure improvement and establish the leadership behaviour to deliver change



Governance & Performance System



Board Effectiveness Review

- Every board is capable of improving its effectiveness
 - Furthermore the business can outgrow the board
 - Few boards take a rigorous look at themselves
 - Any review should include
 - Structure
 - Process
 - Style
 - Competence
 - The aim is to improve effectiveness today and highlight potential problems for the future
- In the light of changing organisational needs



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