

Council of Governor Impact Quality Improvement Project

The Council's second QI Project (from June 2017 to June 2018) had set itself as an aim "to increase the number of Governors who are 'satisfied' or 'very satisfied' with their individual and the Council's impact to 60% by June 2018".

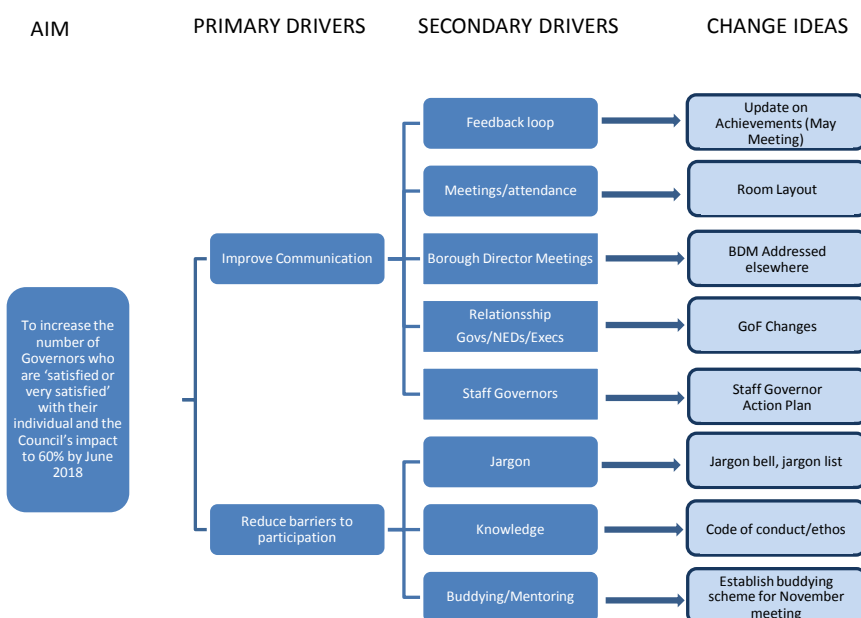
The baseline for either of these, namely individual impact and collective impact, had been low (only 34.8% of Governors questioned felt satisfied or very satisfied with their individual as well as collective impact on the work of ELFT). This data was collected by SurveyMonkey, rather than following a Council Meeting.

This poor result came despite the fact that the feedback from the Executive Team and the Non-Executive Directors was that the Governors' contributions were valued and effective.

The QI team decided to use the same simple survey, asking Governors to complete the form at each Council meeting and leave it behind on their desks:

- 1) How satisfied are you with **your individual** impact on the work of ELFT?
(1 = not at all satisfied; 5 = very satisfied)
- 2) How satisfied are you with **the Council's** impact on the work of ELFT
(1 = not at all satisfied; 5 = very satisfied)

Governors Impact QI Project 2017/2018



Unlike other QI projects, one of the challenges was that the team could only implement change ideas, and collect data, every eight weeks following the Council of Governors meeting.

The QI Team identified two primary drivers, under the headings *Improving Communication*, and *Reducing Barriers to Participation*.

Secondary drivers under *Improving Communication* were

1. Feedback loop – the Council heard from the Executive team and the NEDs that the Council's contributions were valued and useful; however, there was no detailed feedback that would verify this other than at the annual November meeting celebration.
2. Meetings/attendance: how could the physical environment of the meetings be made more conducive to good communication?
3. Borough Director Meetings – while the QI team felt this was an important part of Governors impacting on ELFT services, they were aware these meetings were being reviewed by the Council in a different forum.
4. The Council's relationship with the Executive team and, especially, the NEDs. The Council is aware of its responsibility of appointing NEDs and holding them to account for their challenge to the Board.
5. Supporting Staff Governors in their particular roles as Governors

Secondary Drivers under *Barriers to Participation*

6. Jargon – excessive use of jargon prevents Governors from participating fully in the discussions; therefore a Jargon Bell and a Jargon list have been introduced to enable Governors to achieve a level of knowledge about the most commonly used acronyms, and to stop excessive use of acronyms when they are not required.
7. Knowledge – this refers to Governors' ability to behave and adapt to the norms and behaviours required in a formal Board setting. The Council acts as a body, not as individuals and is bound in its activities by the values and the ethos of ELFT. In the heat of the moment, and accepting that all Governors join the Council because they are passionate about healthcare, this can be overlooked; the Council have asked the Chair to briefly remind it of ELFT's values and ethos before each meeting.
8. Buddying/Mentoring – many Governors have felt their first meeting not only set the tone for subsequent meetings, but it was often characterised by a general sense of bewilderment. There are a large number of new faces, new jargon, new concepts and it can feel overwhelming. As a result, the change idea was to ensure that every new Governor will have a buddy they are 'twinned' with well in advance of the November meeting.

The QI team identified and implemented a number of Change Ideas, such as:

- **Changing the room layout** (initial in a horseshoe, following feedback now with added tables). Feedback was that Governors felt sitting at groups of tables meant

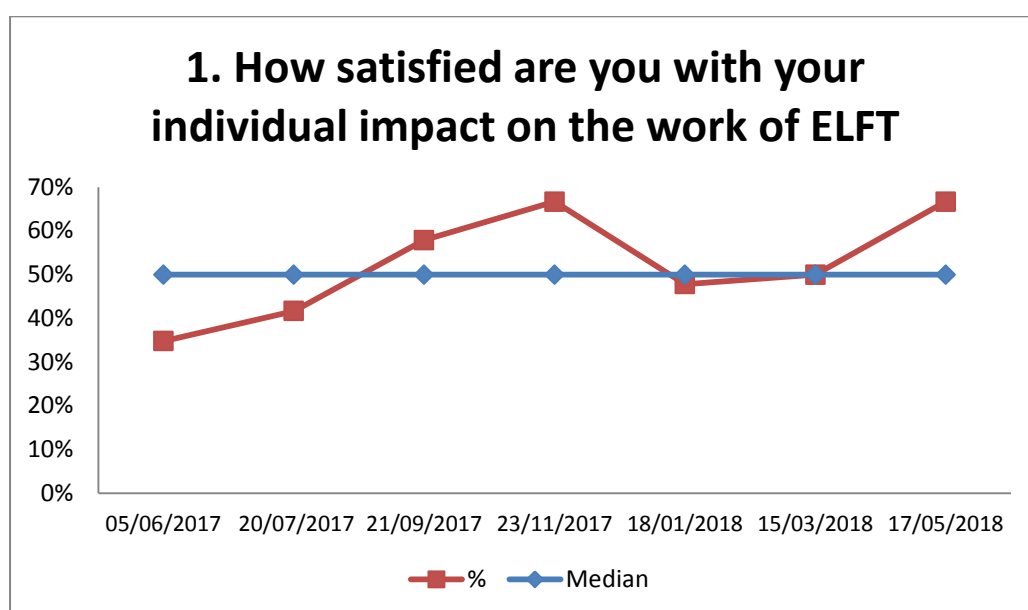
they often only saw the backs of their colleagues, couldn't read their intentions because they did not see their faces, and often struggled to understand what was being said.

- **Non-Executive Director to join the Governors for an hour every other Governors Open Forum (GOF)** session where Governors meet on their own; in addition, the GOF format was amended so that in non-NED GOF sessions Governors meet and discuss issues on their own without the Chair joining them at the end of the session; the Deputy Chair will take any issues back to the Chair who will offer formal feedback to any concerns or queries at the following Council meeting.
- **Using a jargon bell, identifying commonly used acronyms and sharing them before each meeting.** Governors felt that they could be expected to learn the most commonly used acronyms (CAMHS etc). However, there are still too many acronyms, so the Chair will look out for acronyms and ask speakers to explain where necessary. This is a discipline that is already filtering down to written information provided, and other meetings such as Working Lunches.
- **A buddying system for new Governors at their initial meeting:** Membership and the Lead Governor will identify suitable buddies for new Governors before their first meeting in November. Buddies are encouraged to make contact before the meeting. If they come from outside London they may be encouraged to travel together to the first meeting; experienced Governors as buddies will be expected to introduce new Governors to the remainder of the Council and ensure they are supported during the meeting.
- **A half-yearly review of Governor impact in addition to** asking the Chair to be mindful of Governor impact in her summaries. The Council usually has an annual review at their November meeting. Governors have expressed the view that they find this a positive and reassuring procedure; however, once a year means they tend to forget what their impact has been; agreed to have a (shorter) interim update on Governor impact halfway through the year at the May meeting.
- **Stressing and reminding ourselves of our own Code of Conduct,** how the Council would like to behave towards one another: with respect, good listening and courtesy. Poor behaviour is a barrier to some governors in participating fully in the meeting. Governors are asking the Chair to remind them of the ethos of ELFT at the start of each meeting – being respectful, and good listeners.
- **Identifying key papers** before the meetings and **giving Governors advance notice of any questions** they are asked to respond to. In future, Membership will identify questions asked of Governors in, for example, group work, and will be notifying Governors of these at least one week in advance of the meeting to give Governors the opportunity to think the issues through.
- **Staff Governors:** they will be included in all relevant Governor correspondence and invited to relevant meetings (such as Borough Director Meetings). In addition, ELFT is looking to establish specific Staff Governor Forums and opportunities for Staff Governors to interact with their constituency, taking this forward with a specific Staff Governor Action Plan.

As a result, the feedback survey has shown an increase in satisfaction ratings. They can clearly be tied to the quality of the session: for example the session around suicide prevention scored the highest mark.

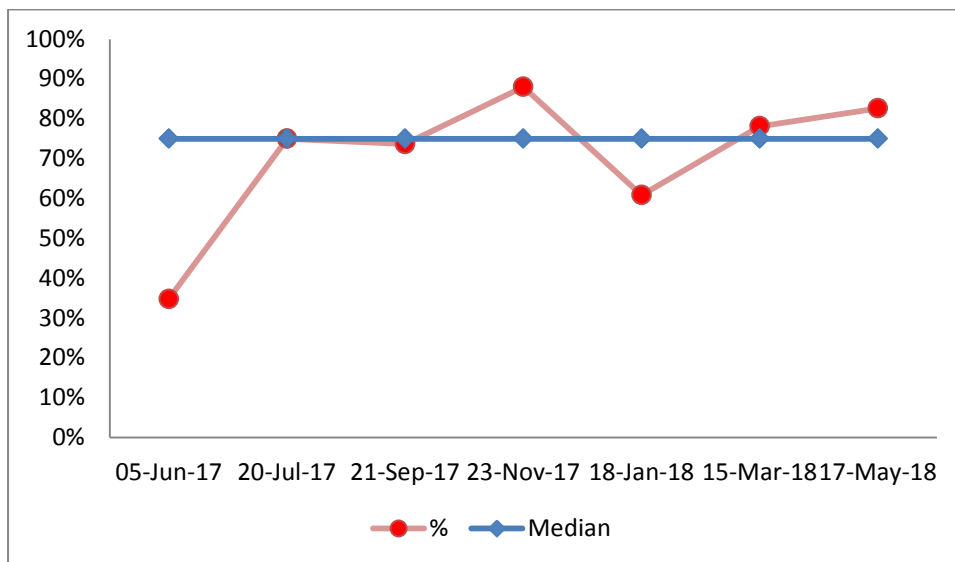
How satisfied are you with **your individual** impact on the work of ELFT?

	1. Not at all satisfied	2. Not very satisfied	3. Neither satisfied or not satisfied	4. Satisfied	5. Very satisfied	Total
05/06/2017	2	6	7	8	0	23
20/07/2017	0	2	12	7	3	24
21/09/2017	1	1	6	9	2	19
23/11/2017	0	1	7	13	3	24
18/01/2018	1	1	10	8	3	23
15/03/2018	0	6	9	10	5	30
17/05/2018	0	1	7	13	3	24



How satisfied are you with **the Council's** impact on the work of ELFT?

	1. Not at all satisfied	2. Not very satisfied	3. Neither satisfied or not satisfied	4. Satisfied	5. Very satisfied	Total
05/06/2017	2	3	10	7	1	23
20/07/2017	0	0	6	16	2	24
21/09/2017	0	0	5	13	1	19
23/11/2017	0	0	3	20	2	25
18/01/2018	0	0	9	10	4	23
15/03/2018	0	2	5	18	7	32
17/05/2018	0	1	3	14	5	23



As a result and in summary, the sustained changes in the way the Council of Governors operates are

Council of Governor Meetings

1. The Council will meet at a venue that allows for a horseshoe-shaped arrangement (with tables) instead of Cabaret-style seating
2. The Chair will remind the Council at the beginning of each meeting of ELFT's ethos and values as they pertain to the running of meetings
3. There will be a jargon bell, and a reminder of the most commonly used acronyms for each meeting. Council papers are reviewed to ensure that acronyms are explained.
4. Governors will receive all questions they may be asked to formally respond to with a week's notice.
5. The Council will hold a brief review of its impact in the May meeting of each year.
6. New Governors will be buddied for each November meeting (new intake of Governors)

Others

1. Governors will have three sessions annually with NEDs within the framework of Governors Open Forums. No staff will be present for these meetings (other than Staff Governors).
2. The other GOFs will have more time spend on discussing Governors' concerns. No staff will be present for these meetings (other than Staff Governors). These will be summarised by the Lead Governor and any matters arising will be addressed by the Chair at the Council meeting following the Governors Open Forum.
3. Staff Governors will be included in normal Governor correspondence; Staff Governors are routinely invited to events such as Borough Director Meetings or Staff Visits. A Staff Governor Action Plan is currently being developed to ensure they can fulfil their role and are aware of their duties as Governors.

Many thanks to the QI Team:

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