

HR - Sue returned today. Irrelevant & Sensitive Alyson H remains with us until the end of February. Irrelevant & Sensitive
Alyson will be supporting Sue by completing a review of the HR function along with some recommendations which SH can take forward.

I&S

There's plenty more but this should save some time tomorrow.
BW
Susan

<image003.jpg>

Professor Susan Gilby, Mus.B (hons), MB.ChB., FRCA., FFICM
Acting Chief Executive Officer
Executive Medical Director
The Countess of Chester NHSFT

Tel: I&S

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From: Duncan Nichol <duncan.k.nichol@I&S>
Date: 14 November 2018 at 09:06:32 GMT
To: susan gilby <susangilby@I&S>
Subject: Re: Confidential FW: Governance Overview November 2018

See you Friday.
I have meetings 11 - 13.00,
but can work round You for the rest of the day.

Sent from my iPhone

On 13 Nov 2018, at 19:35, susan gilby <susangilby@I&S> wrote:

Duncan

I am sending this via personal email as it's sensitive and I'm not sure who currently sees your nhs mail.

I asked Stephen and Claire for a document which gave an account of our governance frameworks including risk management framework and strategy.

Over three weeks later this is what's been produced. I feel that it falls significantly below what I would expect to see and it concerns me that it took so long to produce such an inadequate document.

I intend to use this as a trigger to commence the review of board support which we have previously discussed.

Perhaps we can discuss on Friday?

BW

Susan.

Sent from my iPhone

Begin forwarded message:

From: "GILBY, Susan (COUNTRESS OF CHESTER HOSPITAL NHS FOUNDATION TRUST)"
<susangilby1@I&S>
Date: 13 November 2018 at 13:42:31 GMT
To: susan gilby <susangilby@I&S>
Subject: Confidential FW: Governance Overview November 2018

fyi

From: CROSS, Stephen (COUNTRESS OF CHESTER HOSPITAL NHS FOUNDATION TRUST)
Sent: 13 November 2018 12:21
To: GILBY, Susan (COUNTRESS OF CHESTER HOSPITAL NHS FOUNDATION TRUST)
Cc: BURNS, Tony (COUNTRESS OF CHESTER HOSPITAL NHS FOUNDATION TRUST); RAGGETT, Claire

From: "GILBY, Susan (COUNTESS OF CHESTER HOSPITAL NHS FOUNDATION TRUST)" <susan.gilby1@i&s>
Date: 13 November 2018 at 13:42:31 GMT
To: susan gilby <susangilby@i&s>
Subject: Confidential FW: Governance Overview November 2018

fyi

From: CROSS, Stephen (COUNTESS OF CHESTER HOSPITAL NHS FOUNDATION TRUST)
Sent: 13 November 2018 12:21
To: GILBY, Susan (COUNTESS OF CHESTER HOSPITAL NHS FOUNDATION TRUST)
Cc: BURNS, Tony (COUNTESS OF CHESTER HOSPITAL NHS FOUNDATION TRUST); RAGGETT, Claire (COUNTESS OF CHESTER HOSPITAL NHS FOUNDATION TRUST)
Subject: Governance Overview November 2018

Hi Susan

Please find attached a governance framework overview for consideration.

This is a working document and I am happy to amend as you wish.

The supporting documents I have referenced at the end of the overview, set out the reporting arrangements and Claire will email these to you.

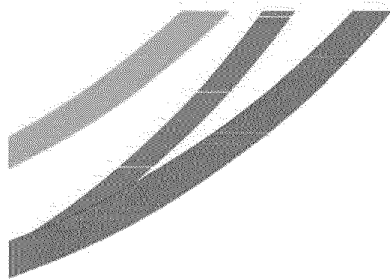
Kind regards
Stephen

Stephen Cross
Director of Corporate and Legal Services
Countess of Chester Hospital NHS Foundation Trust
Tel: 01244 333333 I&S

<image001.jpg>

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Governance Framework Overview

The Countess of Chester Hospital NHS Foundation Trust recognises the crucial importance of effective, engaged, accountable Board leadership and the strong relationship with leadership capability is demonstrated through the governance framework of the organisation.

The purpose of the Board is to govern effectively and in doing so build patient, staff, public, regulators and stakeholder confidence that the Trust provides safe, kind and effective care.

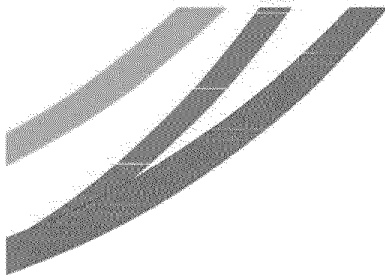
The effective governance framework process:

- Ensures that the strategy of the Trust is demonstrably shaped and owned by the Board.
- Provides for the active involvement and influence by staff.
- Ensures that there has been open, transparent, accountable consultation and involvement processes with patients, the community and Governors and through them the members of the Foundation Trust.
- Ensures that there has been collaborative engagement with partners to shape strategy in the interests of patients and the community.
- Ensures structures are clear and that reporting arrangements are identified.
- Ensures a stable unitary Board which is supportive and challenging. Along with agendas that are balanced and ensure focus on strategy and risk.
- Ensures the Board receive patient and staff stories.
- Enables internal auditors support and review of the Trust's Annual Governance Statement.
- Ensures External auditors review and issue an opinion on the Trust's Annual Accounts, Annual Reports and Quality Account
- Ensures Staff at all levels are clear about their roles and understand what they are accountable for and to whom, evidenced by:
 - Management structures that have been reviewed and are in place, most recently this has included a full review of the Medical Management Structure.
 - Clear Job descriptions.
 - HR procedures including induction and mandatory programmes.

The governance framework processes for managing risk issues and performance are:

- Established Governance framework and Board Committee Structure.
- Board Assurance Framework and corporate risks reviewed at all levels, including Datix management of corporate risk registers.
- Performance meetings with Divisions.
- Divisional Governance Boards reporting into QSPEC (Board Sub-Committee).
- Audit Committee receiving internal and external plans and reports.
- Quality Impact Assessment processes in place to ensure that risks are highlighted and signed off by the Director of Nursing and Quality and the Acting Medical Director.
- NED champions for specific areas including Clinical Rounds for Executives and Non Executive Directors.

safe kind effective



In summary, exercising judgement is key to building an effective Board and systematic Board disciplines together with a robust governance framework are the bedrock of a good functioning Board. The Board shapes healthy culture, values and behaviours for the organisation recognising that good governance flows from the shared culture, as well as from systems and structures.

The governance framework structure is described in the following documents:

- Trust Board Committee Structure
- Sub-Board Committee Reporting Arrangements
- Executive Scheme of Delegation
- Governance framework assurance system
- Risk Management Policy

SPC/CER
November 2018

Version 1, November 2018

safe kind effective