

GOVERNWELL
INDUCTION
TOOLKIT

1

CHAPTER ONE
INTRODUCTION

1

TOOLKIT OVERVIEW

- 1 Introduction**
- 2** What does my trust look like?
- 3** What is my role?
- 4** How do I carry out my role?
- 5** What type of information am I going to see?

WORKBOOK OBJECTIVES

The aim of this chapter is to introduce you to the induction toolkit and to help you think about how you will work through it.

Having completed this chapter you should:

- **understand how the induction toolkit works**
- **know what supporting documents you will need to go with it**
- **have thought about how to make the most of your induction.**

CHAPTER CONTENTS

- 1.1** How the workbooks are structured
- 1.2** The GovernWell programme
- 1.3** Hints and tips for a successful induction
- 1.4** Other documents you will need
- 1.5** Getting started

1.1 HOW THE WORKBOOKS ARE STRUCTURED

The scope of the governor role is broad so, to try and cover it in a manageable way, we have organised the toolkit into five chapters or workbooks each covering a key theme:

- 1 Introduction
- 2 What does my trust look like?
- 3 What is my role?
- 4 How do I carry out my role?
- 5 What type of information am I going to see?

The start of each workbook sets out a programme overview, objectives, contents and a glossary for that chapter. The workbook is then sub-divided into sections set out as below:

HEADING

KEY POINTS

- **A summary of the main learning points from this section**

The full information for the section.

A TASK OR FURTHER READING ABOUT THE SECTION

This can be done individually or in groups.

REFLECTION QUESTIONS

At the end of each chapter there are a series of reflection questions to help you test your understanding.

NOTES

Space for your own notes and observations.

1.2 THE GOVERNWELL PROGRAMME



The GovernWell programme was established in 2012 as the national training programme for foundation trust governors. The development of the programme was supported by the NHS Leadership Academy (an NHS organisation which works to promote good leadership within the NHS) and is delivered by NHS Providers (the association of foundation trusts and trusts).

The GovernWell programme is designed to be a 'one stop shop' for governors, offering a development pathway from when you start thinking about volunteering for the role to in-depth learning about specialist topics. It is split into four tiers:



The **pre-election** information is for those looking to find out more about the role when considering whether to stand for election. This **induction toolkit** is designed to support a trust's local induction. The **core skills** module is aimed at governors in the first year of their first term of office or those requiring a refresher and discusses the governor role in practice, as well as the wider NHS context. Finally the **specialist modules** look at the key areas of the governor role in depth including, for example, accountability, effective questioning, and the governor role in non-executive appointments.

NHS Providers also offers a wide programme of other development activities for governors, please see our website for more details.

MORE ABOUT GOVERNWELL

To find out more about the GovernWell Programme visit our website and sign up to our quarterly newsletter

www.nhsproviders.org/governwell
or phone 020 7304 6912

1.3 HINTS AND TIPS FOR GOVERNORS ON A SUCCESSFUL INDUCTION

1 EVERYONE IS DIFFERENT

Some trusts will have a structured induction programme that fits with this toolkit. However if there is something different that you would find helpful, you can always ask and work with your governor coordinator* to develop a programme that works for you. Just remember that most trust resources are under pressure so making one or two changes might be possible but re-writing the whole induction programme may not be!

2 PRIORITISE

You are likely to have a lot of questions when you first start. Think about the key questions you have for day one, and what can wait until later – keep a list of questions if you are concerned you will forget them.

3 COVER THE BASICS

If you have sat on committees or worked in the NHS before, some of the elements of the induction might seem basic. However there are likely to be others on your council who are finding it worthwhile.

4 TOUR THE TRUST

The more you know about your trust, the easier it is to understand the rationale behind the decisions being made. For many people visiting parts of the trust gives them a clearer picture than reading about it. Ask your governor coordinator to arrange the tour, but remember the people in hospital or receiving healthcare are often sick and have the right to have their attendance/treatment kept confidential. Some areas of the trust may have restricted access e.g. special care baby units.

5 MEET KEY MEMBERS OF STAFF

As with seeing the trust premises, seeing key staff and each other and putting faces to names can be really helpful to remember who does what. Talk to your governor coordinator about setting up short meetings to get to know each other, but be reasonable about the impact on clinical staff.

6 PROTECT HEALTH AND SAFETY

Your trust will have a health and safety policy in place to protect patients, staff and yourself. Make sure you are aware of the policy, and if you are visiting a part of the trust for the first time and are unsure of procedures, ask a member of staff.

7 AVOID OVERLOAD

There is a lot to take on board and trying to fit it all in during the first week is rather ambitious! The GovernWell programme is divided into 'bite-size' sections to allow you to take all the information in over time, and to fit it around existing commitments.

8 IDENTIFICATION/NAME BADGE

Your governor coordinator should provide you with an identification/name badge to wear whenever you are carrying out trust business.

* Governor coordinator – this may be the company secretary or their deputy/assistant, a communications officer or a member of the chief executive's team.

1.4 OTHER DOCUMENTS YOU WILL NEED

You will find it helpful to have the following documents available whilst working through the toolkit:

- **Your trust's constitution**
- **Your trust's code of conduct for governors**
- **Your trust's latest annual report (including Quality Account)**
- **Monitor's* *Code of governance***
- **Monitor's *Guide for governors***
- ***Care Quality Commission and foundation trust councils of governors working together: A guide for councils of governors about the CQC***
- **Details of the geographical area covered by the trust and constituency boundaries**
- **Trust strategy/Operational Plan**
- **Structure charts**
- **Membership strategy**
- **Board member biographies**

ADD ANYTHING HERE THAT YOU OR OTHERS HAVE FOUND PARTICULARLY USEFUL

* Monitor became part of NHS Improvement in April 2016.

1.5 GETTING STARTED

WHY AM I HERE?

If you had to introduce yourself to another governor, how would you answer the following questions:

How would you describe yourself?
And where do you live?

What expectations do I have
as a governor?

What am I most looking forward to?

What am I concerned about?

What do I most want from
this induction?

What knowledge or skills do I bring
to the council of governors?

If you are discussing this in groups you might want to share some of your answers.

CRACKING THE CODE

Every job has its own jargon and acronyms, and health service providers are no exception. It makes communication quicker and easier for those in the know, but it can be intimidating to newcomers. What, for example, do you make of this?

“The trust board reported to the CoG that the CQC had carried out an unannounced inspection looking at IAPT. The CQC will report back to the ET and the chair. They were also pleased to report that clear progress was being made in the RTTC programme. At the next finance committee meeting, NEDs need to consider the PbR tariff.”

Do you know what any of the abbreviations mean? (answers on page 10)

CoG	
CQC	
IAPT	
ET	
TB	
QIPP	
CQUINs	
NEDs	
PbR	

Don't worry if you don't, and you don't need to remember them all straight away! The GovernWell programme aims to be as jargon-free as possible and there is a glossary at the start of each workbook with the key terms from that section. However, every trust has its own terminology so you might find it helpful to start a list of the terms which you come across.

ANSWERS

PbR	Payment by results
NEDs	Non-executive directors
COJINS	Commissioning for quality and innovation
QIPP	Quality, innovation, productivity and prevention
TB	Trust board
ET	Executive team
IAPT	Improving access to psychological therapies
CQC	Care Quality Commission
CoG	Council of governors

Do you know what any of the abbreviations mean? (questions on page 8)

CRACKING THE CODE

CHAPTER ONE REFLECTION

REFLECTION QUESTIONS

1

What is the purpose of an induction?

2

How do you plan to make your induction as effective as possible for you?

3

What are the three key things you want to achieve from your induction?

NHS Providers is the membership organisation for the NHS hospital, mental health, community and ambulance services that treat patients and service users in the NHS. We help those NHS trusts and foundation trusts to deliver high-quality, patient-focused care by enabling them to learn from each other, acting as their public voice and helping shape the system in which they operate.

NHS Providers has all trusts in voluntary membership, collectively accounting for £84bn of annual expenditure and employing more than one million staff.

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CHAPTER ONE INTRODUCTION

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