

What should I be doing as a board member?

A new era of digital leadership included some key questions for boards on digital transformation. Here we set out some questions individual board members might find helpful to reflect on:

- As **chair** am I facilitating board discussions about potential new digital developments? Is there a culture of challenge on this topic? Does the board spend sufficient time on the relationship between digital transformation and the trust's aims?
- As **chief executive** can I confidently articulate what digital transformation means for my trust? Am I confident my senior leadership team has the capability, diversity and experience for this change, and sufficient curiosity to learn any new skills needed to drive it?
- As **company secretary** am I confident that the format, and artefacts presented to board meetings allow members to properly scrutinise progress? Is the rhythm and frequency of governance conducive to successful agile delivery?
- As **finance director** am I confident that the trust's financial processes provide a proportionate attitude to risk and benefit? Am I clear on which benefits are cash-releasing and which are qualitative, and are there appropriate processes in place to track both? Has the trust considered the future revenue implications of capital investment?
- As **strategy director** am I clear how our digital ambitions integrate with the organisation's overall strategy? Are our digital ambitions appropriately aligned across our system with both NHS, social care and voluntary sector partners?
- As **transformation director** do I think the organisation can clearly articulate how digital and change management intersect? Do I know what barriers exist to the organisation making a cultural shift to support the acceleration of digital transformation?
- As **medical** or **nursing director** can I confidently and authentically articulate how digital transformation supports care quality and patient experience? Am I confident clinicians are engaged with and supportive of the organisation's digital agenda?
- As **chief operating officer**, do I know what the biggest pain points for new ways of working currently are? Am I confident that internal trust processes are not blocking agile, iterative delivery? Can I demonstrate the value of digital ways of working?
- As **chief information officer** or **chief clinical information officer**, am I spending most of my time talking about IT infrastructure or service delivery and transformation? Is my role perceived as being one of vendor management or genuine leadership in digital transformation?
- As **human resources director** am I confident the trust can attract, recruit and retain staff with digital skills, while developing the existing workforce to adapt to digital?
- As a **non-executive member** am I convinced that the trust has a clear set of priorities within its digital agenda? Am I more experienced in digital than executives, and if so, how do I support them?

As part of efforts across the NHS, all boards should also be looking at ways they can address inequalities and develop diverse and inclusive digital leadership.