

## Board Effectiveness – Self-Assessment Questionnaire 2025/26

This paper presents the findings of an online governance self-assessment survey completed by the Chair, members of the Board and members of the Senior Leadership Team. The respondent profile was as follows:

Board Member / Director Attendee	Total Number	Number Responded
Chair and Non-Executive Directors (Full Board Members)	8	8
Chief Executive and Executive Directors (Full Board Members)	5	5
Corporate and Operational Directors (Directors in Attendance at Board Meetings)	6	6

The survey consisted of question under the categories of six core principles of good governance, namely:

- **PRINCIPLE 1 Good governance means focusing on the organisation’s purpose and on outcomes for applicants and beneficiaries**
- **PRINCIPLE 2 Good governance means performing effectively in clearly defined functions and roles**
- **PRINCIPLE 3 Good governance means promoting values for the whole organisation and demonstrating the values of good governance through behaviour**
- **PRINCIPLE 4 Good governance means informed, transparent decision-making and managing risk**
- **PRINCIPLE 5 Good governance means developing the capacity and capability of the governing body to be effective**
- **PRINCIPLE 6 Good governance means engaging stakeholders and making accountability real**

**PRINCIPLE 1 GOOD GOVERNANCE MEANS FOCUSING ON THE ORGANISATION'S PURPOSE AND ON OUTCOMES FOR APPLICANTS AND BENEFICIARIES**

**1. Core Responsibilities - Indicator of Board Performance**

**Establishing clarity:** The Board has developed and communicated a shared understanding of its mission, vision, remit and strategic priorities

**Examples of Strong Performance**

Board simplifies complexity by clarifying and promoting a common understanding of the Board's vision, mission and strategic objectives. These are well documented, with clearly stated objectives and outcomes, and are cascaded throughout the organisation.

Board members and senior management are passionate about delivering Trust's vision

**Examples of Weak Performance**

Board members appear to share a superficial understanding of the Board's purpose and remit, but disagreements may exist at a more fundamental level. Vision is not aligned with strategy, and there is disagreement over what can actually be achieved

Rating	Responses	Percentage
Strongly Agree	8	42%
Agree	10	53%
Neither Agree or Disagree	1	5%
Disagree	0	0%
Strongly Disagree	0	0%

**2. Core Responsibilities - Indicator of Board Performance**

**The Board is actively involved in strategic planning and policy decisions**

**Examples of Strong Performance**

Board has agreed a formal strategic planning process and timetable facilitating whole board involvement and ensuring appropriate executive team involvement in and ownership of the process.

Executive team provides appropriate level of support and information. The timetable fits in with the DoH requirements and is rigorously adhered to.

**Examples of Weak Performance**

Process exists but is patchy, driven by the executive team, and entails only

superficial

Board member involvement; the Board has relatively little discussion on key strategic issues, and merely performs a “rubber stamping” function.

Timetable is not in place or fully observed.

Rating	Responses	Percentage
Strongly Agree	5	26%
Agree	13	68%
Neither Agree or Disagree	1	5%
Disagree	0	0%
Strongly Disagree	0	0%

### 3. *Core Responsibilities - Indicator of Board Performance*

**The Board has developed clear deliverable objectives and priorities that derive from the relevant legislation and remit agreed with the sponsor department**

#### ***Examples of Strong Performance***

The Board has a clear understanding of relevant DoH targets and Ministerial priorities; together with an appreciation of the NI Executive’s Programme of Government.

Discussion of strategy leads to outcome-based objectives and key indicators of performance

#### ***Examples of Weak Performance***

Board is disconnected from its sponsor department’s strategic priorities; performance against key objectives is discussed infrequently with little monitoring of performance

Rating	Responses	Percentage
Exceeded Expectations	4	21%
Met Expectations	14	74%
Partially Met Expectations	1	5%
Did Not Meet Expectations	0	0%

### 4. *Core Responsibilities - Indicator of Board Performance*

**All Trust Board members understand the responsibilities of the Board**

#### ***Examples of Strong Performance***

Trust Board members demonstrate their understanding of the purpose of Trust as defined in legislation, the accountability regime, and the body’s framework documentation

### ***Examples of Weak Performance***

There is a lack of clarity and agreement among board members regarding the Board's responsibilities

<b>Rating</b>	<b>Responses</b>	<b>Percentage</b>
Exceeded Expectations	8	42%
Met Expectations	10	53%
Partially Met Expectations	1	5%
Did Not Meet Expectations	0	0%

### **5. Any additional comments - Principle 1 - Good governance means focusing on the organisation's purpose and on outcomes for applicants and beneficiaries**

- In addition to the mandatory Board training, our Chair and Board members have acquired wide experience of working on Boards during their careers in a collegiate manor.
- The new Board is developing a strong understanding of these issues and is becoming much more focused on strategic matters with the creation of the new Committee structure.
- The Board as a group of individuals has seen a significant level of change in personnel over the last 12-18 months and is still in the process of settling in and in many cases coming to terms with the roles of Trust Board members.
- I believe there is a very helpful balance of expertise and interests developing with the introduction of new NEDs to the Board, and increasing synergy with operational Directors
- We`re not quite there yet, but improving
- During the first year of my tenure I have found the board to be effective, transparent, and strategically focused.

**PRINCIPLE 2 GOOD GOVERNANCE MEANS PERFORMING EFFECTIVELY  
IN CLEARLY DEFINED FUNCTIONS AND ROLES**

**6. Core Responsibilities - Indicator of Board Performance**

**The Board has a clear relationship with its sponsor department**

***Examples of Strong Performance***

Division of responsibilities for strategy setting, oversight and implementation is jointly understood by all parties.

DoH has sufficient confidence in Trust to maintain its Departmental oversight at an appropriate level, given the body's purpose.

Chair and Chief Executive are main interface for discussion of strategy and performance with Minister and Permanent Secretary

***Examples of Weak Performance***

The Board has a defensive relationship with its sponsoring department

The sponsor department's relationship with the Trust can be characterised either as benign neglect or micro-management

Rating	Responses	Percentage
Exceeded Expectations	4	21%
Met Expectations	13	68%
Partially Met Expectations	2	11%
Did Not Meet Expectations	0	0%

**7. Core Responsibilities - Indicator of Board Performance**

**There is agreement on the distinction between Board level and operational management decisions**

***Examples of Strong Performance***

Board has formally agreed and communicated the types of decisions reserved for the board. Executive team carries out implementation of strategy.

Board and executive team demonstrate a shared understanding of their respective roles. All parties feel their views are listened to; frequent interaction between Chief Executive and Chair ensures "no surprises" environment.

Board acts as the external face of the organisation.

***Examples of Weak Performance***

There is a lack of clarity regarding matters reserved for the board, and how relationships should operate between the Board and senior management team; the executive team is unclear as to why the board takes particular decisions.

Rating	Responses	Percentage
Exceeded Expectations	6	32%
Met Expectations	12	63%
Partially Met Expectations	1	5%
Did Not Meet Expectations	0	0%

## 8. Core Responsibilities - Indicator of Board Performance

All Board members take collective responsibility for decisions

### Examples of Strong Performance

Board members take full collective ownership for all decisions

Rating	Responses	Percentage
Exceeded Expectations	9	47%
Met Expectations	10	53%
Partially Met Expectations	0	0%
Did Not Meet Expectations	0	0%

## 9. Any additional comments - Principle 2 - Good governance means performing effectively in clearly defined functions and roles

- In the last 12 months I have not witnessed any Board splits or major disagreements during the decision making process.
- There is a need for ongoing work to ensure that as we establish the new Trust Board sub committees, that there is clarity both at sub group level and wider in the Trust, in respect of the difference between Board level and operational level management decisions, with a view to ensuring that only the right things are escalated to TB.
- see previous comment. Working interface are positive with good role clarity and definition. Board has and increasing visibility across services which is helpful and important
- I feel we have a strong collaborative as a SLT on taking full collective ownership for all decisions.
- Would still like to see more interaction in terms of constructive challenge between Directors - this would demonstrate they embrace "collective responsibility"

**PRINCIPLE 3 GOOD GOVERNANCE MEANS PROMOTING VALUES FOR THE WHOLE ORGANISATION AND DEMONSTRATING THE VALUES OF GOOD GOVERNANCE THROUGH BEHAVIOUR**

**10. Core Responsibilities - Indicator of Board Performance**

The Board has established, and regularly reviews, the organisation's values, and sets a positive example by complying with and actively promoting them

**Examples of Strong Performance**

Board is developing/has developed shared organisational values and standards of conduct including formal codes of conduct  
Standards of conduct are embedded in the organisation's culture

**Examples of Weak Performance**

The Board has not succeeded in communicating its values throughout the organisation, and doesn't always set a positive example.  
There are cultural and behavioural barriers which are weakening the Board's ability to perform

Rating	Responses	Percentage
Exceeded Expectations	5	26%
Met Expectations	12	63%
Partially Met Expectations	2	11%
Did Not Meet Expectations	0	0%

**11. Core Responsibilities - Indicator of Board Performance**

The Board acknowledges its responsibility for ensuring that the body operates the highest standards of governance appropriate to a public body, including regularity propriety and value for money

**Examples of Strong Performance**

A sound public sector ethos, which promotes the proper stewardship of public funds, exists throughout the whole organisation and is regularly reinforced

**Examples of Weak Performance**

Lack of consistent public sector ethos within the organisation and insufficient regard for the proper conduct of public business and careful stewardship of public funds.  
Departmental and/or public perception is that Trust has a poor reputation for governance

Rating	Responses	Percentage
Exceeded Expectations	7	37%
Met Expectations	12	63%
Partially Met Expectations	0	0%
Did Not Meet Expectations	0	0%

### **12. Enabler of Effectiveness - Indicator of Board Performance**

**Partner organisations are aware of the Board's values, and the behaviour of key partners reflects the Board's standards**

Rating	Responses	Percentage
Exceeded Expectations	3	16%
Met Expectations	12	63%
Partially Met Expectations	4	21%
Did Not Meet Expectations	0	0%

### **13. Enabler of Effectiveness - Indicator of Board Performance**

**Formal governance: Whistle blowing arrangements, procedures for managing conflicts of interest, and codes of conduct are in place and are regularly reviewed along with other aspects of governance, by the Audit Risk and Assurance Committee**

Rating	Responses	Percentage
Exceeded Expectations	7	37%
Met Expectations	10	53%
Partially Met Expectations	2	11%
Did Not Meet Expectations	0	0%

### **14. Any additional comments - Principle 3 - Good governance means promoting values for the whole organisation and demonstrating the values of good governance through behaviour**

- The ARAC and Governance Committees collectively manage these functions. Their duties have recently been reviewed and new appointments made.
- There is some work to do in respect of engagement with key external partners in terms of Values and Trust Vision and strategy
- Whistleblowing function is under-resourced limiting its effectiveness.
- WB will now be reviewed annually by ARAC, this decision was recently made at Board workshop.

**PRINCIPLE 4 GOOD GOVERNANCE MEANS INFORMED, TRANSPARENT DECISION-MAKING AND MANAGING RISK**

**15. Core Responsibilities - Indicator of Board Performance**

**The Board promotes a culture of performance delivery and is actively involved in monitoring organisational and financial performance, holding the executive to account whilst remaining independent**

***Examples of Strong Performance***

Board routinely formally monitors and discusses performance of the Trust, and uses the results of these deliberations to inform its strategic plan, resource allocation and evaluation of the Chief Executive's performance

The Board demands and receives accurate and objective financial and performance information.

The Board works with its executive team to develop outcome-based objectives and indicators and promotes a performance management framework that rewards achievement and deals with under performance

***Examples of Weak Performance***

Infrequent discussion of performance with no direct feedback to strategic plan or CE performance evaluation.

Board's relationship with executive team lacks independence and constructive challenge

Performance against mission and objectives discussed infrequently with measurement based on activities rather than outcomes

Rating	Responses	Percentage
Exceeded Expectations	5	26%
Met Expectations	12	63%
Partially Met Expectations	2	11%
Did Not Meet Expectations	0	0%

**16. Core Responsibilities - Indicator of Board Performance**

**Openness and creativity**

***Examples of Strong Performance***

The Board has developed a culture that encourages innovation by demonstrating their own openness to challenge praising and rewarding new ideas and taking a balanced approach to risk

The Board has an agreed communication strategy in place and has promoted an

open culture, ensuring effective communication throughout the organisation and beyond

### ***Examples of Weak Performance***

The prevailing culture in the organisation stifles innovation and well managed risk taking, and is characterised instead by blame, defensiveness and mistrust. The Board's website contains only sketchy information regarding the body's governance arrangements

Rating	Responses	Percentage
Exceeded Expectations	3	16%
Met Expectations	13	68%
Partially Met Expectations	2	11%
Did Not Meet Expectations	1	5%

## **17. Core Responsibilities - Indicator of Board Performance**

**The Board has put in place procedures for dealing with risk management, and is supported by a properly constituted Audit Committee**

### ***Examples of Strong Performance***

The Board regularly reviews potential sources of risk and has mitigation plans in place. There are only a very few occasions when the Board has to deal with a wholly unexpected set of circumstances

Risk management is fully embedded in the systems and processes of the organisation

### ***Examples of Weak Performance***

There is no clear understanding or discussion of the risks to which the organisation is exposed. There is a lack of risk ownership throughout the Board and senior executive team

The draft statement on control does not always recognise significant control weaknesses.

Rating	Responses	Percentage
Exceeded Expectations	6	32%
Met Expectations	12	63%
Partially Met Expectations	1	5%
Did Not Meet Expectations	0	0%

## 18. Core Responsibilities - Indicator of Board Performance

### Financial Management: The Board effectively oversees financial reporting and compliance

#### **Examples of Strong Performance**

The Board understands its financial management, approval and compliance role and receives regular feedback and assurance from both its Audit Committee and Executive Team.

The Board ensures that financial management is given a high priority and that there is a culture of continuous improvement.

#### **Examples of Weak Performance**

Little awareness of, or involvement of Board members in key financial management, reporting and compliance issues

Board members do not take their financial responsibilities seriously

Rating	Responses	Percentage
Exceeded Expectations	9	47
Met Expectations	9	47
Partially Met Expectations	1	5
Did Not Meet Expectations	0	0%

## 19. Enabler of Effectiveness - Indicator of Board Performance

### The Board is provided with information that is fit for purpose

#### **Examples of Strong Performance**

The Board is clear on its information needs

Board papers are tailored to the governance role of the Board, providing a robust analysis and clear explanation of technical issues.

Professional advice is available where needed

Financial statements and information are accurate and reliable

#### **Examples of Weak Performance**

Board papers are lengthy and detailed, containing unnecessary and confusing information on operational management issues.

Key information obscured; Board papers assume deep level of knowledge regarding specific operational or financial matters.

Papers do not always make clear what is required of the Board.

The Board sometimes seeks information which is not relevant to its role and may place an unnecessary burden on the Executive team.

Rating	Responses	Percentage
Exceeded Expectations	3	16%
Met Expectations	11	58%
Partially Met Expectations	5	26%
Did Not Meet Expectations	0	0%

## 20. *Enabler of Effectiveness - Indicator of Board Performance*

### Effectiveness of Board meetings

#### **Examples of Strong Performance**

Majority of time devoted to Board debate and discussion of key strategic issues  
Good time management by the chair with overzealous and loquacious contributions effectively managed.

Board members feel their contributions are valued

Dissenting voices can be heard without damaging collective responsibility

The Board regularly reflects on effectiveness of its meetings and takes necessary remedial action

#### **Examples of Weak Performance**

Poorly conducted meetings, weak time management, dominated by presentations to the board by executive team, approval of long-winded papers from executive team with insufficient time allocated for discussion and debate on key priority issues.

Short term and urgent issues often crowd out longer term and important.

Board does not plan and prepare effectively for Board meetings.

Rating	Responses	Percentage
Exceeded Expectations	9	47%
Met Expectations	8	42%
Partially Met Expectations	2	11%
Did Not Meet Expectations	0	0%

## 21. *Enabler of Effectiveness - Indicator of Board Performance*

### Board meetings are characterised by enjoyment and passion

#### **Examples of Strong Performance**

Board meetings are both productive and enjoyable, with a good balance of work and other activities, such as site visits and opportunities to meet key stakeholders

#### **Examples of Weak Performance**

Board meetings viewed as a chore

Lack of opportunity to socialise before or after meetings  
Failure to establish a positive team spirit

Rating	Responses	Percentage
Exceeded Expectations	8	42%
Met Expectations	7	37%
Partially Met Expectations	4	21%
Did Not Meet Expectations	0	0%

## 22. Any additional comments - Principle 4 - Good governance means informed, transparent decision-making and managing risk

- Some further 'tailoring' of presentations by the SLT would be helpful. More conciseness would be helpful. Some improvement has been noted over the last few months.
- In respect to Financial Management and whether the Board "effectively oversees financial reporting and compliance", I wonder at times if Trust Board members understand the reasons for under and over expenditure at a high level, across the Trust.
- there has been excellent progress in recent years in respect of the Board meeting process, with much more focussed discussions and information sharing. As in previous comments, there is work to do re engagement of other key partners, including a Board level
- I believe as a SLT and Board we could further develop a culture that encourages innovation and openness to challenge by praising and rewarding new ideas and taking a more daring approach to risk-reward.
- The agenda is way too long! Which means our energy levels drop posing a risk to concentration and displaying the interest we need to show. The opportunity to mingle with staff presenting and in attendance and with stakeholders is considerably underutilised.
- Some Board papers reporting on Directorate activity could be more concise by adopting a "reporting by exception" approach and focus on key issues. Agendas can give too much time to service presentations which are intended to be educational or showcase achievement which in turn results in time constraints on discussion of strategic issues. I would suggest restricting these types of presentation to one per Board meeting.
- In relation to Board papers, I think we remain on a journey to the destination of achieving a balance between minimising the workload for Executive colleagues and recognising that the information needs for non-Executive Directors sometimes differ sharply from those of Executive colleagues. From time to time we receive information that is more suited to the operational management needs of the senior leadership team, and lacking in information on trends, projections, peer comparisons, and answers to the 'and how do we plan to address this' question.
- In relation to question 19, the implementation of Encompass has an impact on some available data until stabilisation of data

**PRINCIPLE 5 GOOD GOVERNANCE MEANS DEVELOPING THE CAPACITY AND CAPABILITY OF THE GOVERNING BODY TO BE EFFECTIVE**

**23. Core Responsibilities - Indicator of Board Performance**

***The Board is composed of the right level of skills knowledge and aptitudes in order to enable it to meet its objectives, manage change and deal with unexpected events***

***Examples of Strong Performance***

The Chair and sponsor department maintain and update the profile of the Board to ensure it can achieve its objectives

Skill shortages on the Board are promptly identified and addressed Induction programmes ensure that new Board members add value as quickly as possible

Rating	Responses	Percentage
Exceeded Expectations	4	21%
Met Expectations	13	68%
Partially Met Expectations	2	11%
Did Not Meet Expectations	0	0%

**24. Core Responsibilities - Indicator of Board Performance**

***Development of Board members is ongoing and fit for the board's purpose***

***Examples of Strong Performance***

Development objectives are in place for each Board member (including the Chair)

Rating	Responses	Percentage
Exceeded Expectations	5	26%
Met Expectations	13	68%
Partially Met Expectations	1	5%
Did Not Meet Expectations	0	0%

**25. Core Responsibilities - Indicator of Board Performance**

***The Board's performance is actively monitored and improved through objective assessment***

***Examples of Strong Performance***

Chair leads an annual assessment of how well the Board, as a whole, has met the full range of its objectives and how it has dealt with unforeseen events

Rating	Responses	Percentage
Exceeded Expectations	7	37%
Met Expectations	11	58%
Partially Met Expectations	1	5%
Did Not Meet Expectations		

## 26. Core Responsibilities - Indicator of Board Performance

### All Board members receive an annual appraisal

#### **Examples of Strong Performance**

Each Board member has an annual appraisal and receives individual feedback on performance.

Poor performance is addressed promptly.

#### **Examples of Weak Performance**

Board members do not receive feedback on their performance

Performance evaluation is perfunctory.

Rating	Responses	Percentage
Exceeded Expectations	6	32%
Met Expectations	12	63%
Partially Met Expectations	1	5%
Did Not Meet Expectations	0	0%

## 27. Any additional comments - Principle 5 - Good governance means developing the capacity and capability of the governing body to be effective

- Our Chair and Interim CE are an excellent team. I have learnt a lot from working with them. Increasing organisational performance is front and centre in the activities of the Board as we work within a tight budget and sometimes with a lack of clarity in central reform measures that will affect us.
- The formal constitution of the Board (set via DOH and not in the gift of Trusts) is very much fixed, in so far as some specified professions are represented by Executive Directors. I am very conscious as an AHP that AHPs do not have an Executive AHP Director present to represent them and are instead dependent on being represented by a non AHP for Executive representation. I find this as strange, considering the importance of the role played by AHPs within the modern H&SC Service.
- For 26. I have not been in post a full year so have not experienced the individual annual appraisal as yet.
- I have my appraisal but do not have knowledge of the full board members appraisal completion

**PRINCIPLE 6 GOOD GOVERNANCE MEANS ENGAGING STAKEHOLDERS AND MAKING ACCOUNTABILITY REAL**

**28. Core Responsibilities - Indicator of Board Performance**

**The Board understands its role in building and enhancing the organisation's reputation**

***Examples of Strong Performance***

There is an accepted need for reputation building based on a strategic view of desired outcomes  
Meaningful stakeholder relationship roles are identified for individual Board members

***Examples of Weak Performance***

Reputational objectives are understood only in vague terms with little differentiation of message between different stakeholder groups

Rating	Responses	Percentage
Exceeded Expectations	6	32%
Met Expectations	11	58%
Partially Met Expectations	1	5%
Did Not Meet Expectations	1	5%

**29. Core Responsibilities - Indicator of Board Performance**

**Board's effectiveness in enhancing relationships with stakeholder communities**

***Examples of Strong Performance***

Board members are proactive in engaging with stakeholders (including sponsor department), building awareness interest and excitement about the work of the organisation; Board members are seen as effective ambassadors

***Examples of Weak Performance***

The plays almost no role in building confidence in the organisation, and developing positive relationships with stakeholders. Board does not keep stakeholders engaged and supportive of its vision

Rating	Responses	Percentage
Exceeded Expectations	3	16%
Met Expectations	12	63%
Partially Met Expectations	4	21%
Did Not Meet Expectations	0	0%

### 30. Core Responsibilities - Indicator of Board Performance

**The Board understands that they are accountable to, and consults and communicates regularly with, its sponsor department, ministers and other stakeholder groups**

#### ***Examples of Strong Performance***

Board identifies primary stakeholders and their requirements, and ensures that sound governance and effective performance are prominently reported

The Board members are tuned in to current political priorities and personalities

Board has processes for obtaining feedback from stakeholders, and ensures that this information is used to inform strategy and resource allocation

Consultation takes place with sponsor department and key stakeholders prior to significant policy change

#### ***Examples of Weak Performance***

Board has little discussion of accountability issues, with divergent opinions regarding the significance of key stakeholders

Feedback limited to presentations by staff or interaction with stakeholder representatives at board meetings only

Board business appears to be only remotely connected to the objectives of the sponsor department

Board members unaware of political sensitivities and aspirations

Rating	Responses	Percentage
Exceeded Expectations	4	21%
Met Expectations	12	63%
Partially Met Expectations	3	16%
Did Not Meet Expectations	0	0%

### 31. Any additional comments - Principle 6 - Good governance means engaging stakeholders and making accountability real

- Stakeholder Communication appears to be good. There are some historic medical issues that we continue to address. The recent 'system outage' was well handled.
- The board continues to make very significant progress re the overall development of members, alignment of vision and strategy and realism in terms of the political and resource environment.
- The main focus is back towards the DOH and overall, is inward looking rather than outward towards service users and other stakeholders. Command and control by DOH is ever present and stifles transformation. There is no forward planning nor investment in e.g. new technology. In short, the Trust is static when it needs to be dynamic. The underlying assumption that a Health and Social Care Trust is the same as a Government dept is flawed. Trusts need a

finance and accounting system that suits their needs. Other ALBs have for example Trading Accounts.

- Unaware of NED engagement with stakeholders, other than Chair
- The Department's communication with the Board is somewhat limited.

### **32. Any additional comments or observations on Board performance**

- I feel honoured to work alongside an excellent SLT and experienced Board Members. The Chair's and Interim CE's working relationships appear to be strong and this sends a message of unity and experience to all concerned. I am impressed by the 'forensic' nature of questioning at meetings that leads to, I believe, good decision making. The organisation's values are lived out by my colleagues. Consideration of others is displayed. The commitment to others and the Trust is evident. The Board/Governance support teams are also professional and a credit to the Trust.
- My experience of Trust Board is that there is a genuine sense of curiosity about the wide range of issues managed by the Trust and a desire among all members to realise an improvement in the health of the population we serve, as well as a desire to deliver high quality, innovative H&SC Services generally.
- My experience is that the Board generally operates to a high level of effectiveness on the basis of an open and inclusive approach.