

publications

review

2022



## GGI's reaction to the NHS leadership review

GGI partner and executive director Darren Grayson reflects on the government's announcement that General Sir Gordon Messenger will carry out 'most far-reaching review of health and social care leadership in 40 years'. He suggests that Sir Gordon would do well to use the four good governance outcomes featured in the King IV report on corporate governance as his criteria for leadership success.



## Can death and dying be made to balance with birth and living?

Paul Jennings, Chair of Hospice UK, argues that the collaborative approach underpinning integrated care systems offers a great opportunity to achieve what has long been the goal of the end-of-life movement: a parity of practice and investment in palliative care that matches that given to birth and addressing illness.



## Thoughts on meeting the thought leaders

Rory Gurdon, one of the young people who put questions to thought leaders during GGI's Meet the Thought Leaders event during our 2021 Festival of Governance, reflects on the experience and finds reasons to be optimistic about the future.



## System-level risk

GGI consultant and integrated care systems development specialist Mason Fitzgerald explores the differences between organisational and system risk management and highlights the actions system leaders should be taking now.



## Governing the climate

Tom Burke, co-founder and chairman of E3G, a climate change think tank, says: 'We have perhaps five or six opportunities left to throw out governments that are getting it wrong on climate change before we move into an era of unmanageable change.'



## The social taxonomy, part one

In the first part of a wide-ranging two-part interview, Romeo Effs, founder and CEO of Lumorus, the governance, organisational health and executive coaching consultancy, explores the significance of the 'S' in ESG.



**Health and care as if people mattered: small is beautiful, innovative and responsive**

Phil Harris, Emeritus Professor of Marketing and Public Affairs, University of Chester Business School, says our health and care system needs innovation, principled leadership and responsiveness to rise to the challenges it faces.



**Ten top tips for CQC preparedness**

GGI principal consultant David Holden offers guidance for NHS trusts preparing for Care Quality Commission inspections.



**The Social Taxonomy – an interview with Romeo Effs**

Part two of our wide-ranging interview with the founder and CEO of Lumorus continues his examination of the S, or 'social', in ESG.





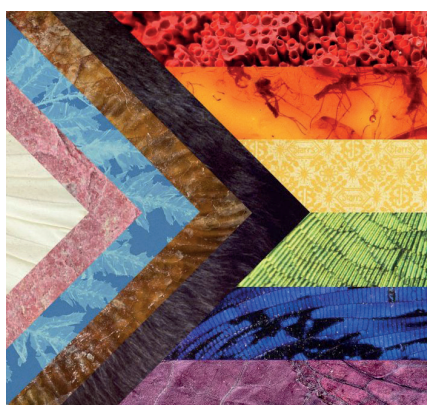
## **Intersectionality – Wales sets the agenda for the wellbeing of future generations**

Sophie Howe, Future Generations Commissioner for Wales, talks about some of the lessons ICS leaders might learn from the experience of public bodies in Wales.



## **What good assurance looks like for NHS boards**

GGI consultant Joe Roberts says effective assurance – based on facts, evidence and standards – is fundamental to good governance.



## **Progressing towards a sustainable future**

GGI creative partner Jaco Marais reflects on the experience of speaking at last week's COP26 summit.



## What good assurance looks like for NHS boards – part 2

In this concluding section of a two-part article about the role and importance of the board assurance framework (BAF) in effective NHS governance and leadership, GGI consultant Joe Roberts poses three more questions for boards.



## Governance 101: assurance and reassurance

GGI principal consultant David Holden goes back to basics to explore the differences between words and concepts that are sometimes confused, to the detriment of good governance.



## Good governance of transformational change - part I

What role should boards play in making sure change isn't just transactional but transformational? What role does governance play in this? An interview with Salma Yasmeen, Executive Director of Strategy and Change and Interim Deputy CEO at South West Yorkshire Partnership NHS Trust.



## The ICS leadership challenge

The last few weeks have seen a flurry of appointments made to the chief executive and chair positions of the 42 English integrated care systems (ICSs). Andrew Corbett-Nolan, Chief Executive of the Good Governance Institute, shares his take on some of the challenges facing these new leaders.



## Time for kindness

It was a real privilege as part of the Julie Bolus Rising Star in Nursing Award process to have been able to interview so many of the amazing nominees. We were really struck by their compassion and kindness. Kindness is powerful especially in times of great challenge. Back in May 2020, in the early days of the pandemic, we wrote a blog about just that.



## The three lines of defence for assurance and reassurance

Principal Consultant David Holden continues our brilliant basics series with a look at the widely adopted three lines of defence model used by GGI.





## [The ICS leadership challenge part 2](#)

Last week, GGI CEO Andrew Corbett-Nolan listed some of the key priorities facing ICS leaders. This week he focuses on the importance of engaging clinical leaders in ICS decision-making and setting a strategic vision.



## [Making meetings matter](#)

Do you want to improve efficiency and reclaim hundreds of hours of wasted time per year across your organisation? Read this latest brilliant basics blog to find out more.



## [Making meetings matter – the three As report](#)

GGI consultant Emily Sheen and principal consultant David Holden introduce a tool designed to ensure boards can be alerted, advised and assured on issues raised in meetings.





## Good governance of transformational change

Part 2 of our interview with Salma Yasmeen, Executive Director of Strategy & Change and interim Deputy CEO at South West Yorkshire Partnership NHS Trust.



## Outstanding system trusts

GGI executive partner Darren Grayson suggests and shows how the CQC well-led framework key lines of enquiry might be useful for NHS trusts that want to be outstanding ICS partners.



## Seven strategic objectives to prioritise in the New Year

Anyone invested in the future of health and care wants to see the new system working to achieve its potential as a meaningful vehicle to transform health and wellbeing. Moving back the go-live date by three months recognises the huge leadership challenge involved in getting the foundations right in the face of other pressing demands on time and capacity... writes GGI Executive Director Mark Butler.



### The NHS net-zero checklist

Trusts and integrated care systems are expected to contribute significantly to ensuring the NHS achieves its ambitious net-zero targets, something they were reminded of during COP26 by Health Secretary Sajid Javid. In this, the first part of a two-part article, GGI's head of corporate social responsibility Jaco Marais focuses on what is expected of trusts and ICSs.



### Building understanding between the NHS and local government

"The NHS doesn't really get local government and its governance and politics because they've never had to, have they? But we've all been reared on it..." Last week we sat down with Kath O'Dwyer, chief executive of St Helens Borough Council and the Merseyside LA representative on the Cheshire and Merseyside ICS, to discuss relationship building and effective collaboration between local authorities and NHS providers in the context of integrated care.



### Local government governance explained

Local government governance is complex from the outside looking in. This simple guide has been put together to help NHS and VCSE leaders and managers working with local authorities in new ways and at new scales understand the fundamentals of local government governance structures.



## **A practical guide for board skills and diversity in sports**

Drawing on best practice this short guide provides independent guidance and support to organisations covered by the Code for Sports Governance in the UK. It focuses on the action that needs to be taken to make sure boards are established, equipped and developed in a way that meets the expectations of good governance and stands up to scrutiny.



## **Developing and leading ICSs**

This short briefing paper summarises the key discussion points that arose from a panel discussion hosted by GGI and Coventry University on 17 November 2021. The three speakers were Professor Andrew Corbett-Nolan, Chief Executive of GGI; Sir Ciaran Devane, Chair of the Irish Health Service Executive and the Director of the Centre for Trust, Peace and Social Relations at Coventry University; and Professor Jenna Ward, Academic Dean for the Faculty of Business and Law at Coventry University.



## **System learning from the heartlands – data, decision making & leadership**

In conversation with Prof. Claire Fuller, ICS CEO designate for Surrey Heartlands, responsible for the delivery of plans to transform care for more than 1.1M people across Surrey. In a wide-ranging conversation we touched on data sharing, public health planning, system leadership and more.





## Systems and governance in an integrated care board

Our new webinar series New NHS: ICS Series opened last week with Dr Kathy McClean, chair-designate of Nottingham and Nottinghamshire ICB, and Catherine Mountford, director of governance at Oxfordshire CCG and governance development lead for BOB ICS, discussing systems and governance in an integrated care board.



## A GGI guide to ICP establishment

All ICSs should now be getting on with establishing their integrated care partnerships (ICPs), with principles agreed by 31 March and the ICP established by 1 July. In a new article we set out the ICP development timeline and offer insights on key partner engagement, ICP key early decisions, and ICP longer-term strategy development.



## Writing policies – making the right thing to do the obvious thing to do

Corporate policies exist in NHS trusts to ensure safe patient care and regulatory compliance. Every trust will have a vast suite of them – sometimes more than 200 – and in our experience they are of mixed quality. GGI's Joe Roberts explores how we can make sure they are written so that they are read and understood by the people who need to apply them.





## Surrey Heartlands share secrets of integrated care success

Ian Smith and Tim Oliver, two leaders from one of the country's leading integrated care systems as measured by outcomes related to health and social care, share their thoughts on the opportunities and challenges of integration and collaborative working.



## Resetting the digital premium: GGI & Legrand white paper

Exploring how digital can be embraced across public services in smart and innovative ways, based on learning and collaboration between sectors. This new white paper sets out the practical steps that organisations can take to have a positive and lasting impact on the lives of people and communities they serve by realising the digital premium.



## Resetting the health of NHS staff

Reset Health offers a fresh approach to tackling the growing problem of obesity and diabetes, and the associated challenges of depression and anxiety. We look at how it's helping NHS trusts – and speak to Christine Williams, who has benefitted from the programme and now acts as a mentor to others.



## System board development

As entirely new constructs with a specific purpose, broader in scope than CCGs, NHS providers or local authorities, ICS board development needs to align with and be driven by its four fundamental aims: reducing inequalities, improving population health outcomes, enhancing productivity and value for money, and supporting social and economic development.



## Can integrated care really eradicate health inequalities?

The latest webinar in our New NHS ICS Series went to the heart of one of the key aims of integrated care systems. But eradication is a big ask – and we've been here before. Why should it be different this time?



## Corporate risk register vs. board assurance framework

Since 2001, it has been mandatory for every NHS trust in England to have a board assurance framework. Most also have a corporate risk register – sometimes known as an organisational risk register, trust-wide risk register, or high-level risk register. We've come across some confusion about what sets the two apart. GGI consultant Joe Roberts continues our brilliant basics series by highlighting the differences between these two crucial risk management documents.



## Patient safety huddles

Patient safety is at the heart of healthcare good governance. Good governance must successfully blend dynamic elements such as culture, behaviour and mindset with harder static aspects like structures and processes. In the right balance, these elements come together to deliver effective outcomes throughout the organisation. Warrington and Halton Teaching Hospitals provide a great example of this in practice. Kimberley Salmon-Jamieson, the trust's chief nurse and deputy chief executive, describes Warrington and Halton's morning Safety Huddle.



## Population health management in action

When GGI reviewed East Sussex Fire and Rescue Service (ESFRS), we got to know Dawn Whittaker, Chief Fire Officer and Chief Executive, who has since joined the GGI Faculty. David Kemp, Head of Community Safety at ESFRS, describes a great example of population health management on the south coast.



## The pipes and wires of good governance

Philippa Slinger, former director of nursing, NHSE/I improvement director, NHS trust CEO and system chief executive, writes: "A well-governed organisation is one that means you can manage the accountability as a chief executive – it means you can sleep at night – but most importantly it means reduced risk of harm to patients."





## Solutions to the population health management challenge

For the latest webinar in GGI's New NHS ICS Series, we invited two leaders at the forefront of population health management, one of whom invented the Tesco Clubcard, to share their thoughts on the challenges and opportunities facing integrated care systems.



## The foundation trust challenge

Principal consultant Peter Allanson asks whether the Health and Care Bill represents an existential threat to NHS foundation trusts.



## Place and provider collaboratives – New NHS ICS Series

In the latest in our series of integrated care webinars, guest speakers Cathy Elliott and Colin Scales outlined some of the ways that the West Yorkshire and Cheshire & Merseyside Health & Care Partnerships are balancing the needs of today with their ICS long-term plans at the level of place.





## Coaching for culture in the NHS

Guest blog from Sue Smith OBE, a coach supporting new directors in the NHS: 'Ockendon should be used for every specialty and for every board to consider within and across the NHS and wider healthcare. It absolutely must result in a review of the impact of the way regulation adds layer upon layer of complexity to NHS governance.'



## Trust, governance and the future of the Nolan Principles

The latest Ipsos Veracity Index, which measures the trust of professions in Britain, puts government ministers below everyone except advertising executives. GGI Festival Director Jaco Marais highlights the importance of governance in gaining trust and asks if it might be time to add to the Nolan Principles of selflessness, integrity, objectivity, accountability, openness, honesty and leadership



## Mervyn King – why fairness matters

We speak to Judge Professor Mervyn King about why fairness belongs at the heart of good governance.



## **Festival of Governance 2022**

In our series of Festival launch videos, members of the GGI team reflect on the meaning and value of the Nolan Principles.



## **A golden opportunity to engage communities**

Rory Hegarty, Director of Communications and Engagement, North West London Integrated Care System, says integrated care presents organisations with a huge opportunity to improve the relationships they have with the communities they serve.



## **Building a red wall of effective stakeholder engagement**

Boards know that the relationship between their organisation and its stakeholders is critical to success, and yet many organisations and their boards neglect stakeholder engagement, or do it poorly, and have an inadequate understanding of relations with stakeholders and the stakeholder's perception of the organisation. Support for a person, organisation, institution, government – anything – boils down to engagement.



### Is it time to rethink risk management?

If risk has purely negative connotations for you, GGI consultant Abeeda Ladha says it might be time to think a little differently.



### Governance that's fit for purpose

GGI consultant Mike Weaver sets out the key questions boards must ask themselves when assessing their systems of governance.



### Well-spent meeting time

All three of this week's time-saving blogs were written by GGI principal consultant Peter Allanson. First, he revisits a popular theme from two of GGI's most-read articles, about writing board papers and running meetings.





### Minute-writing in a time of crisis

Peter's advice, first published just days into the first lockdown of 2020, focused on capturing clear, concise and accurate records.



### Short effective board papers

Also published early in the first lockdown of 2020, this bulletin highlighted some of the problems associated with writing briefing papers and offered some guiding principles.



### Developing modern boards

GGI partner and executive director Mark Butler argues that the success of modern organisations is achieved more through organisational dynamics and culture than effective compliance systems or a focus on the mechanics of how formal business is run. Everything – boils down to engagement.





### Collaboration and compromise

GGI chief executive Andrew Corbett-Nolan responds to the latest guidance from NHS England, Draft Guidance on good governance and collaboration and Draft Code of governance for NHS provider trusts, which could frame the way boards work up to 2030.



### Delivering 2030 governance now

For the last few years the Good Governance Institute, through the work of the National Commission, has been investigating the importance, role and future of good governance in the public sector: who needs to do what by when between now and 2030.



### Internal engagement maturity matrix

GGI's new internal engagement maturity matrix is a practical tool that enables boards and communication teams to identify their current level of progress against key competencies, to determine where they want to get to in the next 12 months and plan how to get there.



## Engagement for good communication

GGI engagement consultant Daniel Taylor on why the recipe for good communication is engagement and what that means for boards and communications leads.



Finding Pride with Nadine Benjamin MBE

## Finding Pride with Nadine Benjamin MBE

The Public Good is a podcast hosted by Jaco Marais on behalf of the Good Governance Institute. This is our first episode: Finding Pride, in conversation with Nadine Benjamin MBE. She says: "It's about finally finding courage to jump into your life...". [Listen here.](#)



## Checklist for trusts before 1 July 2022

With just four days to go before England's 42 integrated care systems move to a statutory footing, GGI Senior Consultant Fenella McVey presents a checklist of focus areas for trusts as they move into the uncharted waters of integrated care.



## Yankee Doodle Day

On US Independence Day, GGI CEO Andrew Corbett-Nolan reflects on the dangers of unbendable hard-wired constitutions and argues that boards should always link their governance to impact, results and securing value.



## Risking review

GGI consultant Joanna Watson says it's essential to take the risk of opening organisations up to external review once every three years – and explains why ignorance certainly isn't bliss.



## GGI's response to NHS England draft guidelines

GGI principal consultant Simon Hall sets out GGI's formal response to the draft guidance on good governance and collaboration and the draft code of governance for NHS trusts, which should, he says, be a simpler single document.





### Delivering today and building a better tomorrow

Cheshire and Merseyside Health and Care Partnership is one of the country's biggest ICSs. ICB CEO Graham Urwin talks through some of their implementation challenges.



### South London Listens

"Often, one of the most radical and effective ways you can engage is just to listen." – Ranjeet Kaile, Director of Communications and Engagement at South London and Maudsley NHS Foundation Trust and South East London ICS.



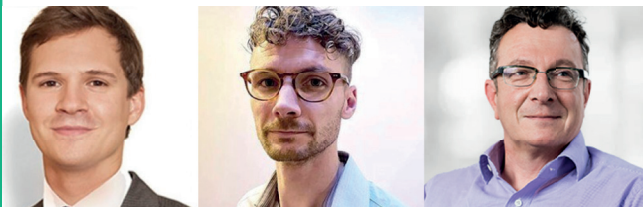
### Building the system – Sussex ICB

"I think if I was doing this again, I would have engaged more with staff." – Terry Willows, Sussex ICB's new Chief of Staff and Corporate Affairs talks to us about the Integrated Care Board development journey and aspirations for the future.



### A time to lead

A toxic combination of factors is coalescing to create an unprecedented challenge for the public sector. GGI's newest principal consultant Aidan Rave, a former local politician and CEO, says it's time for leaders to step up.



### Building better health: what are the estate development and management opportunities presented by integrated care systems?

In July, we hosted a roundtable discussion to look at the opportunities for estates in integrated care to drive reform, inspire innovation and enable improvement. The discussion focused on ways in which developing or repurposing NHS estate can enable co-location and greater integration of health and care services.



**Daniel Elkels, CEO London Ambulance Service**

### Episode 1: Leadership

aniel Elkeles (Chief Exec, London Ambulance Service) and Philippa Singer (Senior Associate, GGI) join Jaco Marais (Head of CSR, GGI) to discuss the Nolan Principle of leadership. [Listen now.](#)



**Sophie Howe, Future Generations Commissioner for Wales**

## Episode 2: Honesty

The second podcast in our series on Nolan Principles is on honesty. Jaco Marais (Head of CSR, GGI) speaks to Sophie Howe (Future Generations Commissioner for Wales) and Mark Butler (Executive Director & Partner, GGI) about keeping politicians honest and being honest about how we involve people in our democracy. [Listen now.](#)



## Making it easy to do the right thing

GGI's chief executive, Professor Andrew Corbett-Nolan, goes back to basics and asks: what is good governance?



## Ready for the CQC new assessment framework

In the first of a two-part response to the CQC's new approach to assessment, GGI principal consultant David Holden sets the scene and says NHS organisations would do well to stay ahead of them.





## How to develop a board assurance framework (BAF)

GGI consultant Joe Roberts continues our brilliant basics series with a look at a vital document that will help address risks that could hold back your organisation.



## Preparing for the new CQC framework

Are you ready for the CQC's new single assessment framework? GGI senior consultant Joanna Watson says there are some immediate steps to take.



## Soulmates on a mission – good governance and OD

GGI executive director Mark Butler argues that realising the full potential of people and organisations requires the bringing together of good governance and organisational development.



## Integrated care... the 100 first days

Senior consultant Mason Fitzgerald assesses the progress that's been made in integrated care over three tumultuous months.



## Governance for the long term

How do leaders reconcile short-term urgency and long-term importance? Principal consultant and proud northerner Aidan Rave finds inspiration in the London Underground.



## The Public Good podcast – honesty

This is a written transcript of an episode of GGI's The Public Good podcast, focusing on the Nolan Principle of honesty. "We want people's input as experts in their communities, but we're definitely not willing to pay them the same as we might pay 'actual experts'." Sophie Howe, Future Generations Commissioner for Wales.



### **Investing in staff health and wellbeing**

GGI recently hosted an event with Reset Health, a care provider and thought leader on employee wellbeing and long-term health conditions, to discuss the key staff health and wellbeing challenges in the NHS – and what boards can do to address them.



### **Breaking the health outcomes gridlock**

In an article in the latest Municipal Journal Magazine (MJ), GGI principal consultant Aidan Rave argues that if local authority councils can harness their place-based networks, integrated care boards could be a game-changer for improving the nation's health (n.b. article is behind a paywall).



### **Improving system focus on inequalities and development**

Principal consultant Dr Amanda Harrison says GGI's new board assurance prompt will help ICBs ask the right questions in two key areas of their responsibility.





### Challenging risk management norms

Senior consultant Mason Fitzgerald highlights the latest developments in system risk management, arguing that it is an increasingly important tool for ICS leaders.



### End-of-year review

It's time for ICBs and their system partners to consider their first end-of-year review – par for the course in the NHS, but we suggest a change of approach is needed for ICSs.



### The role of system estate management in meeting ICS aims

GGI and Primary Health Properties (PHP), a leading investor in UK primary healthcare properties, have published the third and final paper in a series looking at healthcare estate management. The intention of the new paper is to raise awareness of the importance of estate management in helping to facilitate the integration of health and care and the achievement of the ICS aims.



## **Simplifying governance**

Principal consultant David Holden puts the case for keeping things straightforward. What is governance? What are the challenges? What are governance's brilliant basics?



## **Setting the stage for place-based governance**

Principal Consultant Aidan Rave reflects on 24 hours of rich discussion at GGI's Leaders' Forum at Leeds Castle.



## **Reflections on ISQuA 2022**

The International Society for Quality Assurance (ISQuA) in Healthcare held its first in-person conference for three years at Brisbane last month – GGI consultant Joe Roberts reflects on his time there.



## Reports and papers – as easy as ABC

Principal consultant David Holden continues our brilliant basics series with a call for accuracy, brevity and clarity.