



























- 3.4. Governor representatives must observe and maintain confidentiality as directed by the Board of Directors. This will include information that may not be disclosed to other governors and/or to trust staff, foundation trust members and members of the public and press. Advice and support regarding confidentiality can be sought at any time from the Trust Chair/ committee chair(s) and corporate affairs team.
- 3.5. Governor representative roles are a significant commitment for individual governors who volunteer their time and expertise. Therefore:
  - 3.5.1. The Chair should consider, when requested, opportunities for governors to share roles, establish deputies and shadow one-another as a means to share responsibilities and plan for succession.
  - 3.5.2. The Council of Governors should support individual governors to fulfil their duties as representatives and encourage all governors to understand and engage with the representative roles and consider themselves for nomination.
  - 3.5.3. Governors who nominate themselves for governor representative roles should be able to commit to prepare for and attend routine meetings and to engage with fellow governors to represent them and provide feedback.
  - 3.5.4. When requesting additional support from governor representatives, the Trust Chair, committee chairs and the executive and corporate affairs teams should be mindful of the significant commitments inherent in the role and keep additional requests clear and focused.
  - 3.5.5. Methods to help representatives to feedback to governor colleagues will be facilitated by the corporate affairs team and include less formal methods such as the 'Governor Monthly Update' bulletin and formal methods such as reports to Council meetings.

#### **4. Engagement with the Board: principles for governor representatives**

- 4.1. Governor representatives are expected to engage with the Board according to the following principles:
  - By committing to the role for the appointed term and attending as many routine meetings of the Board/sub-committee as possible.
  - Giving their views when invited to do so and to ask questions of clarification as appropriate.
  - Acting professionally, collaboratively and in a way which is consistent with the Trust's values and the Council of Governors' code of conduct.

#### **5. Engagement with the Council: principles for governor representatives**

- 5.1. Governor representatives are expected to engage with the Council according to the following principles:
  - By representing the interests of the Council of Governors and members of the Trust faithfully and proportionately
  - Feeding back to governor colleagues openly, honestly and regularly to:
    - Inform them of important decisions and developments.
    - Complete the loop of information on matters governors have raised with them as their representatives.
    - Share observations about the effectiveness of the Board and its sub-committees and the performance of the non-executive directors and the

Board in order to inform the Council's statutory duties.

**6. Engagement with governor representatives: principles for the Board**

6.1. The Board of Directors, particularly the Chair and non-executive directors, is expected to engage with governor representatives according to the following principles:

- By engaging openly and honestly.
- Chairing meetings and / or participating in them in ways which are inclusive of and respectful to lay representatives.
- Including governor representatives in all aspects of Board/committee work including Board/committee development and informal or seminar meetings. Exclusion of the governor representative should be by exception.
- Encouraging and supporting governor representatives to share feedback with the Council on the effectiveness of the Board and its sub-committees and the performance of non-executive directors.

**7. Review**

7.1. This document shall be reviewed by the Council of Governors and Board of Directors annually or more frequently if necessary.

<b>Terms of reference</b>	
<b>Name of governance body</b>	<b>Governor Steering Group (GSG)</b>
<b>Constitution</b>	The Governor Steering Group (“the group”) is a standing and permanent committee of the Council of Governors established in accordance with paragraph 25 of the Trust’s constitution.
<b>Accountability</b>	The group is accountable to the Council of Governors for its performance and effectiveness in accordance with these terms of reference.
<b>Authority</b>	The group is authorised by the Council of Governors to form working groups to facilitate the work of the group, and to support any recommendations they may make to the Council of Governors.
<b>Purpose</b>	<p>The purpose of the group is to:</p> <ul style="list-style-type: none"> <li>• Support and facilitate the work of the Council of Governors and make recommendations to it on any aspects of its work</li> <li>• Facilitate communication between the Council of Governors and the Board of Directors</li> <li>• Provide advice and support to the Trust Chair, Chief Executive and the company secretarial team</li> <li>• Initiate appropriate reviews and reports on matters within the remit of the Council of Governors</li> <li>• Actively engage governors in adding value to the Trust.</li> </ul>
<b>Responsibilities and duties</b>	<p><b>Responsibilities</b></p> <p>On behalf of the Council of Governors, the group shall be responsible for:</p> <ul style="list-style-type: none"> <li>• Supporting the work of the Council of Governors in order that it might better fulfil its statutory duties, particularly: <ul style="list-style-type: none"> <li>• Holding the Trust’s Non-Executive Directors to account for the performance of the Board of Directors</li> <li>• Representing the interests of members and the public</li> </ul> </li> <li>• Developing and maintaining close and effective working relationships with the Trust Chair, company secretarial team and Senior Independent Director.</li> </ul> <p><b>Duties</b></p> <p>The group has a duty to consult with and represent the interests of governors and members to:</p> <ul style="list-style-type: none"> <li>• Set the agenda for Council of Governors meetings held in public</li> <li>• Influence the agenda and planning of the annual general meeting and annual members’ meeting</li> <li>• Identity themes and objectives for governor forum meetings.</li> </ul>

## Meetings

Meetings of the group shall be formal, compliant with the relevant codes of conduct and action notes will be recorded.

The group will meet quarterly in advance of each ordinary meeting of the council of governors. The group Chair may cancel, postpone or convene additional meetings as necessary for the group to fulfil its purpose and discharge its duties.

## Chairmanship

The group shall be chaired by the Lead governor

If the Chair is absent or has a conflict of interest which precludes his or her attendance for all or part of a meeting, the group shall be chaired by the Trust Chair.

## Secretariat

The Deputy Company Secretary shall be the secretary to the group and shall provide administrative support and advice to the Chair and membership. The duties of the secretary shall include but not be limited to:

- Preparation of the draft agenda for agreement with the Chair.
- Organisation of meeting arrangements, facilities and attendance
- Collation and distribution of meeting papers
- Taking action notes and keeping a record of matters arising and issues to be carried forward
- Maintaining the group's work programme.

## Membership

### Members with voting rights

The following governor roles are entitled to membership of the group and shall have full voting rights:

- The Trust Chair, as Chair of the Council of Governors
- The Lead governor
- Governor representative to the committees of the Board of Directors, as elected by the Council of Governors, including:
  - Audit
  - Finance and Performance
  - Quality and Governance
  - Charity Committee
  - Appointments' Committee, and
  - Membership representative
- Nominated staff governor, as elected by the Council of Governors
- Nominated stakeholder governor, as elected by the Council of Governors

It should be noted that in the event a governor holds more than one role, they are still only entitled to one vote.

### In attendance with no voting rights

The following posts are invited to attend meetings of the group but shall not be members or have voting rights:

- The secretary to the committee (for the purposes described above)
- Director of Communications and Corporate Affairs
- Any other individuals as it considers appropriate and as the need arises.



<b>Quorum</b>
For any meeting of the group to proceed the Chair or Lead governor must be present along with two other governor representatives.
<b>Attendance</b>
Members and attendees are expected to attend all meetings or to send apologies to the Chair and committee secretary at least one clear day* prior to each meeting.
<b>Papers</b>
Meeting papers shall be distributed to members and individuals invited to attend at least five clear days prior to the meeting.
<b>Reporting</b>
Action notes shall be approved formally by the group at its next meeting.  The group shall report to the Council of Governors as required.
<b>Review</b>
These terms of reference shall be reviewed by the group annually or more frequently if necessary. The review process should include the company secretarial team. The Council of Governors shall be required to approve all changes.  The next scheduled review of these terms of reference will take place in December 2019
<b>* Definitions</b>
<ul style="list-style-type: none"> <li>In accordance with the trust's constitution, 'clear day' means a day of the week not including a Saturday, Sunday or public holiday.</li> </ul>

<b>Terms of reference</b>	
<b>Name of governance body</b>	Appointments committee of the Council of Governors
<b>Constitution</b>	The Appointments committee is assigned by the Council of Governors to assist it in carrying out its functions. However, Council may not delegate any of its powers or functions to it. The Appointments committee may appoint its own working groups as appropriate.
<b>Accountability</b>	The Appointments committee is accountable to the Council of Governors for its performance and effectiveness.
<b>Authority</b>	The Appointments committee of the Council of Governors will operate within the requirements of the Constitution, the Standing Orders adopted by the Council of Governors and these terms of reference.
<b>Purpose</b>	<p>The role of the Committee is to:</p> <ol style="list-style-type: none"> <li>1. Conduct the appointment processes for the Foundation Trust (FT) Chair and non-executive directors, making recommendations in this regard to the Council of Governors.</li> <li>2. Consider the composition and skills mix of the non-executive element of the Board of Directors and, in so doing, receive information regarding non-executive director appraisals (including that of the FT Chair) and take a view on succession planning.</li> <li>3. Review at least once a year the remuneration and terms and conditions of the FT Chair and non-executive directors, making recommendations in this regard to the Council of Governors.</li> </ol>
<b>Duties and responsibilities</b>	<p><b>1. General</b></p> <p>The Committee will:</p> <ol style="list-style-type: none"> <li>a. ensure a regular review of the skills, knowledge and experience required of non-executive directors and make recommendations to the Council of Governors with regard to any changes considered necessary;</li> <li>b. give full consideration to succession planning for all non-executive directors in the course of the Board's work, taking into account the challenges and opportunities facing the trust, and the skills and expertise likely to be required on the Board of Directors in the future.</li> <li>c. review annually the performance of the non-executive directors, including the FT Chair, by taking the lead in agreeing a process for determining the performance evaluations. The Council of Governors will, through its Appointments Committee, receive a report from the FT Chair regarding performance reviews of the non-executive directors, (the FT Chair having carried out these performance reviews). In consultation with the Senior Independent Director, the Chair of the Appointments Committee will carry out the performance review of the FT Chair. The outcomes of the evaluations and any recommendations will be reported to the</li> </ol>

Council of Governors in this regard. **[NB** In accordance with legislation (NHS Act 2006) and as described under S.35 of the Trust's Constitution, any recommendation to the Council of Governors pertaining to the removal of any non-executive director, including the Chair of the Board of Directors, shall be subject to a vote in favour by three quarters of the Council of Governors].

## **2. Selection and Appointment**

The Committee will:

- a. be responsible for selecting and nominating candidates to fill non-executive director vacancies, (including the FT Chair), as and when they arise for appointment by the Council of Governors;
- b. before any appointment is made by the Council of Governors, evaluate the balance of skills, knowledge and experience of the non-executive directors and, in light of this evaluation, prepare a description of the role and capabilities required for a particular appointment.
- c. In identifying suitable candidates, the Committee will:
  - use open advertising or the services of external advisers to facilitate the search;
  - create selection panels to carry out individual appointment processes, including the review of applications and interviewing of candidates. The panels will, for the appointment of non-executive directors, include the FT Chair, and for the appointment of the FT Chair, will include an independent assessor. In line with the NHSI guidance '*Your statutory duties*' there should be a majority of governors on the interview panel.
  - consider candidates on merit and against objective criteria, taking care that appointees have enough time available to devote to the position, and take into account the views of the Board of Directors as to the skills, experience and attributes required for each position,
- d. consider recommending for re-appointment by the Council of Governors any non-executive director nearing the end of their initial term in office and do so in accordance with the provisions of the Constitution in that regard.
- e. ensure that on appointment to the Board of Directors, non-executive directors receive a formal letter of appointment setting out clearly what is expected of them in terms of time commitment, committee service and involvement outside Board meetings, and that all non-executive directors have confirmed that they have the time to serve. Terms and conditions of appointment should be made available for public inspection.
- f. ensure the full range of eligibility checks have been performed and satisfactory references provided before any offer of appointment is finalised;

## **3. Terms and Conditions**

The Committee will

- a. make recommendations to the Council of Governors about the terms and conditions of appointment and terms of office for the FT Chair and non-executive directors;
- b. make recommendations to the Council of Governors about the remuneration and

allowances of the FT Chair and non-executive directors, bearing in mind appropriate external benchmarking, the economic and financial climate, trust performance and any proposals for executive pay reviews. External professional advisers should be consulted to market-test the remuneration levels of the Chair and other non-executive directors at least once every three years and when any material change to the remuneration of a non-executive is proposed;

#### **4. Other Duties**

The Committee will:

- a. ensure the FT's annual report provides sufficient information about the Committee's role and duties, and the process by which it fulfils those duties;
- b. have access to sufficient resources in order to carry out its duties, including access to the trust secretariat for assistance as required;
- c. give due consideration to laws and regulations, and the provisions of *the NHS Foundation Trust Code of Governance*;
- d. oversee any investigation of activities which are within its Terms of Reference, and
- e. at least once a year, review its Terms of Reference, to ensure it is operating at maximum effectiveness, and recommend any changes it considers necessary to the Council of Governors for approval.

#### **Chairing**

The Appointments Committee will be chaired by a member of the Council of Governors, appointed by Council for this purpose.

In the event that the Chair is absent or has a conflict of interest which precludes his or her attendance for all or part of the meeting, a member of the Committee will be nominated by the Chair to deputise on his/her behalf.

#### **Secretariat**

The Deputy Company Secretary will be the secretary to the Appointments Committee. The duties of the secretary will include but not be limited to:

- providing administrative support and advice to the Chair and membership;
- preparation of the draft agenda for agreement with the Chair;
- organisation of meeting arrangements, facilities and attendance;
- collation and distribution of meeting papers;
- taking the minutes of meetings, including recording the names of those present and in attendance, and keeping a record of matters arising and issues to be carried forward;
- ascertaining at the beginning of each meeting, the existence of any conflicts of interest and minute them accordingly, and
- maintaining the Appointments Committee's work programme.

#### **Membership**

##### **Members with voting rights**

Membership of the Committee will be elected from the members of the Council of Governors. Officers and directors of the Trust may, on invitation by the Committee, attend any of its meetings as advisers, but will not be eligible to vote on any matters

which the Committee will be responsible for deciding on.

The Committee will comprise between five and eight governors, including the Chair of the Committee and the Lead Governor.

The Council of Governors will appoint the Chair of the Committee. The terms of office for the Chair of the Committee will be for one year, with the option for the incumbent to stand again. Any Committee member dissatisfied with the performance of the Committee Chair will follow the procedure as laid down in the Constitution with this regard.

The Director of Communications and Corporate Affairs and/or Deputy Company Secretary will attend all meetings of the Committee, and other executive directors or advisers may be invited to attend in an advisory capacity. Such officers attending may, at the discretion of the Committee Chair be required to leave any part of the Committee's meetings.

Members conflicted on any aspect of an agenda presented to the Committee, such as succession planning for a non-executive director vacancy or the Chair's position will declare their conflict and withdraw from discussions.

**In attendance with no voting rights**

The following posts are invited to attend meetings of the Appointments' Committee but will not be members or have voting rights:

- The Trust Chair
- The Senior Independent Director
- The Director of Communications and Corporate Affairs
- The Deputy Company Secretary

**Quorum**

Three members present will form a quorum for any of the Committee's meetings

**Attendance**

Members are expected to attend all meetings or to send apologies at least 24 hours prior to each meeting.

**Frequency of meetings**

The Committee will meet at least four times each year, and at other times as the Committee Chair and members may agree.

**Papers**

Papers to be distributed to members and those in attendance at least three working days in advance of the meeting.

**Reporting**

The Committee will report to the Council of Governors

The Committee Chair will report formally to the Council of Governors on its proceedings after each meeting on all matters within its duties and responsibilities.

The Committee will make whatever recommendations to the Council of Governors it deems appropriate on any area within its remit where action or improvement is needed.

The Committee will ensure that a statement is made in the annual report about its activities, including the process used to make appointments and explain if external advice or open advertising has not been used.

The Committee will make available upon request, in a format they deem appropriate, information regarding the attendance of all members at Committee meetings.

The Committee Chair will attend the annual members' meeting and be prepared to respond to any members' questions on the Committee's activities.

#### **Review**

These terms of reference will be reviewed annually or more frequently if necessary. The review process should include the company secretarial team for best practice advice and consistency.

The Committee's next scheduled review of these terms of reference will take place in December 2019 for approval by the Council in January 2020.

**Report to:** Council of governors  
**Meeting date:** 13 January 2020  
**Reference number:** 15-20  
**Report from:** Clare Pirie, Director of Communications and Corporate Affairs  
**Author:** Hilary Saunders, Deputy Company Secretary  
**Appendices:** NA  
**Report date:** 09 October 2019

## Changes to the Trust Constitution

### Background

1. A recent review of the Constitution highlighted a lack of distinction between staff and stakeholder governor roles. Whilst *Restrictions on membership* (S.11) clearly state that an individual who satisfies criteria for membership of one constituency shall not become or continue as a member of any other constituency, this is not currently cross-referenced against criteria for *Disqualification and removal of governors* (S.18)
2. Section 53 of the Trust's Constitution states that the Trust may make amendments of its Constitution only if:
  - a. More than half of the members of the Board of Directors present and voting at a meeting of the Board of Directors approve the amendments
  - b. More than half of the members of the Council of Governors present and voting at a meeting of the Council of Governors approve the amendments.
3. The current version of the Constitution can be found on the QVH website by following the link: <https://www.qvh.nhs.uk/wp-content/uploads/2015/09/Constitution-2017-FINAL.pdf>

### Amendments

It is proposed that S8.1 of the Constitution will now read: *In line with S11.1 an individual who is a member of a constituency shall not, while membership of that constituency continues, be a member of any other constituency.....'*

### Recommendation

Following approval by the Board of Directors in November, Council is also asked to **approve** this change to the Constitution at its meeting on 13 January.

### Next steps

If Council approves this change, the revised version of the Constitution will take immediate effect.

# QVH Council of Governors 13 January 2020

## EXECUTIVE OVERVIEW





# The Queen's Speech – 19 December 2019

---

Has introduced three bills directly related to health and social care:

1. NHS Funding Bill – enshrining in law the multi-year funding settlement for the NHS - £33.9bn increase in cash terms by 2023/24. Commits Government to delivering the NHS Long Term Plan in England to ensure a health service is fit for the future
2. Health Service Safety Investigations Bill – to establish the world's first independent body Health Services Safety Investigations Body (HSSIB) – to investigate patient safety concerns and share recommendations to prevent similar incidents recurring
3. Medicines and Medical Devices Bill – will ensure that the NHS and patients can have faster access to innovative medicines



# 2020 Year of the Nurse & Midwife

---

- World Health Organisation (WHO) has designated 2020 as the “Year of the Nurse and Midwife”, in honour of the 200<sup>th</sup> anniversary of the birth of Florence Nightingale.
- Government announced before Xmas additional support of at least £5,000 a year for nursing students to help with living costs from August 2020



# KSO1: Outstanding Patient Experience

Delayed due to the election CQC quietly published in December the Outlier Report of the Children and Young People 2018 Patient Experience Survey. As in 2016, QVH was the only trust to be categorised in the highest band of ‘much better than expected’ for both age groups.

## Results

### Trusts achieving ‘much better than expected’ results

Queen Victoria Hospital NHS Foundation Trust, was classed as ‘much better than expected’ for experiences of both 0 to 7 and 8 to 15-year-olds. Royal Brompton & Harefield NHS Foundation Trust was classed as ‘much better than expected’ for experiences of 0 to 7-year-olds.

	Aged 0-7			Aged 8-15			Overall CQC rating	Core service rating Site 1	
	Band	Most Negative (0/10)	Middle	Most Positive (10/10)	Band	Most Negative (0/10)			Middle*
<b>Trust average</b>		7	20	73		6	18	76	
Queen Victoria Hospital NHS Foundation Trust	MB	3	12	86	MB	2	9	89	G
Royal Brompton and Harefield NHS Foundation Trust	MB	3	8	88	B	3	14	83	G

  

Key:	Trust performance	Much worse (MW)	Worse (W)	About the same (S)	Better (B)	Much better (MB)
	CQC rating	Inadequate (I)	Requires improvement (RI)	Good (G)	Outstanding (O)	No rating (NR)

This is sustained excellent FFT feedback from our inpatients and outpatient areas with 98% of patients saying they would recommend us. Learning from complaints and PALS continues to be shared with teams to further improve services



# KSO2: World Class Clinical Services

---

## Safety:

- Revalidation & Appraisal:
- GMC Rate as at 30/11/19, 82.5% (+2.6%)
- Trust Rate as at 1/12/19, 87.3% (+0.7%)
- GDC Rate as at 1/12/19, 76.2% (+4.0%)
- 2 serious incidents (both dental extractions).

## Clinical Effectiveness:

- GIRFT deep dives into imaging & radiology; breast; anaesthetics and post operative medicine; oral and maxillofacial; hospital dentistry; plastics; litigation. Action plans have/will be developed.
- Learning from death review by Dr Ed Pickles (1/10/18-30/9/19): 5 deaths per year at QVH. 10 deaths of patients at other locations, but within 30 days of an in-patient stay or admitted day case procedure. 9 deaths within 30 days of a procedure completed in outpatients. Structured judgement reviews on all QVH deaths and any death where a concern is raised.

## Other:

- New Medical Director structure aligning with operational and nursing structures.
  - 2 deputy MDs; Associate MD for cancer and strategy; director of medical ed; R & D Lead; 3 Clinical Directors and associated Clinical leads.



# KS03: Operational excellence

---

## RTT (Referral to treat) waiting time standard

- QVH open pathway performance is behind plan (November performance of 82.9% against a plan of 85.3%) but improving monthly
- Total patients waiting >18 weeks continue to fall and in November was 1800 compared to 3525 in the same period last year
- Patients waiting over 52 weeks continues to fall however pressure remain re patient choice and a handful of long wait patients due to complex pathways or system delays such as late referrals. IN November there were 19 patients waiting over 52 weeks, 13 of which where patients have deferred treatment

## Cancer waiting times standards

- In the last reporting period (October) the 62 day standard was met bit the 31day and 2ww standard were not met. The 2ww standard has been challenged by capacity challenges which have now been addressed with the recruitment of vacant clinical posts
- The trust is making good progress towards the 28 day Faster Diagnosis Standard which goes live in April 2020. Shadow reporting in October saw a performance of 84.4% against the 85% target

## Service improvement

- Outpatient transformation work is ongoing. Online vetting is now in place for all services bar plastics



# KSO4: Financial Sustainability

M08 (November) 2019/20 YTD

Financial Performance		Annual	Year to Date £'000		
Income and Expenditure		Plan	Plan	Actual	Favourable /(Adverse)
<b>Income</b>	Patient Activity Income	67,689	45,468	44,174	(1,294)
	Other Income	4,734	3,145	3,129	(16)
<b>Total Income</b>		<b>72,424</b>	<b>48,613</b>	<b>47,303</b>	<b>(1,310)</b>
<b>Pay</b>	Substantive	(51,414)	(34,225)	(30,220)	4,005
	Bank	(796)	(505)	(2,197)	(1,692)
	Agency	(218)	(154)	(1,644)	(1,490)
<b>Total Pay</b>		<b>(52,428)</b>	<b>(34,883)</b>	<b>(34,061)</b>	<b>822</b>
<b>Non Pay</b>	Clinical Services & Supplies	(12,961)	(8,629)	(8,995)	(366)
	Drugs	(1,532)	(1,021)	(984)	37
	Consultancy	(79)	(53)	(87)	(34)
	Other non pay	(7,862)	(5,448)	(5,406)	42
<b>Total Non Pay</b>		<b>(22,434)</b>	<b>(15,151)</b>	<b>(15,471)</b>	<b>(321)</b>
Financing		(5,006)	(3,338)	(3,353)	(16)
<b>Total Expenditure</b>		<b>(79,868)</b>	<b>(53,371)</b>	<b>(52,885)</b>	<b>486</b>
<b>Surplus / (Deficit)</b>		<b>(7,445)</b>	<b>(4,759)</b>	<b>(5,582)</b>	<b>(823)</b>

- Underlying performance** – Income – volume & casemix; Pay – vacant posts partially offset by temporary staffing pressures; Non-pay – Activity related clinical supplies and drugs underspends offset by Clinical supplies PBR exclusions (contra clinical income).
- Cost Improvement and Productivity Programme (CIPP)** – YTD £0.8m; in line with target. Unidentified gap £0.5m.
- Capital** – YTD expenditure is £1.3m; in line with plan. Capital forecast is £3.5m as per revised plan. Additional £0.3m centrally funded EObservation project and £0.4m Health Education England funding for a Dental skills lab.
- Of note** - The Trust is not expected to meet plan at the year and most likely scenario is to be behind plan by £1.0m due to underperformance against clinical income and unidentified CIPP.

# KSO5: Organisational Excellence

## High level overview of 2019 NHS Staff Survey Results for Queen Victoria Hospital NHS Foundation Trust.

Currently the average is based on comparison with 5 out of the circa 16 other Acute Specialist Trusts so maybe subject to change once the national data is collated

<p><b>1032</b> Invited to complete the survey</p>	<p><b>1009</b> Eligible at the end of the survey</p>	<p><b>58%</b> Completed the survey (586)</p>	<p><b>62%</b> Average response rate for similar organisations</p>	<p><b>52%</b> Your previous response rate</p>
---	--	--	---	---

<p><b>72%</b> Q21c. Would recommend organisation as place to work</p> <p><b>92%</b> Q21d. If friend/relative needed treatment would be happy with standard of care provided by organisation</p> <p><b>88%</b> Q21a. Care of patients/service users is organisation's top priority</p>	<p>Historical comparison*</p> <ul style="list-style-type: none"> <li>■ Significantly better</li> <li>■ Significantly worse</li> <li>■ No significant difference</li> </ul>	<p>Comparison with average*</p> <ul style="list-style-type: none"> <li>■ Significantly better</li> <li>■ Significantly worse</li> <li>■ No significant difference</li> </ul>
---	--	--

