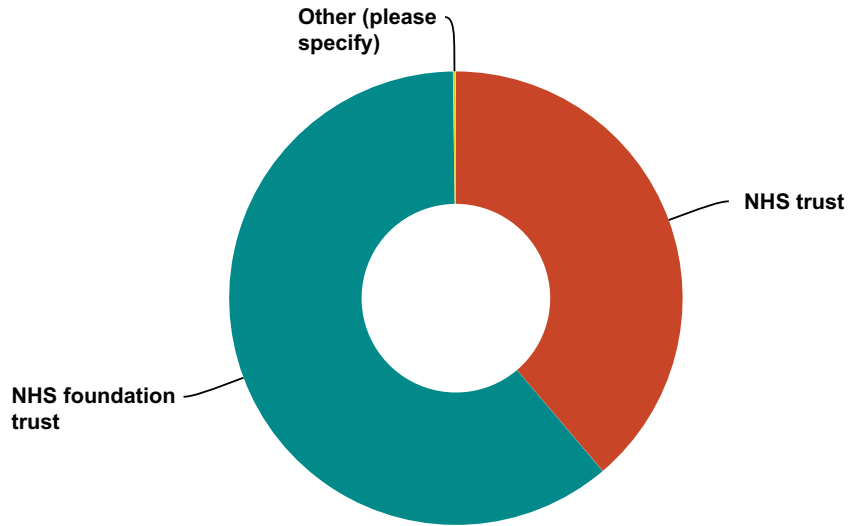


### Q1 Do you represent an NHS trust or an NHS foundation trust?

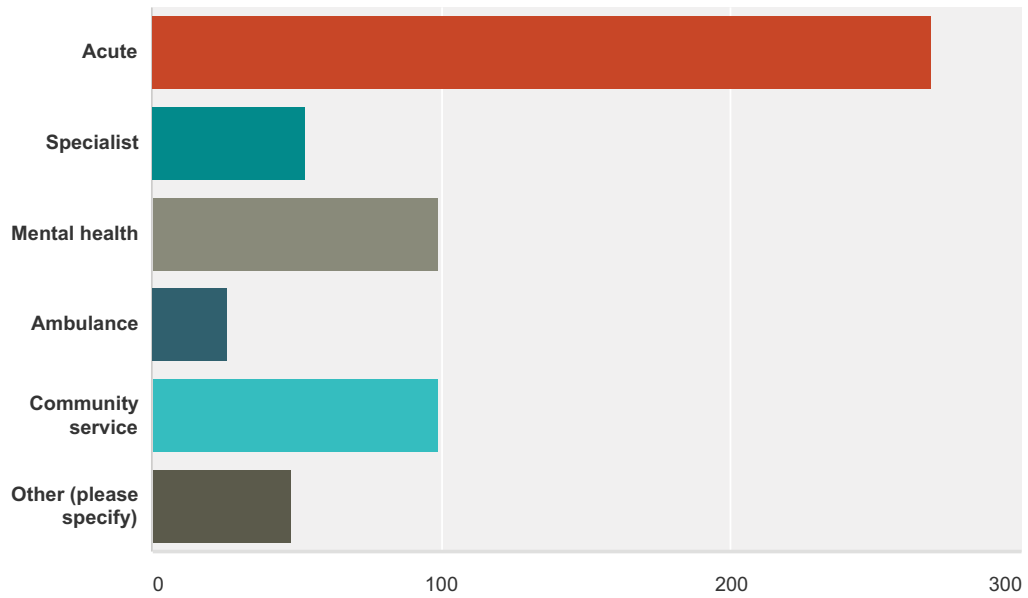
Answered: 500 Skipped: 0



| Answer Choices         | Responses |            |
|------------------------|-----------|------------|
| NHS trust              | 38.80%    | 194        |
| NHS foundation trust   | 61.00%    | 305        |
| Other (please specify) | 0.20%     | 1          |
| <b>Total</b>           |           | <b>500</b> |

## Q2 What type of trust do you represent?

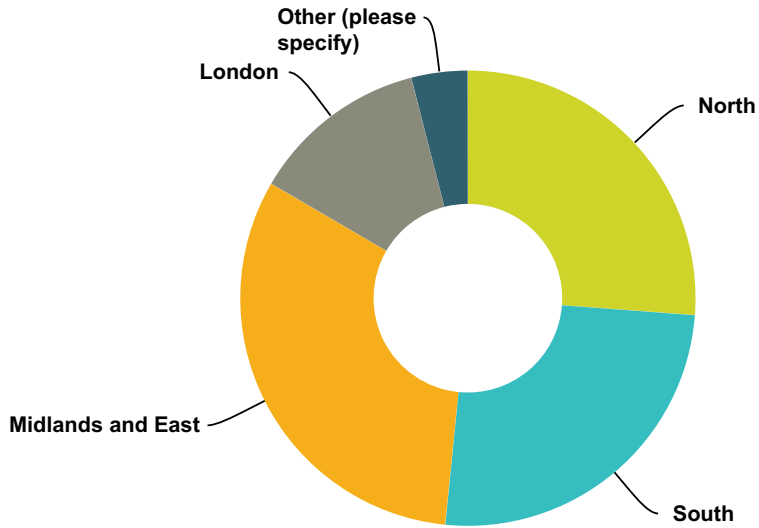
Answered: 500 Skipped: 0



| Answer Choices                | Responses  |
|-------------------------------|------------|
| Acute                         | 53.80% 269 |
| Specialist                    | 10.60% 53  |
| Mental health                 | 19.80% 99  |
| Ambulance                     | 5.20% 26   |
| Community service             | 19.80% 99  |
| Other (please specify)        | 9.60% 48   |
| <b>Total Respondents: 500</b> |            |

### Q3 In which geographical area is your trust?

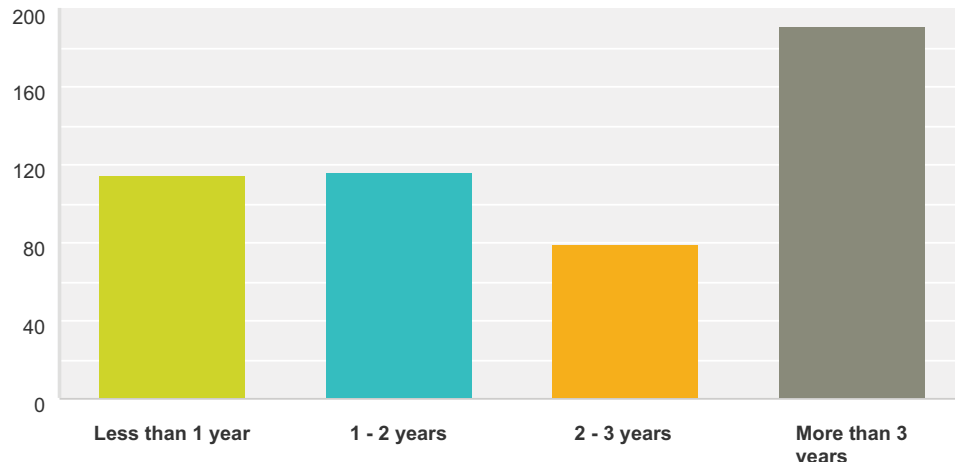
Answered: 500 Skipped: 0



| Answer Choices         | Responses |            |
|------------------------|-----------|------------|
| North                  | 26.20%    | 131        |
| South                  | 25.40%    | 127        |
| Midlands and East      | 31.80%    | 159        |
| London                 | 12.60%    | 63         |
| Other (please specify) | 4.00%     | 20         |
| <b>Total</b>           |           | <b>500</b> |

### Q4 How long have you been in post at your trust?

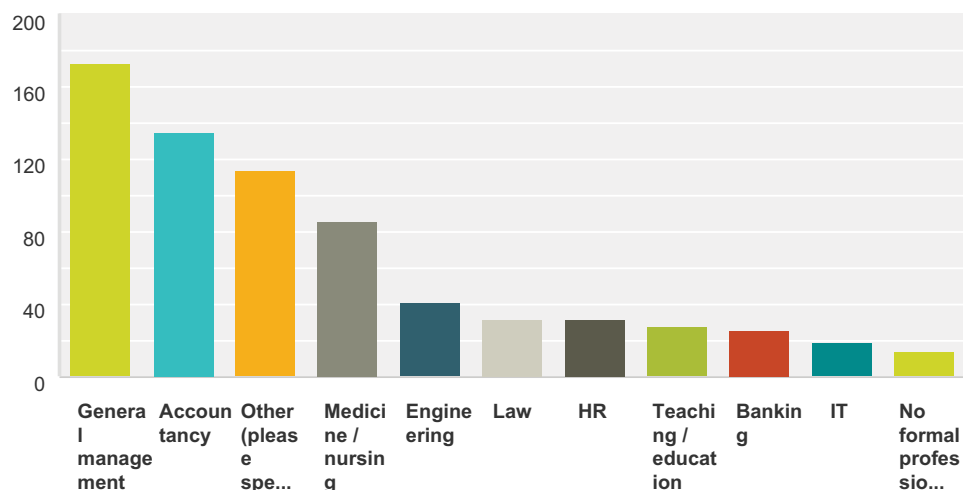
Answered: 500 Skipped: 0



| Answer Choices    | Responses |            |
|-------------------|-----------|------------|
| Less than 1 year  | 22.80%    | 114        |
| 1 - 2 years       | 23.20%    | 116        |
| 2 - 3 years       | 15.80%    | 79         |
| More than 3 years | 38.20%    | 191        |
| <b>Total</b>      |           | <b>500</b> |

**Q5 In what field was your original professional qualification? Please tick as many as apply.**

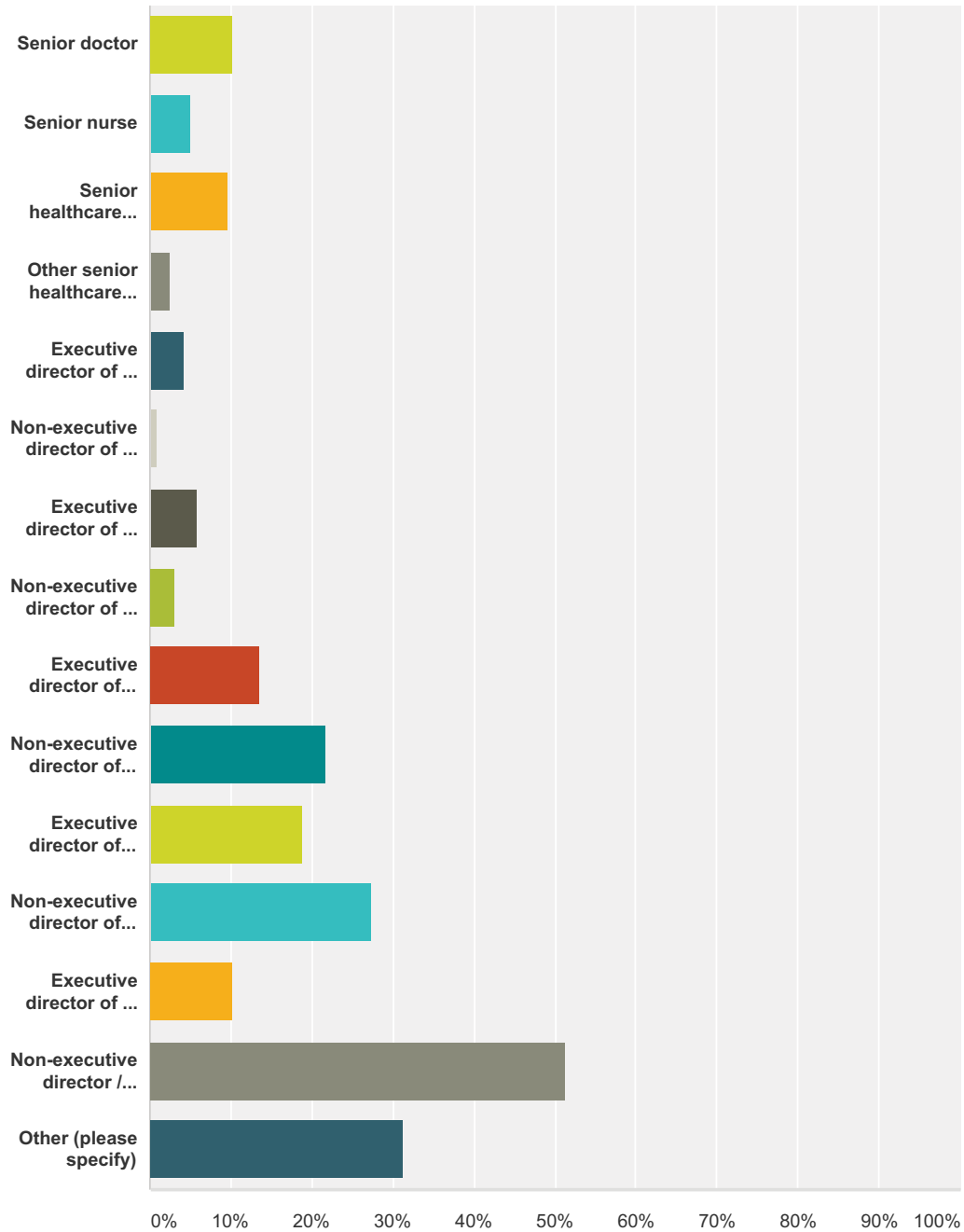
Answered: 500 Skipped: 0



| Answer Choices                  | Responses |     |
|---------------------------------|-----------|-----|
| General management              | 34.60%    | 173 |
| Accountancy                     | 27.00%    | 135 |
| Other (please specify)          | 22.80%    | 114 |
| Medicine / nursing              | 17.20%    | 86  |
| Engineering                     | 8.20%     | 41  |
| Law                             | 6.40%     | 32  |
| HR                              | 6.40%     | 32  |
| Teaching / education            | 5.60%     | 28  |
| Banking                         | 5.20%     | 26  |
| IT                              | 3.80%     | 19  |
| No formal professional training | 2.80%     | 14  |
| <b>Total Respondents: 500</b>   |           |     |

### Q6 Have you held or do you hold any of the following roles?

Answered: 460 Skipped: 40



| Answer Choices            | Responses |
|---------------------------|-----------|
| Senior doctor             | 10.22% 47 |
| Senior nurse              | 5.00% 23  |
| Senior healthcare manager | 9.57% 44  |

## Survey of NHS provider non-executive directors: March 2015

|  |               |     |
|--|---------------|-----|
| Other senior healthcare professional - please specify                                | <b>2.61%</b>  | 12  |
| Executive director of a FTSE 100 company   | <b>4.13%</b>  | 19  |
| Non-executive director of a FTSE 100 company   | <b>0.87%</b>  | 4   |
| Executive director of a FTSE 250 company   | <b>5.87%</b>  | 27  |
| Non-executive director of a FTSE 250 company   | <b>3.04%</b>  | 14  |
| Executive director of another healthcare organisation, whether public or private     | <b>13.48%</b> | 62  |
| Non-executive director of another healthcare organisation, whether public or private | <b>21.74%</b> | 100 |
| Executive director of another public, non-healthcare organisation                    | <b>18.70%</b> | 86  |
| Non-executive director of another public, non-healthcare organisation                | <b>27.39%</b> | 126 |
| Executive director of a charity  | <b>10.22%</b> | 47  |
| Non-executive director / trustee of a charity  | <b>51.30%</b> | 236 |
| Other (please specify)   | <b>31.30%</b> | 144 |
| <b>Total Respondents: 460</b>  |               |     |

**Q7 What was your motivation for becoming an NHS trust / foundation trust NED?**

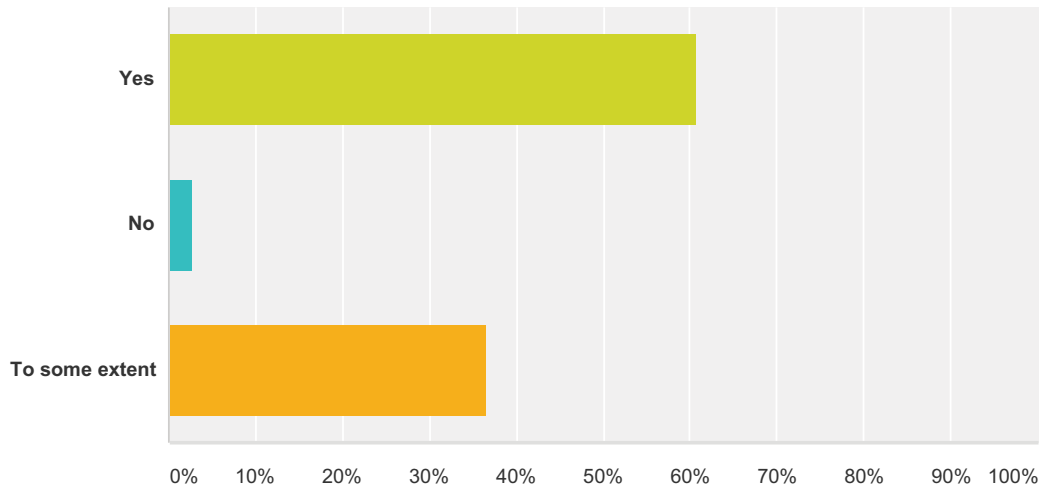
Answered: 487 Skipped: 13

This question contains open-ended responses of a personal nature, therefore this information has not been published.



### Q8 Is it being met?

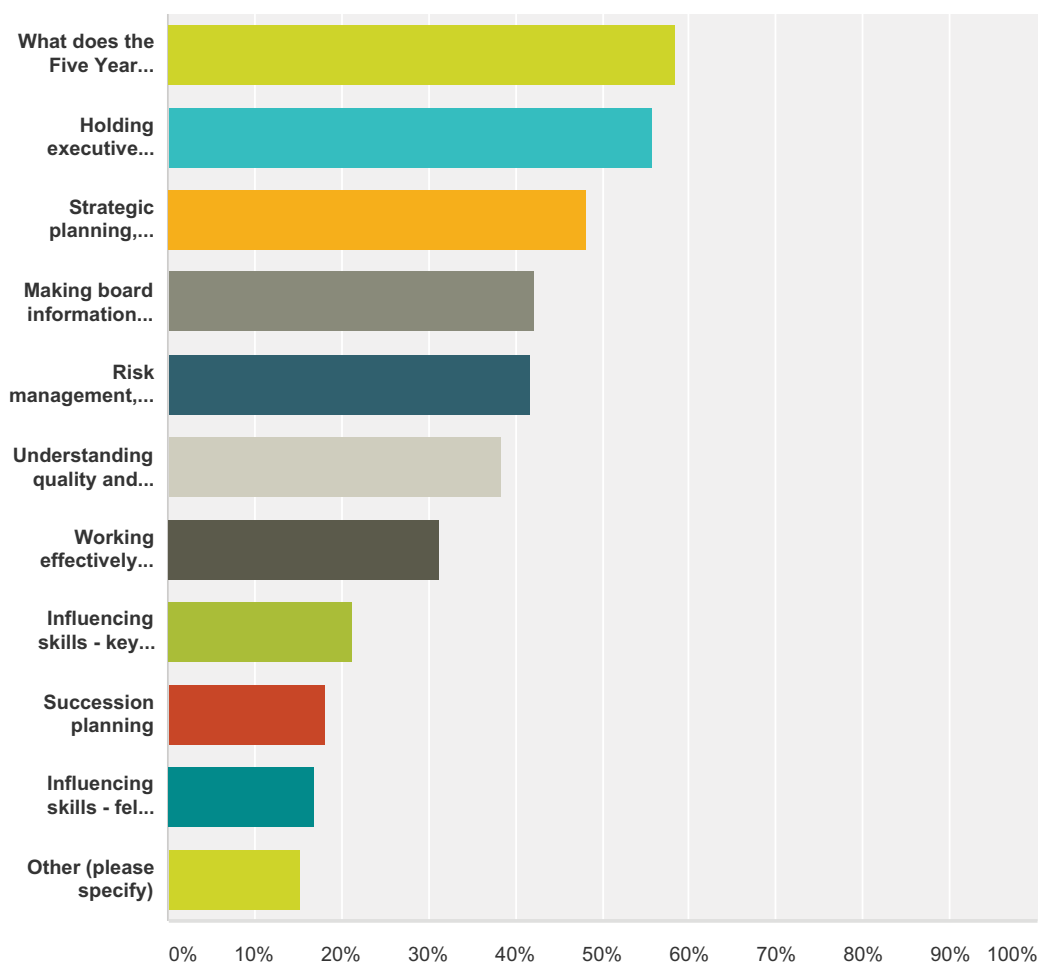
Answered: 489 Skipped: 11



| Answer Choices | Responses  |
|----------------|------------|
| Yes            | 60.74% 297 |
| No             | 2.66% 13   |
| To some extent | 36.61% 179 |
| <b>Total</b>   | <b>489</b> |

**Q9 Would you be interested in attending further learning events or receiving further guidance on any of the following topics? Please tick as many as apply.**

Answered: 464 Skipped: 36



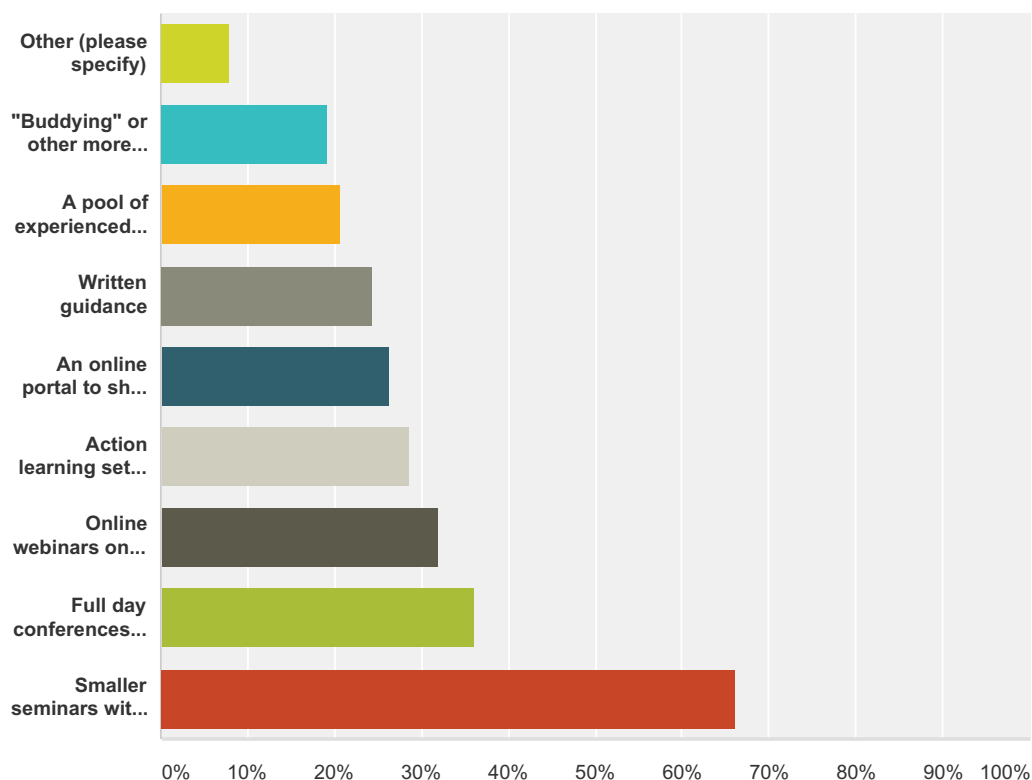
| Answer Choices   | Responses  |
|--|------------|
| What does the Five Year Forward View mean for NHS provider NEDs?               | 58.41% 271 |
| Holding executive directors to account and supporting them when in crisis      | 55.82% 259 |
| Strategic planning, including transactions - the non-executive director's role | 48.28% 224 |
| Making board information work for you  | 42.24% 196 |
| Risk management, triangulation and assurance                                   | 41.81% 194 |
| Understanding quality and effecting change within organisations                | 38.36% 178 |
| Working effectively with FT governors  | 31.25% 145 |
| Influencing skills - key external stakeholders and the media                   | 21.34% 99  |

## Survey of NHS provider non-executive directors: March 2015

|  |               |    |
|--|---------------|----|
| Succession planning  | <b>18.10%</b> | 84 |
| Influencing skills - fellow board members and internal staff | <b>16.81%</b> | 78 |
| Other (please specify)                                       | <b>15.30%</b> | 71 |
| <b>Total Respondents: 464</b>                                |               |    |

### Q10 What format would you prefer for any such learning? Please tick your preferred option(s).

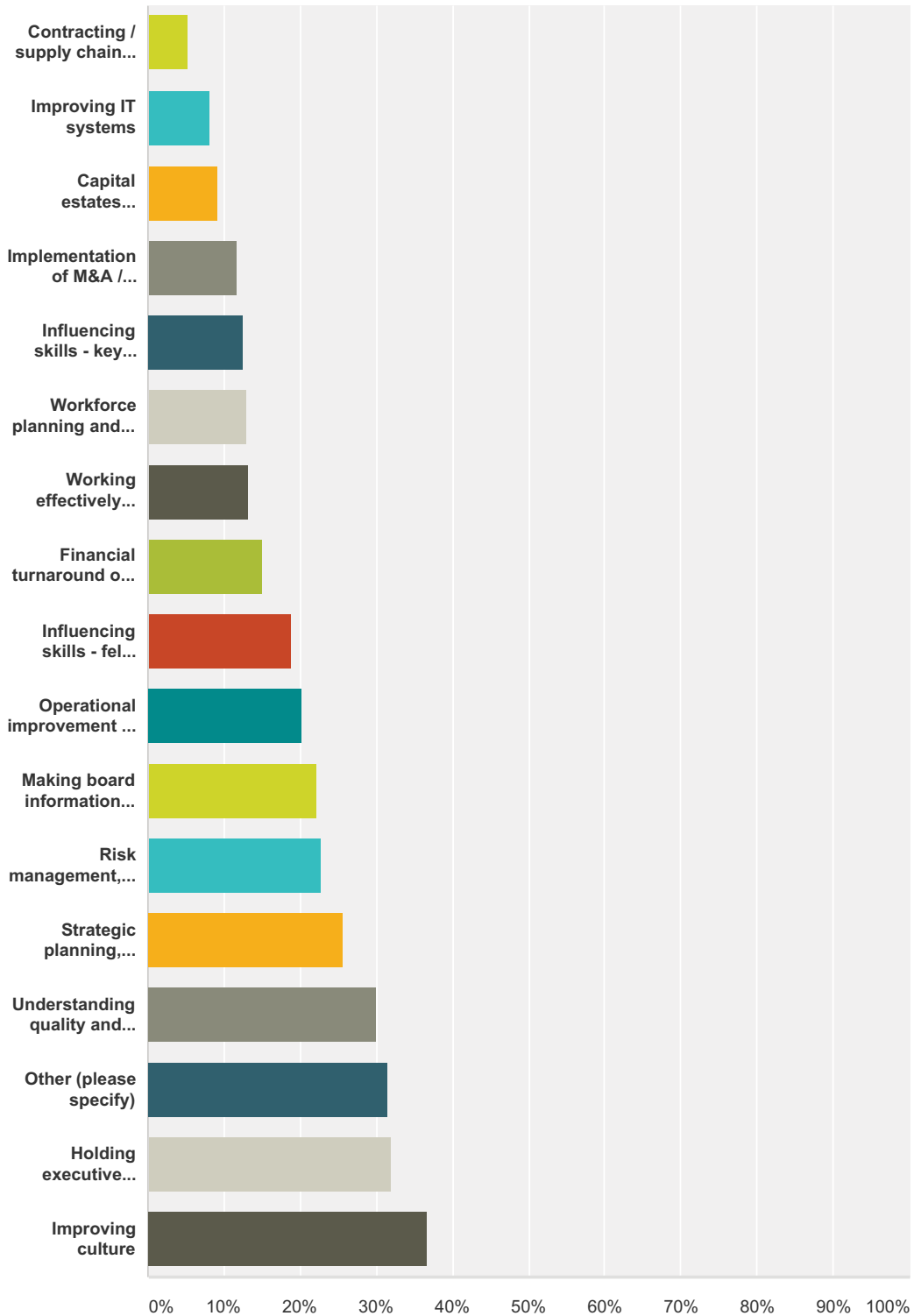
Answered: 463 Skipped: 37



| Answer Choices  | Responses  |
|---|------------|
| Other (please specify)  | 7.99% 37   |
| "Buddying" or other more informal support arrangements              | 19.22% 89  |
| A pool of experienced mentors to call upon                          | 20.73% 96  |
| Written guidance  | 24.41% 113 |
| An online portal to share good practice on key topics amongst peers | 26.35% 122 |
| Action learning sets on key topics lasting up to half a day         | 28.51% 132 |
| Online webinars on particular topics that you can dial into         | 31.97% 148 |
| Full day conferences covering multiple topics                       | 36.07% 167 |
| Smaller seminars with 1 – 2 presenters lasting up to half a day     | 66.09% 306 |
| <b>Total Respondents: 463</b>                                       |            |

**Q11 Would you be willing to help by sharing your knowledge and experience with other non-executive and / or executive directors of NHS providers in any of the following areas?**

Answered: 272 Skipped: 228



## Survey of NHS provider non-executive directors: March 2015

| Answer Choices   | Responses |     |
|--|-----------|-----|
| Contracting / supply chain management  | 5.15%     | 14  |
| Improving IT systems   | 8.09%     | 22  |
| Capital estates planning   | 9.19%     | 25  |
| Implementation of M&A / significant transactions   | 11.76%    | 32  |
| Influencing skills - key external stakeholders and the media                                 | 12.50%    | 34  |
| Workforce planning and restructuring, talent management, succession planning                 | 12.87%    | 35  |
| Working effectively with FT governors  | 13.24%    | 36  |
| Financial turnaround of struggling organisations   | 15.07%    | 41  |
| Influencing skills - fellow board members and internal staff                                 | 18.75%    | 51  |
| Operational improvement / performance management   | 20.22%    | 55  |
| Making board information work for you  | 22.06%    | 60  |
| Risk management, triangulation and assurance   | 22.79%    | 62  |
| Strategic planning, including transactions - in particular the non-executive director's role | 25.74%    | 70  |
| Understanding quality and effecting change within organisations                              | 30.15%    | 82  |
| Other (please specify)   | 31.62%    | 86  |
| Holding executive directors to account and supporting them when in crisis                    | 31.99%    | 87  |
| Improving culture  | 36.76%    | 100 |
| <b>Total Respondents: 272</b>  |           |     |

**Q12 Please give a short summary of your experience in this area / these areas. Please highlight any areas which you think would be of particular interest to your peers in the NHS context.**

Answered: 227 Skipped: 273

This question contains open-ended responses of a personal nature, therefore this information has not been published.

**Q13 Are there any other areas of knowledge and experience that you would be particularly interested to share?**

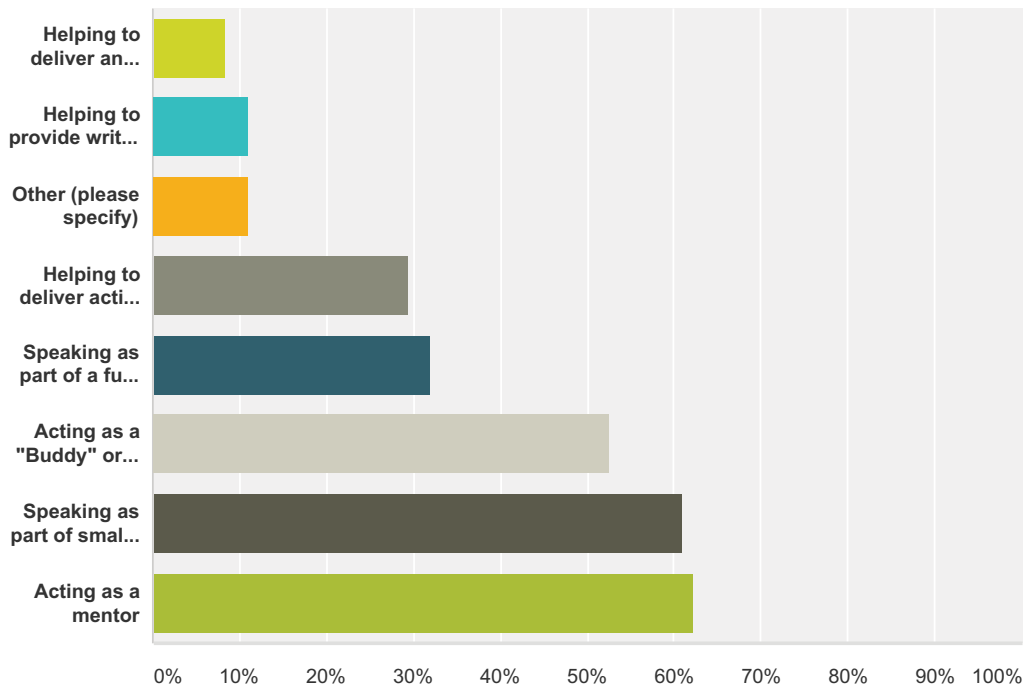
Answered: 116 Skipped: 384

This question contains open-ended responses of a personal nature, therefore this information has not been published.



**Q14 What format would you prefer for any such sharing? Please tick your preferred option(s).**

Answered: 251 Skipped: 249



| Answer Choices  | Responses  |
|---|------------|
| Helping to deliver an online webinar on a particular topic                          | 8.37% 21   |
| Helping to provide written guidance   | 11.16% 28  |
| Other (please specify)  | 11.16% 28  |
| Helping to deliver action learning sets on key topics lasting up to half a day      | 29.48% 74  |
| Speaking as part of a full day conference covering multiple topics                  | 31.87% 80  |
| Acting as a "Buddy" or providing other informal support                             | 52.59% 132 |
| Speaking as part of smaller seminars with 1 – 2 presenters lasting up to half a day | 60.96% 153 |
| Acting as a mentor  | 62.15% 156 |
| <b>Total Respondents: 251</b>   |            |

**Q15 If you are interested in either (i) sharing your knowledge and experience on one or more of the above topics or (ii) participating in a reference group for us, please provide your name and preferred contact details.**

Answered: 211 Skipped: 289

This question contains open-ended responses of a personal nature, therefore this information has not been published.