

NHS Foundation Trust application by the Northern Devon Healthcare NHS Trust

Summary consultation document

October 2011 - January 2012

Keeping services local
to support independence



Your local NHS Trust is changing

Welcome to our consultation to become an NHS Foundation Trust. This FT application introduces a new era and confirms our pride, confidence and ambitions to keep developing excellent services for patients.

This document tells you something of those ambitions and our plans for the next five years. This is an exciting time for the Trust and we would like to share our vision with you.

We are proud of the progress we have made in reducing waiting times and raising our infection control performance. We are also pleased to be recognised as one of the first NHS Trusts to break down the barriers between hospital and community healthcare, which means patients receive a joined-up service when being discharged from hospital or when care plans are developed to support them to recover in their own home, for instance.

We know that our hospitals and staff offer excellent clinical and personal care when it is needed. But we also believe we can do better, and that by becoming an NHS Foundation Trust we will be better able to innovate and deliver modern, joined-up health and social care to the areas and people we serve.

We would like you to be part of our future and get involved in your local NHS. Please take this opportunity to tell us what you think as your views will directly influence the way we run the NHS Trust in future.

We hope that once you have read this document, you will feel able to comment on our proposals and that you will become a member of our new NHS Foundation Trust.

We look forward to hearing from you.



Roger French
Chair



Jacqueline Kelly
Chief Executive

Tip: Please detach the response form from the centre to have it to hand as you go through this booklet. You can also give us your views in other ways - see page 11.

What we do

The Northern Devon Healthcare NHS Trust (hereafter referred to as the Trust) manages a portfolio of services, including:

- North Devon District Hospital in Barnstaple
- 17 community hospitals across Exeter, North, East and Mid Devon
- A wide range of other adult community health and social care services and clusters across the same geographical area

The Trust employs 4,500 staff and has a budget of £206m to provide NHS services across Devon.



What are NHS Foundations Trusts?

NHS Foundation Trusts are designed to be more accountable to their local communities by establishing a Council of Governors and membership which are representative of local communities and staff.

We are submitting an FT application now because the Trust Board believes that, as an NHS Foundation Trust, we will be better able to meet the needs and priorities of the people of the area we serve.

If we are successful in forming an NHS Foundation Trust, there will be a number of changes to the way we operate.

- We will be more accountable to our local community
NHS FTs have an ethos of membership and we will encourage people to join as members and have a voice in the activities of the Trust
- We will be better able to respond to local needs
As an NHS Foundation Trust we believe we will be better able to meet the needs and priorities of the people in the areas we serve
- We have greater commercial and financial freedom
In liaison with our commissioners, Governors and members we can decide how to reinvest any surpluses
- We will be regulated rather than directed
We will no longer be accountable to the Department of Health, but Monitor, the independent regulator of NHS Foundation Trusts.
- We will have legally binding contracts
Our services will be underpinned by robust service contracts which ensure a high standard of performance and financial stability

Our name

To reflect the expanded catchment area, we consulted with staff and stakeholders about a new name. On authorisation, we propose to adopt the name Devon Care NHS Foundation Trust.

Areas of consultation

The following are the main areas on which we would value your views. See page 11 for details on how to let us have those views or to find out more. The specific questions we would like to address are set out on the reply form in the centre of this booklet.

1. Our vision

The Trust Board reviewed its vision and strategy in September 2011. This sets out our five-year goals and our ambitions. The vision builds on our current reputation for increasingly good performance, excellent waiting times, sound governance arrangements and delivery of high-quality care, as evidenced by a range of external assessments.

The Trust's vision:

We will be an integrated health and social care Trust and underpinning everything we do will be the provision of safe, high-quality care. We will support the population to be as healthy and as independent as possible.

Question 1: Do you believe this vision will deliver the best care for our patients?

2. Our future plans

These are our main service development plans:

Supporting independent living and well-being

Helping patients manage their illnesses or injuries at home or in the community means they do not end up in hospital unnecessarily. However, when hospital care is needed, we will ensure it is available promptly and with the right clinical expertise. Once in hospital, we will continue reducing delays to discharge and ensuring that services are joined-up for patients when they leave hospital.

Instead of waiting for people to become ill and need our services, we will also focus on providing information and support so that people can make informed lifestyle choices.

Responsive acute hospital services

We will develop our acute services to be sufficiently flexible to accommodate all the patients who need them. Our hospital care will continue to be to the highest clinical standards but we will invest in ensuring it is efficient and supports the independence of patients once they leave.

Protecting the rights of vulnerable adults when they have a physical illness or injury

We will improve care for vulnerable adults by ensuring our staff recognise and assess their needs and take a holistic approach. We will also work hard to avoid unnecessary admissions for vulnerable adults where there is alternative, community-based support.

Networks and partnerships

We will continue to work in clinical networks with our partners to ensure our services are local, safe and promote independence. We will also work with our patients to provide the best possible service and ensure they are equal partners in decisions about their care.

Estates

Our goal is to ensure that our services are provided in buildings that are fit for purpose and help staff do their job efficiently.

Integrated patient record

It is our plan to create an integrated patient record to ensure that there is seamless transferring, recording and sharing of information across our services. Accurate documentation supports and enhances the delivery of high quality patient care.

Non-clinical services

We will protect front-line clinical services by ensuring that our non-clinical services are as efficient as possible. We will review our contracts with suppliers to ensure that we are obtaining maximum benefit and deliver savings which can be reinvested in clinical services.

Question 2: These plans are what we feel our priorities should be. Do you think we have missed anything out?

3. Membership of the NHS Foundation Trust

Membership creates a strong link between members of the public, staff of the NHS Trust and the people who care most about our hospitals and community services.

The main benefit of being a member is that you can make your voice heard. In doing so, you can help us as we continually strive to improve our standards of patient care and patient safety.

Becoming a member means you will get:

- Regular, jargon-free communications to keep you informed about your hospital and community services
- Opportunities to be involved with the NHS Foundation Trust via consultations, surveys, events or volunteering, for example
- Information on health issues and service developments
- The chance to stand for election to the Council of Governors and to vote for Governors
- Access to NHS discounts on a wide range of products.

We will have two membership constituencies:

1. Public members

People living in the communities served by the NHS Foundation Trust, along with patients who use our services, will be entitled to become public members. There are four constituencies of public member:

- Northern Devon
- Exeter and Eastern Devon
- Mid Devon
- Outside of these areas

Public members must:

- Live in Devon or the neighbouring counties of Cornwall, Somerset and Dorset
- Be over 18 years of age

Question 3: Should the minimum age of members be 18 or should we lower it to 16?

Question 4: Do you agree that our public constituencies adequately represent the communities we serve?

2. Staff members

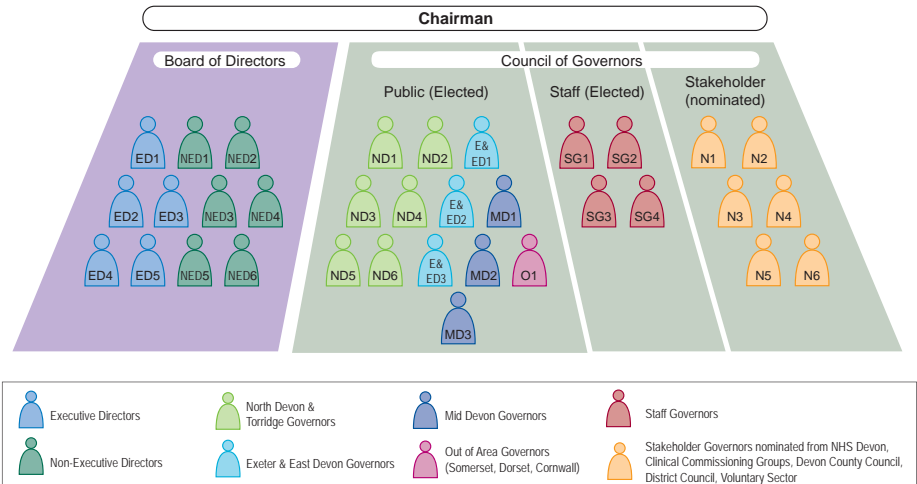
All staff employed by the NHS Foundation Trust on a permanent contract, or who have completed or have the intention of completing at least 12 months' service, are eligible to register as staff members.

In fact, staff will automatically become members unless they say they don't wish to be. This sends a strong message to staff that they are part of the organisation.

4. Governance structure

Legislation stipulates the basic composition of the Council of Governors, i.e. it must include staff representatives as well as representatives from the public, Local Authorities and partner organisations. It is also compulsory that public Governors comprise over half of the Council of Governors.

Foundation Trust Governance Structure



The diagram above sets out the component parts of the new governance structure of the new NHS Foundation Trust.

Our governance centres on three groups:

1. Members

See page 7 for details.

2. The Council of Governors

The Council of Governors is the body through which the membership maintains dialogue with the Trust Board.

We propose that the Council of Governors should comprise 23 Governors in total.

The public and staff Governors will be elected by other members of the NHS Foundation Trust to represent them as public or staff Governors to hold the new Foundation Trust to account for the decisions it makes.

They include:

- 13 Public Governors who represent geographical areas and are elected by the public members
 - 6 x North Devon and Torridge
 - 3 x Exeter and East Devon
 - 3 x Mid Devon
 - 1 x Out of Area
- 4 Staff Governors who are elected by the staff members
- 6 Stakeholder Governors who are nominated by partner organisations

Question 5: Do you think that these arrangements give staff adequate representation on the Council of Governors?

Question 6: Do you think the Council of Governors is the right size to provide good representation of the local communities served by the Trust?

The Council of Governors will be responsible for public accountability and enable the public, staff and partner organisations to influence strategy. The Governors will work closely with the Board of Directors, and have the right to be consulted about the NHS Foundation Trust's strategic development plans.

The Council of Governors:

- Represent the interests of the communities served in the management and stewardship of the NHS Foundation Trust
- Communicate information about the NHS Foundation Trust to the constituency that each Governor is selected to represent
- Appoint the Non-Executive Directors, including the Chair
- Approve the appointment of Chief Executive and Executive Directors
- Appoint the NHS Foundation Trust's external financial auditor
- Receive, at a public meeting, the NHS Foundation Trust's Annual Report and Accounts, and auditors' reports.

Governors need enthusiasm rather than specific skills or knowledge. As well as representing their own views, they represent those of people in their constituency. The Trust will support the Governors and ensure they are equipped to carry out their duties.

Governors will receive out-of-pocket expenses but do not receive a salary.

3. The Board of Directors

Responsibility for the day-to-day operational management and strategic direction of the Trust remains with the Board of Directors.

We propose that the Executive Board of Directors comprise:

- The Chairman of the Trust (a Non-Executive Director) and a further five Non-Executive Directors
- Five Executive Directors - Chief Executive, Director of Finance, Director of Nursing, Medical Director and Director of Operations.

Respond to the consultation

We welcome your views and advice to contribute to genuine debate that will ensure that Northern Devon Healthcare NHS Trust becomes an NHS Foundation Trust responsive to the communities we serve.

You can let us have your comments in the following ways:



Fill in and post the form included in this booklet



Our website: www.northdevonhealth.nhs.uk/ft



Email: contactus@ndevon.swest.nhs.uk



Post: FREEPOST RSAH-JRBJ-BJUT
Membership Office
Northern Devon Healthcare NHS Trust
North Devon District Hospital
Raleigh Park
BARNSTAPLE
EX31 4JB



Events and consultation meetings, which will be published as well as listed on our website

If your community group would be interested in inviting the Trust to attend one of your meetings to outline the consultation plans, our vision and proposed governance, please contact us on 01271 313971 or via: contactus@ndevon.swest.nhs.uk

Further information, the full consultation document and the Trust's plans, are also available via our website www.northdevonhealth.nhs.uk or by calling: 01271 313971

Becoming a member

You can become a member of the NHS Foundation Trust by:



Going online: www.northdevonhealth.nhs.uk/ft



Contacting 01271 313971 to:

- Obtain an application form
- Obtain the form in a different format (easy read, Braille or another language)
- Complete the form over the phone



Filling in a form at one of our consultation meetings.

Other formats

If you need this document in another format, such as audio tape or computer disk, Braille, large print, easy read, British Sign Language, or translated into another language, please telephone 01271 311575.