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7th draft – 30 Dec 2010

## Your Trust, Your say...

**Be a part of your local hospital and community trust– let us  
have your views on our application to become an NHS  
Foundation Trust**

*Public Consultation: 14 February 2011 – 14 May 2011*

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## Introduction

### **Please take the time to read about our plans to become an NHS Foundation Trust.**

This consultation document sets out our plans to become an NHS Foundation Trust. It explains the benefits of Foundation Trust status and the reasons why we are applying. It gives details of our plans for the future, outlines the new governance and membership arrangements, and shows you how you can get involved in your local hospital and community trust.

We believe that becoming an NHS Foundation Trust will enable us to build on our strong record of providing high quality healthcare to the people of Lewisham, as well as those living in neighbouring boroughs. It will ensure we retain a strong local focus so that we can listen to, understand and respond to the needs of local people.

Our aim is to be a trust where the very best patient care is provided in an environment where our doctors, nurses, midwives and other healthcare professionals all support staff receive the highest level of training to meet our patients' needs.

### **Be part of our future**

We see our application for Foundation Trust status as a real chance to engage more effectively with our patients, staff, local community and partner organisations and for all of you to make a real contribution to the future of your hospital and community services.

If you become a member of our Foundation Trust, you will receive regular news and updates on the work we are doing, including new services, as well as events, seminars and open days. We will also seek feedback on new service developments and ideas for improving patient care. The Trust will be run by governors who are elected by members.

### **Your say**

As part of our Foundation Trust application we will be carrying out a 12 week public consultation which will enable patients, the public, our staff, MPs, local councils, other NHS organisations and members of the voluntary sector to have their say on our proposals. We want as many views as possible to help us develop our application for NHS Foundation Trust status. We've set out our plans and proposals in this document and you can tell us what you think of these by filling in the pull out questionnaire at the back of this booklet. Please fill this in and return it to us at the FREEPOST address supplied by 14 May 2011 – you do not need a stamp to do this. You can also fill in this form on-line via our website at: [www.lewisham.nhs.uk](http://www.lewisham.nhs.uk) .

As well as seeking views through this document, we will also be offering individuals and groups the chance to discuss our plans in person at a range of specially organised meetings. A list of planned events can be found at the back of this booklet on page number xxx.

At the end of the 12-week public consultation, we will look at all the responses and will take into account comments made. We will then make a formal application to the Department of Health to become an NHS Foundation Trust. We look forward to receiving your comments.

**Reminder: The closing date for your response to this consultation is 14 May 2011.**

A shorter summary document has also been produced and is available on our website [www.lewisham.nhs.uk](http://www.lewisham.nhs.uk) or by telephoning xxxx.

## 1.1 About us

*"We are applying for Foundation Trust status to improve our services to local people by allowing patients, staff and local people to have much more say in how services are run."* **Tim Higginson, Chief Executive** (pull out quote)

Lewisham Healthcare NHS Trust was formed on 1 August 2010 as a result of bringing together the hospital and community services in Lewisham.

The Trust consists of University Hospital Lewisham and Lewisham Community Health Services. Our Trust employs 3,200 staff at both the hospital and community sites which makes us one of South East London's biggest employers.

## 1.2 What we do

University Hospital Lewisham is a local hospital in the centre of the London Borough of Lewisham. We serve a diverse multicultural local population of around 265,000 and provide services to people from surrounding areas. There has been a hospital on the Lewisham High street site for over 100 years – this is a history we are proud of and want to maintain.

At our hospital we offer a full range of medical, surgical and emergency services for our local community. We provide services to local people at every stage of their life, from birth to old age. We also provide a range of specialist services for South East London and beyond, including children's day case surgery, neonatal intensive care, cystic fibrosis care and ear, nose and throat and vascular surgery. We are also one of the few hospitals in London to have a separate Children's A&E Department – a service that is rated '**Excellent**' by the Care Quality Commission.

Our hospital also plays a key role in the education and training of tomorrow's doctors and nurses. University Hospital Lewisham is a campus for the Guy's, King's and St Thomas' School of Medicine, University of Greenwich and London South Bank University. We have over 250 medical students passing

through our wards and departments each year, and a number of other healthcare professional students.

Our community health professionals work closely with the hospital and GPs to provide support to adults and children across a range of health centres, community clinics, and in patients' own homes. Adult services include community matrons, district nurses, the Diabetes Team, the Home Enteral Nutrition (HEN) Team who provide care and expertise to people who need to be fed by a feeding tube, and the Sexual and Reproductive Health Team. Our Children and Young People's Services including health visiting, occupational therapy, physiotherapy, speech and language services and many other services.

### **[Boxed Copy]**

In 2009-10:

- we recorded one of the lowest Clostridium difficile infection rates of any district hospital in the UK
- we treated 50,636 inpatients
- **Our community healthcare professionals treated xx people in health centres and in their own homes [info from Jane Shepherd, Director of Community Health Services]**
- 
- 196,998 patients attended our hospital as an outpatient
- 85,228 adults attended our Adult A&E Department
- 30,465 children attended our Children's A&E Department
- 3,473 babies were delivered.

### **1.3 What is a Foundation Trust?**

Foundation Trusts remain firmly part of the NHS but have greater freedom from central government control. They:

- provide care that is free and based on need
- must be financially viable
- have to meet national quality standards and be inspected regularly
- are regulated by Monitor, the independent regulator of NHS Foundation Trusts.
- are more accountable to their patients and their local communities than other NHS trusts because people who use the services can become members.

## 1.4 Why become a Foundation Trust?

We believe that becoming a Foundation Trust will benefit our patients, public and local communities. As an NHS Foundation Trust we will be able to give more power and a greater voice to the local people we serve. Local people will have the chance to be a member of our Foundation Trust and elect a Members' Council who will work with us and oversee what we do.

*As a Foundation Trust we will be able to:*

- **Retain our independence**, making decisions and responding quickly to address local issues.
- **Strengthen our accountability to local people, patients, users of our services, partners and staff**, who can become members or governors and work with us to develop our services.
- **Create innovative** partnerships and explore the use of models, including joint venture and social enterprise, to meet the needs of local people.
- **Increase our financial freedom** so that we can be more flexible in how we use resources and in how we build up and use money to invest in new developments and make improvements to the hospital and community environment, facilities and to patient care.
- **Provide reassurance for our staff**, by allowing them greater ownership of, and involvement in, the future direction of their employer and local care provider.

Under Government legislation, all NHS trusts are obliged to become Foundation Trusts by 2013. Any trusts which fail in their bid to do so – for example, for not having enough local support – will be merged with another Foundation Trust and may not be run by local people.

## 1. Our plans for the future

Part of our foundation trust application includes a business plan. This sets out how we will improve and develop services to meet the needs of local people.

### 1.1 Our vision

We believe that we can best serve local people by becoming a Foundation Trust. If we do not do this, we will merge with or be taken over by an existing Foundation Trust. This would mean the loss of our independence, and our ability to focus on services for local people.

Our vision for the future of the organisation is described in the Trust's 'Mission Statement', below:

#### **Mission statement for the Trust**

**“Our aim is to provide the best possible healthcare in the hospital and the community for the population of Lewisham and other local people, working independently and with partners. As well as promoting good health in local communities and being a centre of excellence for educating healthcare professionals, we will be innovative in service design, development and evaluation.”**

### 2.2 The future

Lewisham Healthcare NHS Trust is committed to developing and improving its services and facilities. By combining community and hospital services, we can focus on reducing waiting times and giving local people the best possible care where they need it – be it in a hospital, health clinic or their own homes.

Our priorities are to:

- Provide rapid and timely access to a comprehensive range of high quality, safe, patient-focused healthcare services for the population of Lewisham and other local people.
- Create a fully integrated acute and community service organisation that is at the forefront of service transformation . This is about making sure people get the right care from the right person, in the right place and at the right time.
- Develop effective clinical partnership arrangements that ensure our patients have rapid access to, and timely discharge from, high quality specialist services.
- Strengthen and extend our relationships with local partners and identify innovative opportunities to work together for the benefit of local people.
- Develop a thriving and adaptable workforce with strong and effective clinical leadership and management.
- Build on our established reputation for excellence in educating healthcare professionals to develop, extend and innovate our education and training portfolio.

- Secure the future of the organisation as an independent, well-governed and commercially viable Foundation Trust

### **2.3 Our partners**

Lewisham Healthcare NHS Trust has a long tradition of working closely with local partners to plan and provide services. We have excellent relationships with our GPs, the primary care trust, the Strategic Health Authority, local NHS trusts, our MPs and the council and many voluntary groups.

For the future, we would like to build on our clinical and academic links with members of King's Health Partners (the Academic Health Sciences Centre formed in 2009 comprising King's College London, Kings College Hospital NHS Foundation Trust, Guy's and St Thomas' NHS Foundation Trust and the South London and Maudsley NHS Foundation Trust) to strengthen teaching and research within our Trust.

Above all, we want to encourage our partners to become members of our Trust so that they have a real stake in developing health services that meet the needs of our local community.

## **2. Join us**

### **3.1 Why become a member?**

Becoming a member of our new Foundation Trust will allow you to support our hospital and community services and contribute to their future development.

As a member, you will be able to help us to develop our services to best meet the needs of our patients, their families and the local community. You will also have the right to stand for election as a governor to our proposed Members' Council (see pXX) or elect others to represent you.

### **3.2 What does it involve?**

Membership is free, and it is entirely up to you how involved you choose to be. You might want to receive an occasional newsletter, or receive more regular information about the work of the Trust. Or you might want to play a more active role, participating in focus groups or surveys, becoming a volunteer, or standing as a governor. Being a member will not affect any treatment you receive as a patient.

If you express an interest in becoming a member we will contact you to find out how involved you want to be.

As a member, you will:

- Elect representatives to serve as governors
- Have the opportunity to stand for election as a governor

- Have the opportunity to be eligible for appointment as a Non-Executive Director of the Foundation Trust
- Receive regular information about the Trust, its performance and plans
- Be able to attend meetings and events with the elected governors, Members' Council and other senior managers
- Be able to work with the Trust on public and service user (e.g. patient) involvement initiatives by taking part in surveys, seminars, workshops on proposed changes to services.

### 3.3 Membership groups (constituencies)

We want to ensure that everyone with an interest in NHS hospital and community services in Lewisham is properly represented – whether they are a patient (also known as a 'service user'), carer, local resident or member of staff.

We plan to do this by setting up two groups of members:

- Public and Service Users (including carers of service users)
- Staff

#### Public and Service Users Group

Our vision is to provide the best possible healthcare to local people and those who use our services. The Public and Service Users Group is therefore open to:

- People who live in Lewisham AND
- Service users (e.g. patients) and carers of service users. 'Service users' are people who have had contact with our services in the hospital or in the community. They may live outside of Lewisham. We are proposing that people can join us if they have been a service user or carer of a service user within the last five years.

We propose that all members should be at least 16 years old, but there will be no upper age limit.

**Comment [DC1]:** Draft note: we need to add information on why we are proposing people should be over 16.. We may be challenged as younger people use our services

We aim to have a minimum of approximately 5,000 members in this group when we become a Foundation Trust.

The following people would be excluded from membership:

1. Anyone who has caused a serious incident of violence at Trust or against any of the Trust's employees or volunteers in the past five years.
2. Anyone identified by the trust to be a vexatious complainant<sup>1</sup>.

<sup>1</sup> A "vexatious complaint" is a complaint made without sufficient grounds, purely to cause annoyance to the Trust.

### **Staff group**

We wish to encourage as many staff as possible to engage with the new organisation and therefore we plan to automatically enrol staff as members unless they wish to opt out. This would give us 3,200 staff members.

We plan for membership to be open to permanent staff, employees with at least a 12 month contract and individuals who are employed elsewhere but work within the organisation for at least a significant amount of time (for example, healthcare professionals with honorary contracts). We plan to automatically make all current and future staff part of the membership.

### **3.4 Members' Council and elections**

Our aim is to develop a large, representative and enthusiastic membership to guide us and hold us to account as we seek to develop hospital and community services in Lewisham. In doing so we will be building on strong foundations, working closely with patient groups like the Patients' Welfare Forum and Local Involvement Network (LINks). We will also be building on relations with the public through the Trust's Patient and Advisory Liaison (PALS) service and community engagement.

Whilst we already seek to involve patients and members of the public in how we deliver and develop our services, our membership arrangements as a Foundation Trust will help us to build this more directly into the governance and corporate decision making of the Trust. This will ensure our services continue to meet the needs and wishes of local people.

'Governance' is the framework that describes how our Trust operates and is managed – it is the processes through which we take strategic decisions and assure ourselves that we are delivering a safe and high quality service. The governance structure for Foundation Trusts has three main strands:

- **Trust Board** (Chief Executive, 5 Executive Directors and 6 Non-Executive Directors)
- **Members' Council** (15 elected; 5 appointed)
- **Membership** (2 groups)

#### **Members' Council**

The role of the Members' Council is to help the Trust Board stay focused on the organisation's mission of providing local services for local people.

Governors will work with the Board, advising on healthcare and service developments, but we also want our Governors to challenge decisions and ask questions as necessary.

The Members' Council will meet at least four times a year, in public, including the Annual General Meeting.

Our plan is to have a Members' Council with 20 members – 15 elected and five appointed. Eleven members will be elected by the Public and Service Users group and four by the Staff group of members.

We aim to ensure that our appointed membership reflects the local focus of our organisation and our long standing commitment to education and research, and propose the following:

- One representative from the principal Primary Care Trust or local GP commissioning consortium following their introduction.
- One representative from Lewisham Borough Council.
- One representative from the universities for which the Trust provides teaching placements.
- The Young Mayor of Lewisham<sup>2</sup>.
- One GP representative

### **3.5 How to join as a member**

If you would like to become a member of Lewisham Healthcare NHS Trust, please fill in the questions at the end of document.

You can also:

Visit [www.lewisham.nhs.uk](http://www.lewisham.nhs.uk) and complete the on-line membership application form.

Email: [FT.Lewisham@nhs.net](mailto:FT.Lewisham@nhs.net) to register your interest

Telephone ??????

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<sup>2</sup> If the Young Mayor is aged under 16 years of age, s/he shall delegate her/his vote to a delegated member of the Young Mayor's advisors, aged 16 years or over.

## **4 What happens next?**

We need to know what you think of our plans. Your views and comments will help us to prepare our final Foundation Trust application to the Secretary of State for Health.

### **4.1 Tell us what you think**

As an NHS Foundation Trust, Lewisham Healthcare NHS Trust will be directly accountable to you – our patients, staff and local communities – so your views on how we plan to establish this new organisation are very important to us. Please take the time to fill in the pull out questionnaire and send it back to us – there is a FREEPOST address so it won't cost you anything. If you prefer, the form is also available online at our website [www.lewisham.nhs.uk](http://www.lewisham.nhs.uk).

You can also email us at: [FT.Lewisham@nhs.net](mailto:FT.Lewisham@nhs.net)

Please return the form to us by **14 May 2011**.

### **4.2 Want to know more?**

There are a number of ways you can find out more about our plans to become a Foundation Trust. You can:

- Attend one of the following planned public meetings:
  - Monday 14 February 2011 – 12-4pm, Lessof Auditorium, University Hospital Lewisham, Lewisham High Street, SE13 6LH
  - Wednesday 9 March 2011 – 12-4pm, Waldron Health Centre, Stanley Street, Deptford, SE8 4BG
  - Thursday 17 March 2011 - 9am-5pm, Sydenham Green Health Centre, 26 Holmshaw Close, Sydenham, SE26 4TG
  - Wednesday 13 April - 9am-5pm, Downham Health and Leisure Centre  
7-9 Moorside Road, Downham, BR1 5EP
- Visit our website at [www.lewisham.nhs.uk](http://www.lewisham.nhs.uk)
- Email us with your comments or questions to: [FT.Lewisham@nhs.net](mailto:FT.Lewisham@nhs.net)
- Telephone us on XXX - leave us a message and someone will call you back.

### **4.3 Next steps**

Our public consultation ends on 14 May 2011. We will carefully review all the comments we receive and reflect these in our formal application to the Department of Health. At the same time, we will publish a summary of responses to the consultation and explain how we have taken your views into account in our application.

We might not be able to make all the changes people suggest, but we will consider every response carefully. If you would like to receive a copy of the summary of responses once the consultation has finished, please email: [FT.Lewisham@nhs.net](mailto:FT.Lewisham@nhs.net) or telephone xxx

After that, both the Department of Health and Monitor (the independent regulator for foundation trusts) will review and make a decision on our application. This means that the Lewisham Healthcare NHS Trust could become an NHS foundation trust by March 2012.

#### **More copies**

For more copies of this document, or for a copy of our summary consultation document, please email [FT.Lewisham@nhs.net](mailto:FT.Lewisham@nhs.net) or call xxx. You can also download further copies, including an Easy Read version from the website at: [www.lewisham.nhs.uk](http://www.lewisham.nhs.uk) in the Foundation Trust section under 'About Us'.

#### **Other languages or formats**

If you require the information contained in this brochure in an alternative format such as large print, audio tape, Braille or in another language please call XXXX. Thank you

[Nb: The sentence above will be translated into the five languages most commonly requested locally: Mandarin, Tamil, Vietnamese, French and Polish.]

## Give us your views - Consultation questions

When you have filled in this form, please send it to the following address (no stamp needed): FREEPOST, XXXXXX

We are not consulting on whether we should become a Foundation Trust, as this is Government policy, but we would like your views on any or all of the following questions:

**Q1. What do you think of our future plans to develop our services, as proposed in section 2, on pages XX to XX?**

**Strongly agree   Agree   Not sure   Disagree   Strongly disagree**

**Q2. Do you agree with our proposals on who can become a member, in section 3, (on pages xx to xx)?**

**Strongly agree   Agree   Not sure   Disagree   Strongly disagree**

**Q3. Do you agree with our plans to form one Public and Service Users group, on section 3.3, on page xx?**

**Strongly agree   Agree   Not sure   Disagree   Strongly disagree**

**Q4. Do you agree that staff of the Lewisham Healthcare NHS Trust should automatically be made members of the foundation trust with the option to opt out (see page xx)?**

**Strongly agree   Agree   Not sure   Disagree   Strongly disagree**

**Q5. Do you agree with the proposed structure of the Members' Council (see section 3.3., page X)?**

**Strongly agree   Agree   Not sure   Disagree   Strongly disagree**

**Q6. Please give us your views on any of the above questions, or any of the other proposals set out in this document.**

[ NB: We can put these questions throughout the document as boxed copy]

### **Personal details**

You don't have to fill in this section, but if you do it will help us to analyse the consultation responses. Please be assured that all your answers will be treated in confidence, will be anonymous, and will not affect your care in any way.

Title (Mr, Mrs, Ms, Miss, Dr etc):

First name:

Last name:

Address:

Postcode:

Email:

Are you a member of staff at Lewisham Healthcare NHS Trust   Yes/No

Are you a service user or carer of a carer of a service user who has been treated by the Trust within the last five years?   Yes/No

You do not have to answer the questions below, but it will help us to understand how representative our consultation responses are if you do so.

Your Gender (male/female):

Your date of birth:

<b>What is your ethnic group?</b> [tick box options]	
White British	Indian
White Irish	Pakistani
Other White (please write in state)	Bangladeshi
	Other Asian (please state)
White and Black Caribbean	Caribbean
White and Black African	African
White and Black Asian (please state)	Other Black (please state)
Other mixed background (please write in)	
Mixed	
Chinese	
Any other (please write in)	
Prefer not to say	

<b>Faith</b> [tick box options]	
Christian	Jewish
Muslim	Buddhist
Hindu	Other
Prefer not to say	
<b>Sexual Orientation</b> [tick box options]	
Heterosexual	Bisexual
Homosexual	Transgender
Other	Prefer not to say

**Becoming a member**

- Please tick the box to register your interest in becoming a member – we will contact you shortly with further details.

In compliance with current UK Data Protection laws, any information you provide will be kept secure, treated confidentially and used only in respect of establishing and developing our foundation trust status and communicating with you about the Trust, membership of other related issues.

**Thank you for taking the time to tell us your views. Please return this form to the FREEPOST address supplied by 14 May 2011.**