

**Consultation on our plans
to become an NHS Foundation Trust**



Working in partnership

Involving you in building our future

Northamptonshire Healthcare is applying to become an NHS Foundation Trust. We believe there are great benefits in becoming an NHS Foundation Trust as soon as possible and we need your comments on:

- Our future service plans as an NHS Foundation Trust; and
- How we can ensure that local people have a strong say in the future development of the Trust and its services.

So what is an NHS Foundation Trust and what difference will it make to you and how you are treated?

- NHS Foundation Trusts are part of the National Health Service. They still provide their services free at the point of delivery and treat patients on the basis of their individual needs, not on their ability to pay
- NHS Foundation Trusts must continue to meet NHS national standards in all their work and staff continue to be employed under NHS Terms and Conditions
- NHS Foundation Trusts enable local people to have more influence over the development of the Trust and its services. There is a far greater level of local involvement in setting the direction of the organisation and stronger local accountability through members and Governors
- NHS Foundation Trusts have more secure long term contracts which increase financial stability and mean they are better able to plan services over the longer term
- NHS Foundation Trusts are able to retain and invest any financial surplus they make each year and can more easily borrow money to invest in services

This Consultation Document gives you some background on Northamptonshire Healthcare NHS Trust and explains what NHS Foundation Trusts are all about. It also describes our development plans and governance proposals and seeks your views on both of these. There is also the opportunity for you to express an interest in becoming a member on page 15.

Let us know what you think about our plans to become an NHS Foundation Trust by using the reply form on page 16.

About our services



Northamptonshire Healthcare NHS Trust provides mental health, learning disability, drug and alcohol and sexual health services. We are committed to delivering high quality health and social care services to the people of Northamptonshire and we work in conjunction with statutory health and social care organisations and the independent and voluntary sectors.

Our staff provide a range of services and support to people in a variety of locations. These include our client's own homes, clinics, community bases and GP practices and, in times of crisis, in hospital.

- **Mental Health services** - we offer a wide range of different assessment and treatment services including acute inpatient facilities, community mental health services, child and adolescent mental health services, older people's services, rehabilitation and recovery services and psychological therapy services. We also provide mental health care services to local prisons;
- **Drug and Alcohol services** - we work closely with our colleagues in the statutory and voluntary services to provide a wide range of assessment, treatment and support services for people with drug and alcohol related problems. We also have a Young People's Drug Service;
- **Sexual Health and Family Planning services** - we have two Genito-Urinary Medicine clinics (at Northampton General Hospital and Kettering General Hospital), which offer specialist expertise in sexually transmitted infections and related conditions, including HIV.

We also provide family planning and contraceptive services;

- **Learning Disability services** - we provide residential community homes, day services and respite care services for people with learning disabilities and their families and carers.

Our record of delivering for you



Delivery - Northamptonshire Healthcare has a strong track record in delivering high quality services and in being cost-effective and efficient. We are financially sound; we have met all our key financial targets and managed within our budget every year since the Trust was formed five years ago.

Improved ratings - From being rated as a zero star organisation in 2003, Northamptonshire Healthcare has focused on the requirements of good governance and first class management to improve our performance. The Trust was rated as two stars in 2005 and in October 2006, we received our new Healthcare Commission rating of 'fair'. This shows that we fully met the core standards and the existing national targets, and had a 'good' rating for our community mental health services. We achieved six of the eight new national targets and narrowly missed out on an overall rating of 'good'.

Better managed - The Trust has radically restructured its management and operations in the last two years and is well placed to attain the consistently high standards required of an NHS Foundation Trust.

Partnership working - We are, and will remain, a partner in the NHS in Northamptonshire. We work with health and social care statutory organisations, as well as with the independent and voluntary sectors.

Support in the community and at home - We are continuing to shift the balance of services towards primary care and community based provision.

High quality staff - We have been accredited as a best-practice employer and have a strong and flexible workforce.

About our services and what we do

- ✓ Mental health is the emotional and spiritual resilience which enables us to enjoy life and to survive pain, disappointment and sadness. It is a positive sense of wellbeing and an underlying belief in our own, and other's dignity and worth (Health Education Authority, 1997)
- ✓ Mental ill health is normal! At any one time, around one in six people of working age have a mental health problem
- ✓ Northamptonshire has 90 beds for adults with severe mental health problems and 93 beds for older people with mental health problems
- ✓ Last year our two Assertive Outreach teams helped 224 people stay out of hospital
- ✓ People who use our mental health respite facilities to give their families and carers a break stay with us on average for five days each time
- ✓ In 2005/2006, around 300 men in Northamptonshire used our Family Planning Service to have a vasectomy
- ✓ There are around 210,000 people with severe learning disabilities in England and about 1.2 million with a mild or moderate disability
- ✓ Almost 350 people with HIV are supported by our services to live a normal life



Modernising our facilities

Northamptonshire Healthcare has four main hospital sites - Princess Marina Hospital and the Pendered Centre in Northampton, St Mary's Hospital site in Kettering and Rushden Hospital. We also offer services from a variety of different clinics and community premises in over 50 locations, the two largest of which are Campbell House in Northampton and Clarendon House in Kettering.

Planned and recent developments to our main sites include:

- **THE PENDERED CENTRE.** This is an inpatient unit for adults who suffer from mental health problems. The whole site is due to be redeveloped as part of a Private Finance Initiative (PFI) scheme and work is expected to commence on site early in 2007.
- **ST MARY'S HOSPITAL.** This site houses the new Welland Centre for Mental Health which provides adult acute inpatient facilities from four wards - an assessment ward, two treatment wards and an intensive care unit. This was built as part of a PFI partnership scheme, and opened in December 2005. Other recent developments at St Mary's Hospital include refurbishment works to the front reception, main corridor and general office areas.
- **CLARENDON HOUSE.** Clarendon House is the Trust's main base for community services in Kettering. It accommodates a variety of different teams and services. Clarendon House was formally opened by Professor Louis Appleby, National Director for Mental Health, in March 2006.

What is different about NHS Foundation Trusts?

NHS Foundation Trusts will be licensed to deliver health services. They are different from traditional NHS Trusts in a number of ways:

- ✓ New freedoms to decide locally how we provide patient care
- ✓ Accountability to local people who can become members and Governors
- ✓ Opportunity for a much greater level of involvement for service users, carers, staff and partner organisations through the Board of Governors
- ✓ Ability to retain financial surpluses to invest in services for the people of Northamptonshire
- ✓ Increased ability to borrow funds to develop services
- ✓ Legally binding longer term contracts with our funders which will improve service and financial stability
- ✓ Regulated by Monitor (the regulator of NHS Foundation Trusts) rather than being performance-managed by the Department of Health in Whitehall

Why we want to become an NHS Foundation Trust

There are three reasons why we believe Northamptonshire Healthcare should become an NHS Foundation Trust as soon as possible:

- 1 To help us build a successful future
- 2 To improve our financial stability through longer term contracts
- 3 To create local ownership and community participation based on a membership model

Building a successful future

Becoming an NHS Foundation Trust, and the opportunity to secure the freedom from Whitehall which goes with that change, will help us to strengthen our position and build a more successful future. We will be in a stronger position to influence and manage national changes in health services, such as increased patient choice and the purchasing of healthcare by GPs.

Our goal is to be the provider of choice in Northamptonshire. We want patients to choose to be treated by us and for GPs to feel confident in recommending us. We feel that becoming an NHS Foundation Trust is an important step in securing our long term position.

Financial stability

The second major attraction of NHS Foundation Trust status is the improvement to the way in which we are funded. By having three-year contracts rather than the current one-year arrangement we will be able to improve the continuity of care and secure the future funding for projects, services and our work with carers and service users.

Having contracts of at least three years' length will improve our ability to plan and invest for the long term and improve the quality of the services we provide. With minimum contract notice periods we will be better able to manage change properly, consider the impact on service users and put appropriate management plans in place. Having minimum contract notice periods of 12 months will also shield the Trust from the short term nature of many funding decisions. This protects our core services, our service users and their carers.

NHS Foundation Trust contracts provide a clearer link between finance and activity. This should mean that the Trust is paid more when it provides a higher quantity of services and we are keen to move to this more straightforward form of contracting.

All of the benefits linked to the new forms of contracting can lead to longer term security, certainty and stability, which will improve the services we offer.

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Working in partnership

Local ownership of the Trust

The third key driver in working towards NHS Foundation Trust status is the local ownership and control that comes with having a wide membership and an effective Board of Governors.

MEMBERS

The majority of members will be service users, carers, staff and the public. They will elect representatives to form the majority of the Board of Governors.

Members are able to choose how involved they wish to be in the business of the NHS Foundation Trust.



BOARD OF GOVERNORS

Elected representatives of the members plus nominated representatives from local organisations.

The Governors will help set the long term direction of our work and act as local guardians of the Trust.



BOARD OF DIRECTORS

Day to day responsibility for running the NHS Foundation Trust and legal accountability for the Trust.

The Chair and Non Executives are appointed by the Board of Governors.

The move from central to local control and from direction to regulation that comes with NHS Foundation Trust status gives us an opportunity to take patient, carer and public involvement to a new level.

NHS Foundation Trust status offers us the opportunity to have patients, service users and carers more directly and cohesively involved in the setting of the agenda and strategic direction of the organisation than at present. This is a significant improvement in the level of local influence over the Trust.

The change to a formal membership base and a body of elected Governors also gives a strong opportunity to change the way staff can get involved and the interaction between staff and the Trust Board.

NHS Foundation Trust status will provide patients, carers, staff and local people with a true sense of ownership and the ability to influence the Trust's direction.



Working in p

This is where you come in!

The opportunity to have stronger contracts and to increase the involvement of local people are the main reasons driving Northamptonshire Healthcare to become an NHS Foundation Trust.

Before we make our application we are keen to get your views on our plans to develop services and how we will govern the new Trust.

Have your say on improving care

You have now read about our reasons for wanting to become an NHS Foundation Trust and our goal to become the provider of choice in Northamptonshire by offering care which:

- people choose to use;
- GPs are keen to recommend; and
- gives people choice when using our services.

It is important that we hear your views about our proposals and that we are able to take these into account as part of the consultation process. Please take time to read this Consultation Document and let us have your views by completing the form on Page 16.

Becoming an NHS Foundation Trust will provide us with opportunities to develop the services we offer, some of which are listed on Page 9. There are many other exciting opportunities available to us as many of our services are growth areas driven by national priorities and the demand for more and different ways of working. These include:

- developing primary care mental health services;
- tackling mental health problems as a way to getting people off incapacity benefit and enabling them to get back to work;
- developing prison mental health services;
- developing our substance misuse services to provide in-county residential services;
- developing our sexual health services and looking at new ways of working to reach a wider population.

These are all potential growth areas for our plans to become an NHS Foundation Trust.

About our services and what we do

- ✓ On our care of the elderly wards, people stay for an average of 59 days before they return home
- ✓ On our adult mental health wards, people stay for an average of 20 days before they return home
- ✓ Last year, over 11,000 referrals were received by our sexual health clinics at Northampton and Kettering General Hospitals
- ✓ People with learning disabilities are amongst the most vulnerable and socially excluded in our society. Very few have jobs, live in their own homes or have choice over who cares for them



Partnership

Our service development ambitions

We have an exciting programme of service developments which are designed to improve the quality of care we provide. This includes:

- Developing a wider range of specialist services including rehabilitation and intensive support to improve care for children and young people with mental health issues
- Continuing to change the way we deliver our adult mental health services, to provide more care and support to people closer to their homes
- Expanding our Community Mental Health Teams to provide care closer to home for older people
- Developing our Early Intervention Service to provide improved treatment for people suffering from schizophrenia
- Making the new Welland Centre in Kettering a centre of excellence for the care of people who are acutely mentally ill
- Delivering top quality facilities in our new mental health centre in Northampton, scheduled to open in 2009
- Developing the close working of our Learning Disability services and those of Northamptonshire County Council to maximise the opportunities for clients to move from dependency to supported independence
- Becoming a model employer and maximising the potential of our workforce as one of the largest employers in Northamptonshire
- Providing more advice and drug treatment programmes in Northamptonshire through our substance misuse service
- Developing closer working between our staff and specialist GPs in caring for substance misuse clients
- Continuing to develop our sexual health service, working more closely with partner agencies
- Developing ever stronger links with the University College Northampton and Leicester University for the professional development of our staff

Do you agree with our service development ambitions



Working together with you

Give us your views on our governance plans

NHS Foundation Trusts are overseen by a Board of Governors. The majority of this Board is made up of Governors elected by members.

We are interested in your views on our plans for the Board of Governors and in particular the representation of different groups.

Members

Service users, carers, staff and local people will be able to become members of an NHS Foundation Trust and to elect fellow members to represent them on the Board of Governors which will oversee the work of the Trust.

Members will be kept up-to-date on the Trust's plans. Members will also be asked whether they would like to be kept more closely informed on service developments within particular areas of the Trust, and will be consulted over planned developments. Some members may decide that they would like to be more closely involved and stand for a seat on the Board of Governors.

There is no charge to become a member and members do not receive preferential treatment from the Trust.

Our membership structure

We are recommending that we have three different elected membership groups - service users and carers, staff and the public. By having a separate membership group for service users and carers we will guarantee that they are represented on the Board of Governors. We feel that this is important in

ensuring that service users and carers have a voice alongside staff and public Governors.

We are also recommending that there is no minimum age for membership. We are keen to make sure that young people who wish to engage with the Trust are able to do so. We deliver services for children and young people, and young people often undertake a caring role. We feel that they should have the same opportunity to become a member as adults.

Who qualifies as a service user or carer?

We are recommending that service user membership is open to current service users and anyone who has previously received services from the Trust. Similarly, we are recommending that carer membership is open to anyone who has been a carer to a person who has previously used the Trust's services.

Using an 'opt in' or 'opt out' approach to membership

Some NHS Foundation Trusts automatically make all their staff and service users members unless they 'opt out'. The alternative approach is for staff and service users to decide themselves to 'opt in' to membership. We are recommending the use of 'opt in' for membership recruitment for both staff and service users. This will make joining a positive decision, but we would welcome your views on this.

having your say
reply on
page 16

Do you agree with our plans for membership?



Working in partnership

Governors

Governors are individuals elected by members or appointed by partner organisations. Elected members will hold the majority of places on our new Board of Governors. Governor positions are not paid.

The Board of Governors will work closely with the Board of Directors. They will provide advice and make recommendations on the future plans of the Trust. The Governors will use their experience and links to members to help the Trust understand the views of local people.

We propose to have a lower age limit for Governors of 16. This is the minimum age allowable under the legislation establishing NHS Foundation Trusts.

We have developed plans for a Board of Governors of 33 people. We feel that a larger Board of Governors would be too big to function as a single body when it meets. We expect the Board of Governors to meet at least three times a year.

Role of the Governors

The Governors of NHS Foundation Trusts have a number of responsibilities in terms of overseeing the work of the Board of Directors and helping set the long term direction of the Trust. Specific responsibilities include:

- Sharing information about key decisions with the members of the Trust
- Representing members' views to the Trust's Board of Directors

- Appointing and removing the Chair and Non Executive Directors
- Being involved in the recruitment of the Chief Executive
- Appointing the Trust's Auditors
- Providing advice on the future strategic plans of the Trust
- Receiving the Annual Report and Accounts at the Annual General Meeting

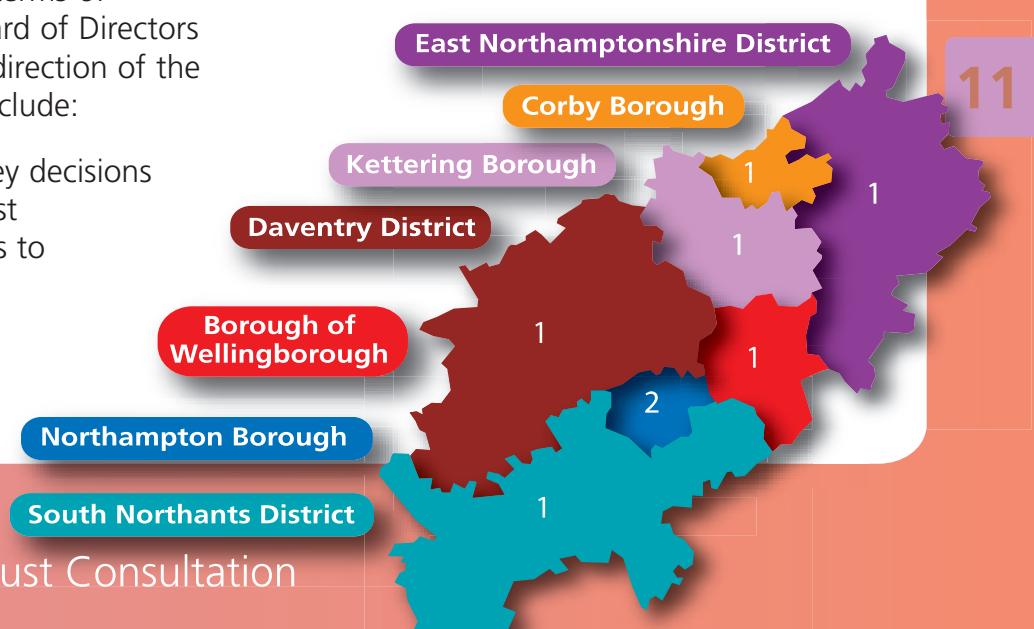
Public Governors

We are proposing to separate our public Governors into two groups:

- 1 Public (8 seats)
- 2 Service users and carers (9 seats)

We do not have to separate the public Governors, but this way we can guarantee representation and a distinct voice on the Board of Governors for our service users and carers.

We propose to divide the eight public seats using local authority boundaries as shown on the map below. Each area, except Northampton, would have one representative Governor. Northampton would have two Governors because of its much greater population.





Working in part

Staff Governors

We are required to have a minimum of three staff Governors but are proposing that we have five staff Governor seats.

We are proposing to divide the staff constituency in a way that ensures all staff have a Governor representing their particular interests. Our proposal is to divide up the five staff Governor seats into the following categories:

- Doctor
- Nurse
- Social Worker
- Other Clinical Staff
- Non Clinical Staff

We welcome your views on this method of dividing up the five staff Governor places.

Nominated Governors

As a minimum, all NHS Foundation Trusts are required to have nominated Governors from their local Primary Care Trust, Local Authority and linked Universities. There is more flexibility about which other organisations are invited to nominate a Governor.

Public, service user and carer Governors must be in the majority on the Board of Governors.

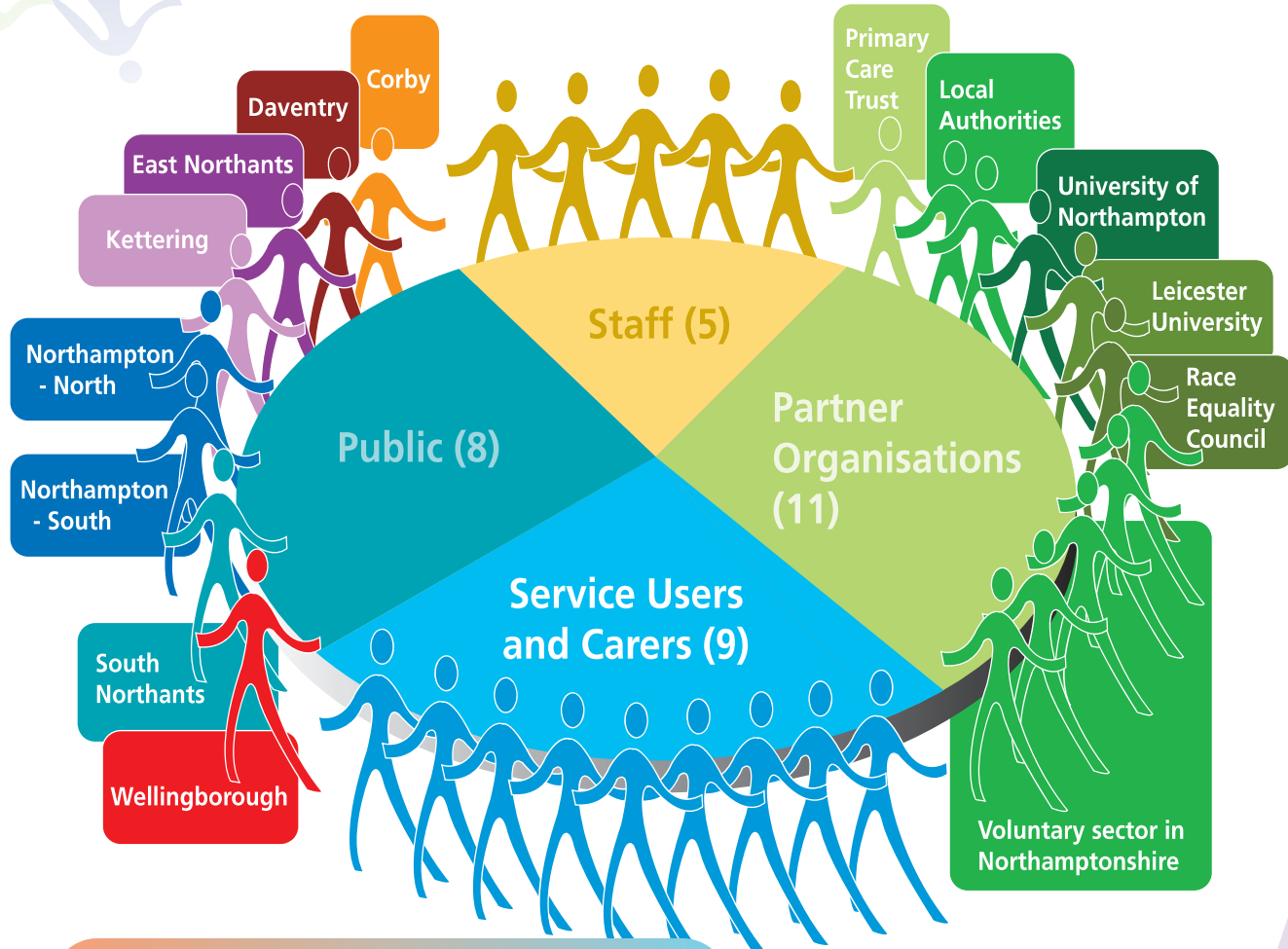
We are proposing that the following organisations are able to nominate a Governor:

- A second local authority seat to represent the Borough and District Councils in the county
- A Governor seat each for both our linked Universities - the University of Northampton and Leicester University
- One Governor seat for Northamptonshire Race Equality Council, reflecting the importance of diversity and equality in our work
- Five seats for the local voluntary sector working in the areas covered by our services. Of these five seats one would be filled by a local group working with adults with mental health problems, two by groups working with older people and one by a group working with people with learning disabilities. One further seat would be left open for another group linked with the remainder of our work.

We would welcome your views on the proposals for nominated Governors and the proposed structure of the Board of Governors.

Proposed Board of Governors

Partnership



Board of Directors

The day-to-day management of NHS Foundation Trusts is still carried out by a Board of Directors. Issues such as our service and financial plans, staff pay and individual patient care remain the responsibility of the Board of Directors. In formulating their long term plans for the organisation, the Directors must work with the Governors and take account of their views.

The Board of Directors will be composed of Executive and Non Executive Directors. The Chair of the Trust is a Non Executive Director and will also Chair the Board of Governors. Future Chairs and Non Executives will be appointed by the Board of Governors. The appointment of future Chief Executives will need the approval of the Board of Governors.

Do you agree with our plans for the Board of Governors?

Next steps

Our consultation will run for twelve weeks from 6 November 2006 to 2 February 2007.

We will hold public meetings on our plans to become an NHS Foundation Trust. However, if you would like to invite us to attend a regular meeting of your group to discuss our plans then please contact us at the address below.

The next step in our application to become an NHS Foundation Trust will be to make an application to the Secretary of State in Spring 2007.

If the Secretary of State supports our application then we will be assessed by an organisation called Monitor who approve, authorise and regulate NHS Foundation Trusts.

Contact details

Foundation Trust Office
Northamptonshire Healthcare NHS Trust
Sudborough House
St Mary's Hospital
London Road
Kettering
Northamptonshire
NN15 7PW

Telephone: **01536 493131**

Email: **FoundationTrust@nht.northants.nhs.uk**

Web: **www.northamptonshire.nhs.uk**

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To find out more about NHS Foundation Trusts, please visit the following websites:

www.dh.gov.uk

www.monitor-nhsft.gov.uk

This publication contains important information. We will endeavour to provide this document in large print, Braille, on audio tape, disc and in other languages or formats on request. Please contact the Patient Advice and Liaison Service on **01536 494130** or email: **pals@nht.northants.nhs.uk**.

Becoming a member

If you would like to become a member when we progress with our application to become an NHS Foundation Trust, please complete the following form. We will contact you in Spring 2007 once our application progresses further.

Name _____

Address _____

_____ Postcode _____

Telephone number _____ Email address _____

How would you prefer to be contacted? Email Post Telephone

We need to demonstrate that we have a representative membership and we would be grateful for the following information:

Date of Birth _____ Gender Male Female

Age band Under 16 - please state your date of birth _____

16 - 24 25 - 34 35 - 44 45 - 54 55 - 64 65 and over

Ethnic origin -

White White British White Irish Other White background

Asian or Asian British Indian Bangladeshi Pakistani Any other mixed background

Other Ethnic Groups Chinese

Mixed White and Black Caribbean White and Black African White and Asian Any other mixed background

Black or Black British Caribbean African Any other Black background

Any other ethnic group Please give details _____

Do you consider yourself to have a disability? Yes No

Are there any reasonable adjustments you would like us to make in communicating with you as a member?

Yes No If yes, please give details _____

Type of member Service user Carer Public Staff

Please note that service users and carers can choose to join the relevant constituency of service user or carer **OR** become a public member.

Desired level of involvement Receive key information and be involved in elections
 Be consulted, receive key information and be involved in elections
 Higher level involvement including interest in standing as a Governor

Areas of interest

All areas of the Trust's work listed below **OR**

Mental health Learning disabilities Sexual health

Substance misuse Older people's services Carers

Other _____

Are you a member of an organisation or local group which would like more information about our Foundation Trust application? Please give details.

Signed _____ Date _____

Your details will be held on a database so that we can send you further information. The information you provide will remain confidential and will be managed in accordance with the Data Protection Act 1998.

Please return the completed form to the following address.

Foundation Trust Office, Northamptonshire Healthcare NHS Trust

Sudborough House, St Mary's Hospital, London Road, Kettering, Northamptonshire, NN15 7PW

Email: FoundationTrust@nht.northants.nhs.uk



Having your say
Please return this reply form to us by 2 February 2007

- 1 Do you agree with our service development ambitions?

- 2 What do you think should be the priorities for the new NHS Foundation Trust?

- 3 Do you agree with our plans for membership?

- 4 Do you agree with our plans for the Board of Governors?

If you would like to send us a more detailed response on any of these questions, please continue on a separate sheet of paper.

Please return this form before 2 February 2007 to:

Foundation Trust Office, Northamptonshire Healthcare NHS Trust, Sudborough House,
St Mary's Hospital, London Road, Kettering, Northamptonshire, NN15 7PW

Email: FoundationTrust@nht.northants.nhs.uk

