

# YOUR HOSPITALS - YOUR SAY

## Foundation Trust Consultation Update

Leeds Teaching Hospitals NHS Trust

September 2011

This consultation document can be downloaded from [www.leedsth.nhs.uk](http://www.leedsth.nhs.uk) . It can be made available in Braille, large print and minority ethnic languages on request.

The hospitals we run are:

- St James's University Hospital
- Leeds General Infirmary (LGI)
- Chapel Allerton Hospital
- Seacroft Hospital
- Wharfedale Hospital, Otley
- Leeds Dental Institute

## Terms used in this leaflet

NHS Trust	The name for an NHS organisation that manages one or more hospitals
NHS Foundation Trust	The name for an NHS organisation that manages one or more hospitals as not-for-profit public benefit corporation with Members (like the Co-op)
Board of Directors	The members of the Trust Board who lead an NHS organisation and who take collective responsibility for achieving the organisation's aims; the Board is made up of Non-Executive and Executive Directors.
Non-Executive Directors	Directors who have expertise, not necessarily within the NHS but who bring a beneficial perspective from their outside experience. Their role is to ensure the Trust is performing well by providing an internal challenge.
Chairman	The senior Non-Executive post in the organisation, leads the organisation's Board in setting the strategic direction.
Executive Directors	The most senior managers in an NHS organisation. They have particular responsibility for specialist areas such as finance, or HR but they also have collective responsibility to work across all areas of the Trust.
Chief Executive	The senior Executive Director who is responsible for all aspects of the work of the Trust, including quality and safety of services, leadership across the Trust, management of resources and performance management of objectives.
Governors	Members of an NHS Foundation Trust who are elected to represent the interests of Foundation Trust Members, patients and the public
Members	People who choose to join because they have an interest in the Foundation Trust; they elect Governors
Primary Care Trust	The NHS bodies who use money allocated by Parliament to buy health services such as hospital care, mental health services and GP services for their local community. They are also responsible for improving public health in the area.
Monitor	The independent regulatory body created by Parliament to hold Foundation Trusts accountable for delivering efficient and effective health care.
Health and Wellbeing Board	Health & Wellbeing Boards will bring together those who plan and pay for NHS services, public health, social care and children's services, and local elected representatives to plan the right health and care services for their area.

## **LTHT Foundation Trust consultation update 2011**

### **INTRODUCTION**

Leeds Teaching Hospitals Trust has made great strides over the past few years. The quality of our care and the standards we expect have risen and as a result our patients are receiving better care and accessing that care more quickly than at any time in our past.

Uniting all children's services, and improvements in A&E, Cancer care and Stroke demonstrate that the service has considerably improved but there is still much to do and we are determined to become a hospital that delivers effective, safe and personal healthcare to every patient, every time.

We are now well established in the preparatory phase of the Foundation Trust (FT) application programme. Foundation Trusts are NHS organisations who provide healthcare and are given a degree of local autonomy which allows local governors and members to have more say over the direction and decisions the Hospitals take. We are keen to become an FT so that we can take advantage of the new opportunities it will allow us to make improvements for patients. We agree with the policy directive that hospitals need to move towards FT status and we have been working to achieve this for some time already.

Having consulted in 2009 and having listened to your views on this topic before, we have modified our proposals. We are now asking you formally if you agree with a few changes to the detail as well as maintain the support you already gave us for our vision for the future and our plan to get there.

Though the NHS, and hospitals in particular, face an unprecedented challenge, we have always enjoyed the loyal support of the public in Leeds and West Yorkshire. This has recently been graphically demonstrated by over 700,000 people signing the petition to keep children's heart surgery in Leeds; no other hospital in the country has ever demonstrated this kind of support. We are very proud of you and we want to give you every reason to be proud of us.

Becoming an FT will help us fulfil our promise to you to make LTHT locally, nationally, internationally renowned as a centre of excellence for patient care, education and research. Please take the time to read this document and let us know your views on its contents.

Best Wishes

**Mike Collier**  
**Maggie Boyle**

## **WHAT THIS DOCUMENT IS ABOUT**

We would like to make some changes to the arrangements for Leeds Teaching Hospitals to become a Foundation Trust.

Our current arrangements were agreed by our Board two years ago after consulting with the local community between October and December 2009. We agreed proposals that took into account the views of local people but these need to be updated.

The purpose of this leaflet is to explain how we have updated our plans to take account of some changes that have happened since we first consulted with the local community and with stakeholders at this early stage of our journey towards Foundation Trusts status.

The Government is in the process of making big changes in the way the NHS is managed. This is having an impact on the responsibilities of local organisations and partnerships. We need to take these changes into account.

In addition, during the very detailed and complex application process we have had the opportunity to talk to other Trusts about what works most effectively. This has also caused us to review our plans to ensure we make the most of local community input.

Since we consulted on our overall intentions in 2009 and as the changes we are proposing to our plans are restricted to some specific areas we are undertaking a limited consultation on those changes. However we would be delighted to hear from you about any matters that you think ought to be taken into account as we progress towards Foundation Trust status.

## **WHAT IS A FOUNDATION TRUST**

*NHS Foundation Trusts are not-for-profit, public benefit corporations. They are part of the NHS and must meet national healthcare standards. They continue to provide services to patients on the basis of need and not ability to pay. However, they are more independent of Government than NHS Trusts so that they can more effectively become part of the local community.*

*We will recruit thousands of local Members who will elect Governors to represent local areas. The Governors will work with the Board of Directors at the Trust to set our strategic direction and ensure we understand and meet the needs of local people.*

*At the moment we are directly accountable to the Secretary of State for Health. In future, if we become a Foundation Trust, we would be regulated by Monitor, the independent body created by Parliament to oversee Foundation Trusts.*

## **HOW TO BECOME A MEMBER**

*You can join as a member by completing an application form on our Trust website:*

[www.leedsth.nhs.uk/foundation-trust](http://www.leedsth.nhs.uk/foundation-trust)

*If you would prefer you can request an application form from by telephone on 0113 2064098 or by writing to us:*

**FT Membership application form  
Communications Department  
Leeds Teaching Hospitals NHS Trust  
1<sup>st</sup> Floor Trust Headquarters  
St James's University Hospital  
Beckett Street  
Leeds  
LS9 7TF**

*These are some of the reasons to join:*

- *It's free*
- *You can have your say*
- *You'll be supporting your local hospital*
- *You'll be invited to exclusive health talks*
- *Qualify for an NHS Discount card*

## **BENEFITS OF BEING A FOUNDATION TRUST**

*We believe that NHS Foundation Trust status will help us deliver the highest quality health care to people who use our services. We continuously strive to improve patient care, but we know we need to do this even more effectively and faster.*

*As an NHS Foundation Trust we are still part of the NHS, but will have more freedom to run our own affairs at a local level. For example, although we must comply with national standards, we can decide how we do that, by developing new ways of working and to reflect local needs and priorities.*

*NHS Foundation Trusts are controlled locally so they are able to respond more readily to the needs of patients and the local community. We will have more flexibility in how resources are used and greater opportunities to get investment in new and improved facilities and equipment which will really make a difference to patients and staff.*

*We believe that as an autonomous Foundation Trust we will be better placed to achieve our vision, to deliver change and to offer the people of Leeds and further afield the healthcare services they want and deserve. We are ready to be held accountable for the delivery of our vision, and to be answerable to our local community for our performance.*

*The discipline of performance, new freedoms to invest in high end clinical services and the enhancement of our reputation with those who might wish to work or invest in the Trust, will all assist us in achieving our strategic goals.*

*The specific benefits which we envisage are:*

- **Strengthening governance** and the voice of the patient and public in decision making. Our new governance arrangements will help us to develop our current engagement with individual groups and increase our ability to address their needs
- **Building on the existing loyalty of the local community** through membership arrangements, to help promote Trust services
- **Greater clarity about what success means**, through our new Foundation Trust planning processes and articulation of strategy and intention
- **Demonstrating to our stakeholders**, by carrying the Foundation Trust 'kite mark', that we are a high quality, high performing organisation that can be relied upon to deliver a challenging agenda of change
- **Increasing the pride that staff feel** in the organisation where they work, improving their morale
- **Freedom to take informed risks** to develop and improve services. We want to be more responsive to the needs of our patients and will use the freedoms we gain from being an FT to support us in quick decision making and to allow us to make the most of the increasingly competitive market in which we find ourselves. This will allow us to respond positively to new opportunities
- **Using our membership base to promote health** and healthy living in the communities we serve, through health promotion events and communications.

*Overall, it puts us in a stronger position to improve services at the hospitals and ensure they are designed around the needs of local patients and the public.*

## WHAT REMAINS THE SAME

All of the principles and many of the details that we proposed and that were supported by the local community and key stakeholders are still the same.

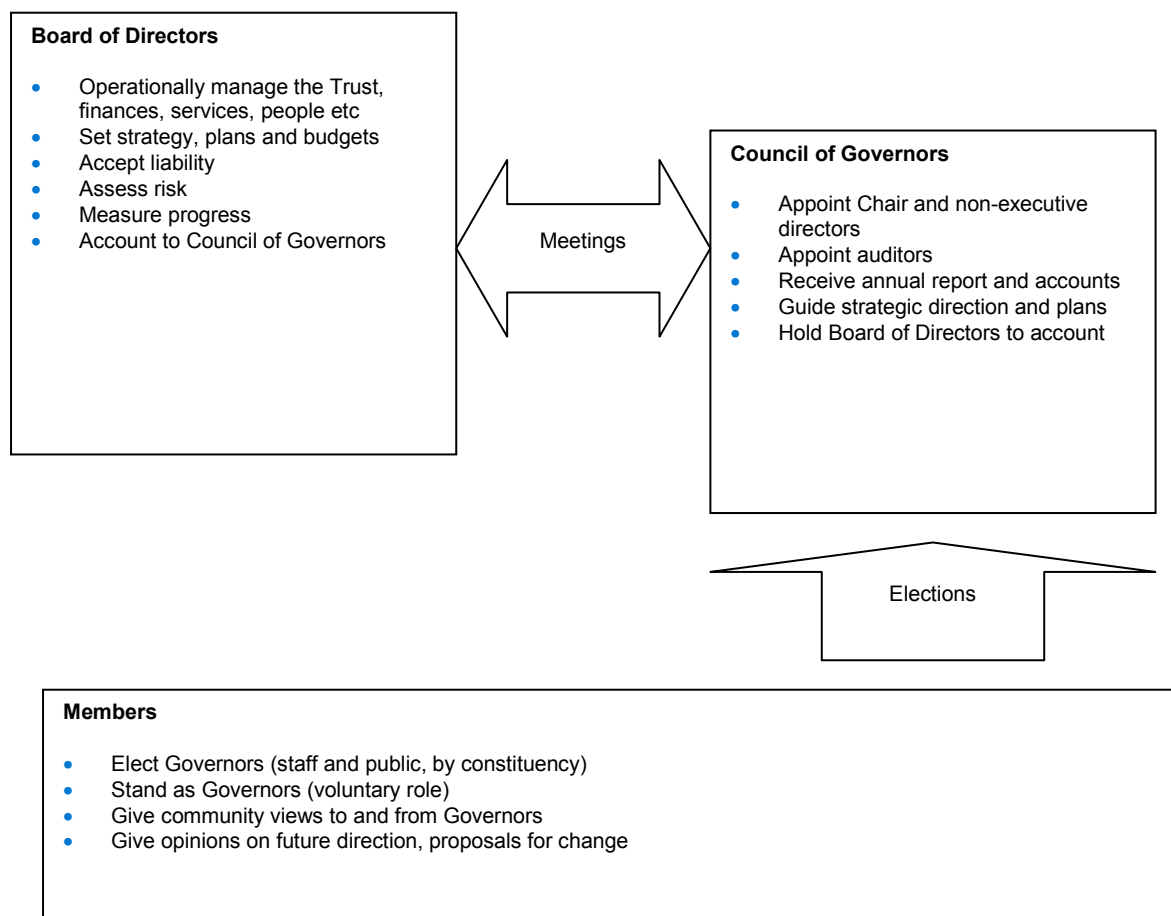
### Benefits of Foundation Trusts status

We remain firmly convinced that achieving Foundation Trust status is the best way to ensure that the health services we will provide are the best we can make them. We believe this for two reasons:

- i) the evidence is that the highest performing NHS Foundation Trusts have been able to improve both the quality of care they provide at the same time as being more efficient; and
- ii) Foundation Trusts across the country have found that involving their local community in planning their hospitals' future results in better understanding

The advantages we described in 2009 are also still in place. As a Foundation Trust we will have greater freedom to make decisions in the best interests of the local community. For example we will be able to manage our money without some of the restrictions that currently apply, including making surpluses to reinvest in new or improved services, or borrowing money to build new facilities.

We will still have the same framework for planning and managing health services we will provide as a Foundation Trust.



### **Members**

We already have more than 9,000 people ready to become Members of the Foundation Trusts as soon as we are authorised. We plan to continue recruiting people who support our hospitals and who want to have a say about health services. We believe the more people who join up, the better we will be in touch with local views. We will try to make sure the membership body represents the make-up of the local community as closely as possible. Membership will be open to anyone aged 16 or over and we will also develop a forum for involving young people so their views are represented.

### **Governors**

As we get close to being approved as a Foundation Trust we will be allowed to hold elections to the Council of Governors. They are required to act in the interest of the Foundation Trust and there are certain legal powers that Governors have in order to help them influence the direction of the organisation. These include the right to veto the appointment of the Chief Executive, appointing (and if necessary, removing) the Chair and non-Executive Directors, and their support is required for all long-term plans.

### **Staff involvement**

Hospital staff will also be represented on the Council of Governors. Everyone working at the hospital will become a Member of the Foundation Trust unless they choose to opt out. They will then elect staff Governors to reflect the views of front line clinicians and support staff and to ensure strategic decisions take account of their experience.

### **Elections**

These will be independently monitored so that everyone can be sure they are run fairly and properly. Anyone wishing to stand as a Governor will set out a short statement of their reasons so that Members can choose their preferred candidate. The ones who are elected will become Governors for a period of up to three years and will work alongside the Board of Directors to help the Foundation Trust plan for the future.



## OUR LEARNING - ADAPTING OUR PROPOSALS

Since 2009 we have spent a lot of time talking to existing Foundation Trusts about the best way to make sure we are properly accountable to the local community. The main consensus arising from our discussions is that, for a large complex organisation like LTHT, a Governing body of about 30 achieves the right balance between appropriate representation and enabling active contributions from the Governors.

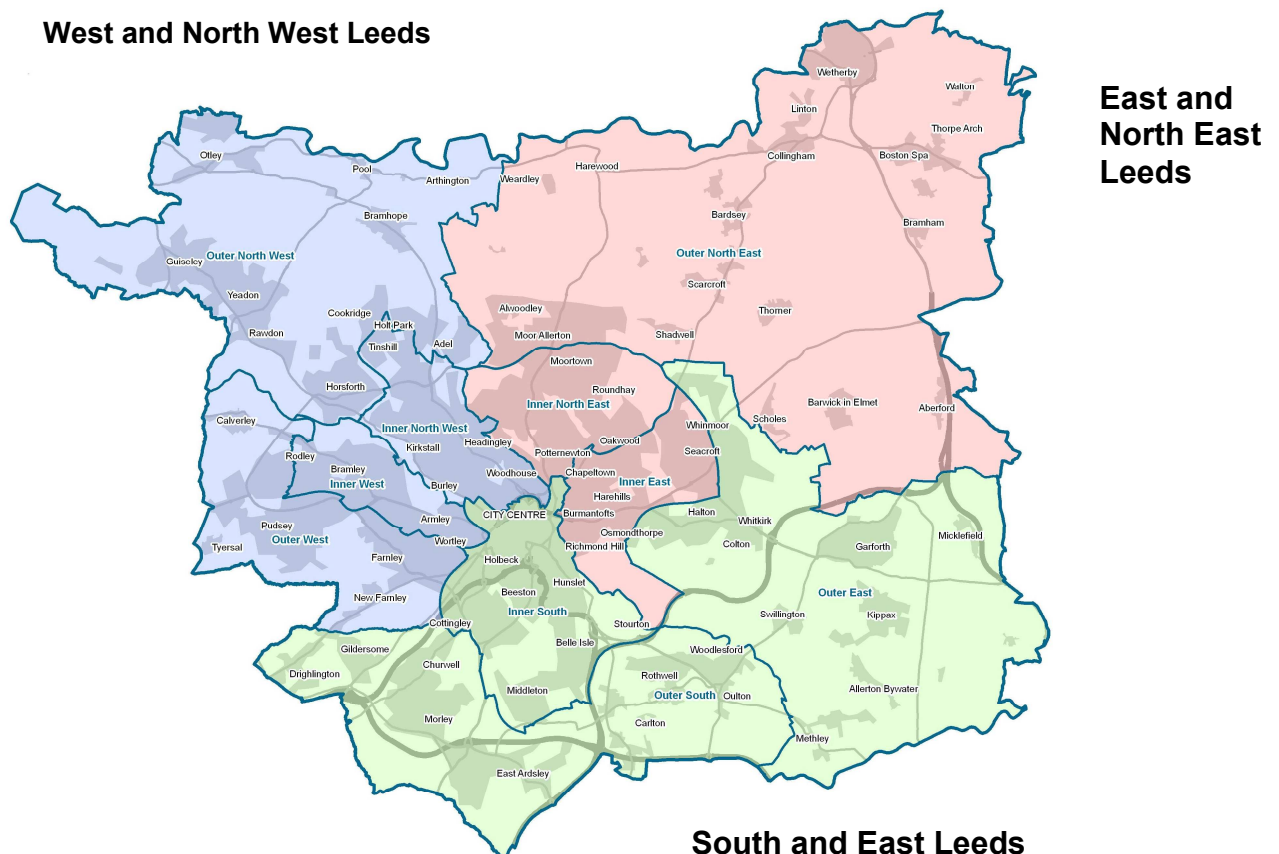
In addition, there have been changes in Government policy and Parliament is discussing new legislation that will make fundamental changes to the way the NHS is managed. These changes also affect the way local bodies have to work together to improve people's health.

The local council already has responsibility for many things that affect health such as housing, planning, education etc. Under new national proposals they will also have the job of co-coordinating local organisations to improve public health and wellbeing.

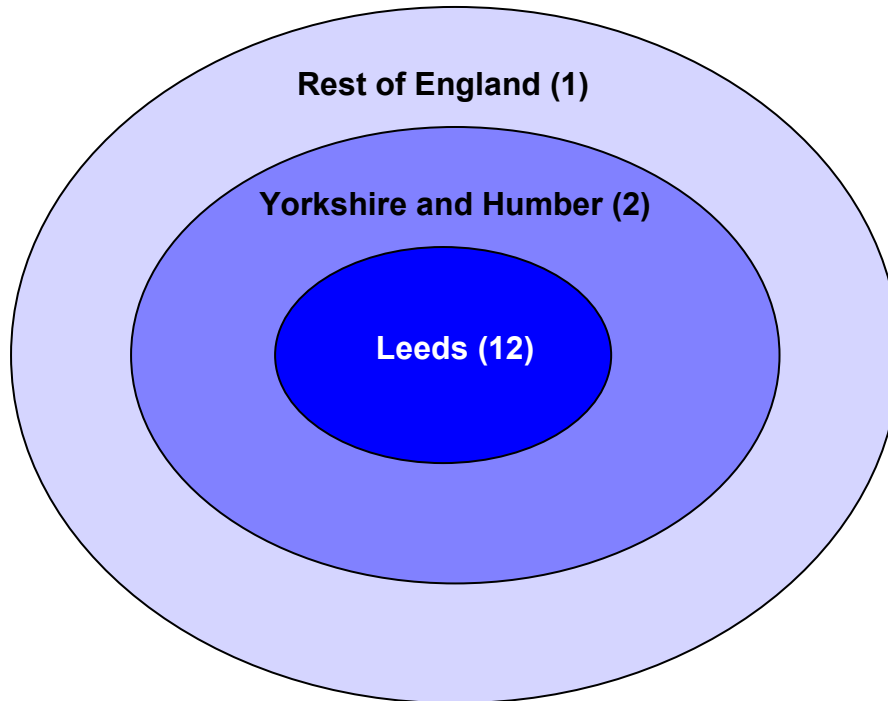
We believe it is very important to make sure that the way we will be organised as a Foundation Trust reflects this. So we are proposing to change the way different local areas are grouped together for the purpose of electing Governors.

The local authority has three area health and wellbeing partnership boards that report to a single body with an important role to influence local health services, the health and Wellbeing Board. We would like our Member constituencies to align with these areas to tie in our work to that of other local health partners.

So there would be three public constituencies within Leeds. We are proposing to have four Governors elected from each constituency shown in the diagram below:



In addition to 12 Governors representing people in Leeds there will be 2 Governors representing people who use the specialist regional services we provide and one Governor for the rest of England as we provide some highly specialist national services.



To ensure the involvement of local stakeholders we would like to appoint Governors from the organisations listed in the right hand column of the chart below

Elected Governors	Appointed Governors
<p>3 Leeds constituencies (co-terminus with local authority Health and Wellbeing Partnership areas) each to have 4 Governors</p> <p>2 public elected Governors for the Yorkshire &amp; Humber constituency</p> <p>1 for the (out of area) Rest of England constituency</p> <p><b>Total of 15 elected public Governors</b></p>	<p>1 NHS Leeds/Bradford PCT cluster</p> <p>1 Leeds City Council</p> <p>1 University of Leeds</p> <p>1 Leeds Metropolitan University</p> <p>1 Leeds Partnerships Foundation Trust</p> <p>1 Leeds Community Healthcare</p> <p>1 Leeds Chamber of Commerce</p> <p>1 Voluntary Sector</p> <p>1 Staff Council (chair)</p> <p><b>Total of 9 appointed Governors</b></p>
<p>1 Medical &amp; dental</p> <p>2 Nursing &amp; Midwifery</p> <p>1 other clinical e.g. Allied Health Professionals/Scientific &amp; Technical staff</p> <p>1 Non-clinical</p> <p><b>Total of 5 elected staff Governors</b></p>	
<p><b>Council of Governors - 29 elected and appointed in total</b></p>	

## Let us know what you think

You can respond to this consultation by using this form or by contacting us online at: <http://www.leedsth.nhs.uk/patients/contactus/index.php>. You can also write to us using the following details:

Communications Department  
1<sup>st</sup> Floor Trust Headquarters  
St James's University Hospital  
Beckett Street  
Leeds  
LS9 7TF

### 1. Do you support our proposal to become a Foundation Trust

Yes

No

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Any other comments

### 2. Do you support the changes to constituency boundaries shown on page 9 and 10?

Yes

No

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Any other comments

### 3. Do you support our proposals for elected Governors shown in the table on page 10?

Yes

No

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Any other comments

### 4. Do you support our proposals for appointed Governors shown in the table on page 10?

Yes

No

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Any other comments

Please use this space to tell us anything else you would like us to consider:

Thank you for taking the time to read and respond to this consultation document.