


5 March 2012 – 28 May 2012

Solent **NHS**  
NHS Trust



## Have your say

Public consultation on our  
application to become an  
NHS Foundation Trust

Better health, local care 



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*Ros Tolcher.*

Dr Ros Tolcher  
Chief Executive



*Alistair Stokes*

Alistair Stokes  
Chairman

Solent NHS Trust is applying to become an NHS Foundation Trust from April 2013. We believe that becoming a Foundation Trust will bring important benefits to the communities we serve. We will be able to be more innovative and provide even better services to people.

As a Foundation Trust, we will have a membership and a Council of Governors. This means that the public, people who use our services, carers and staff will be able to shape the organisation and have even more of an influence in the way it is run.

This consultation document explains the benefits of becoming a Foundation Trust. It also shares our plans for the next five years, our governance and membership proposals and it lets you know how you can get involved with your local community and mental health trust.

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# Welcome

The consultation asks you questions which cover three areas:

- Our vision and future plans
- Our membership
- Our Council of Governors

We welcome your views. They will help shape the future of the Trust.

We also invite you to become a member, and possibly a Governor, of our Trust and have a greater say in how we are run, and how our services are provided.

Your views on our proposals will form part of our application to become an NHS Foundation Trust. Please have your say before 28 May 2012 by:

- filling in the form at the end of the document
- visiting our website and filling in our online form at [www.solent.nhs.uk](http://www.solent.nhs.uk)
- phoning us
- emailing us
- writing us a letter.

We would very much like to meet with you at one of our consultation events. For more information visit our website or call 023 8060 8937.

Thank you for taking the time to read our proposals. We look forward to receiving your comments.



# About Solent NHS Trust

- We were created as an NHS Trust on 1 April 2011.
- We are the main provider of community services to the cities of Portsmouth and Southampton and to parts of Hampshire.
- We are the main provider of mental health services to people living in Portsmouth.
- We work in over 100 clinical sites spread across the areas we serve.
- We employ over 3,500 staff.
- We have an income of more than £175 million.
- We have over 1.5 million patient contacts each year.

## Our services

We provide the following services across Southampton, Portsmouth and Hampshire.

Services	Provided predominantly to:		
	Portsmouth	Southampton	Hampshire
<b>Adult Mental Health</b>			
Adult Mental Health	•		
Neurological Inpatient Rehabilitation	•	•	•
Eating Disorders Service	•		
Chronic Fatigue Service	•		
Psychology / Psychological Therapies	•		•
Older Persons Mental Health Services	•		
Learning Disabilities (LD)	•		•
<b>Children and Families</b>			
Audiology and Newborn Hearing		•	•
Child and Adolescent Mental Health (CAMHS)	•	•	
Community Paediatric Medical Service	•	•	•
Community Children's Nursing Service	•	•	•
Children with LD Units		•	•
Health Visitors	•	•	
School Nurses	•	•	
Enuresis and Encopresis		•	•
Occupational Therapy (Paediatrics)	•	•	•
Physiotherapy (Paediatrics)	•	•	•
Child Clinical Psychology	•	•	•
Sleep Service	•	•	•
Speech and Language Therapy	•	•	•

Services	Provided predominantly to:		
	Portsmouth	Southampton	Hampshire
<b>Sexual Health Services</b>			
Sexual Health Services	•	•	•
Inscape and Southampton Gay Men's Health Promotion Service	•	•	•
Treetops Sexual Assault Referral Centre (SARC)	•	•	•
<b>Primary Health Care Services</b>			
GP Out of Hours	•	•	•
Dental Services		•	•
Endoscopy		•	
Nicholstown GP Surgery		•	
Adelaide GP Surgery		•	
John Pounds Medical Centre	•		
Paulsgrove and Wymering Healthy Living Centre	•		
Offender Health (HMP Kingston, HMP Winchester, IRC Haslar)			•
Homeless Healthcare		•	
Patient Contact Centre (Choose and Book)	•		•
Walk-in Centre		•	
Minor Injuries Unit		•	•

Services	Provided predominantly to:		
	Portsmouth	Southampton	Hampshire
<b>Health Promotion</b>			
Health Promotion Services		•	
Stop Smoking Services	•	•	
<b>Promoting Independence/Care Closer to Home</b>			
Community Equipment Service	•	•	
Community/ District Nursing (inc. Community Matrons, Continence and Stoma)	•	•	
Safeguarding Adults	•	•	
Specialist Palliative Care	•	•	
Continuing Care / End of Life Care (Jubilee House)	•		
Intermediate Care and Rapid Response	•	•	
<b>Inpatient Rehabilitation Units</b>			
Spinnaker, Rembrandt and Royal South Hants Hospital	•	•	
Stroke Rehabilitation Unit		•	•
Occupational Therapy (Adults)	•		•
Physiotherapy (Adults)	•	•	
Podiatry	•	•	•
Cardiac Nurses (inc Rehabilitation)		•	
Diabetes		•	
<b>Substance Misuse Services</b>	•		•

# What do we do?

Our role is to provide community and mental health services to local people.

We work with families to help children have the best start in life. We provide community support when children are unwell and need extra help.

We work with adults and older people with physical or mental health problems. We provide care in the community.

By working together with GPs and social services, we bring services together to help people manage their condition better, to stop it getting worse and to help keep people at home.

We also promote health and well being. Our screening and health promotion services help people to lead a healthy lifestyle.

As part of the NHS family, we work closely with other Trusts to make sure that the people who use our services get the best possible care.





# About Foundation Trusts

Five good reasons to become an NHS Foundation Trust

## What is a Foundation Trust?

A Foundation Trust:

- is part of the NHS
- is answerable to local people who can become members and Governors, they will have even more of a say on how we do things
- has more freedom to provide services which meet the needs of local people
- still has to meet national standards for things like cleanliness and the quality of care
- is overseen by a national body called Monitor which can intervene if it thinks that rules are not being followed
- has more financial freedoms, and can keep money to invest back into services.

## Why an NHS Foundation Trust?

### 1) Even more involvement of local people through membership

NHS Foundation Trusts are membership organisations. People like you can join as a member and help shape the future of our Trust and our services.

### 2) Staff will also have even more involvement

Staff will have even more opportunities to get involved in the direction of the Trust and will be able to stand for election as a staff Governor.

### 3) More opportunities for services to innovate

Our staff, the people who use our services and carers often know how we can make our services even better.

Whilst we have clear targets which we have to meet, becoming a Foundation Trust will give us even more opportunity to innovate and introduce new things to provide the best services we can.

### 4) More financial freedoms

As an NHS Trust we will have more financial freedom. This means that we will be able to make a surplus and re-invest this back into our services to benefit local people.

### 5) Well organised

The process of preparing to become a Foundation Trust is very rigorous and involves us making sure that our organisation is delivering good quality and is fit for purpose.

# Our vision and values

These are the things which help us get to where we want to be. Our vision... where we see ourselves in the next five years. Our values... how we will behave.

**Our vision** - To lead the way in local care.

## Our values

I N S P I R E



Involved



Nurturing



Striving for  
excellence



Passionate



Innovative



Respectful



Empowered



# Our plans

Our Foundation Trust application includes a five year business plan, called the Integrated Business Plan (IBP). The IBP describes our vision for the Trust and health services in the local area. It also outlines our objectives and how we will achieve them.

## Our future plans

We want to develop our services so that they meet the needs of local people.

We plan to provide more and more services in the community so that people can increasingly receive their care in, or close to, home.

We will work with family doctors, social services, and with the people who use our services and their families to provide home based, reliable services, 24 hours a day, seven days a week. We will also work with other NHS Trusts/Foundation Trusts so that people who move between organisations as part of their care, have a good experience.

With improved community care, our proposals will help patients with the most complex medical and social needs remain in their own home, when it is appropriate for them to do so, rather than having to be treated in hospital.

## Quality promise

Our quality promise ensures that:

- services are safe
- people have a good experience of our services
- we use best practice to ensure better outcomes for our patients
- we meet national standards.

## A patient-led organisation

Meaningful patient and public involvement is key to the success of the Trust. We will ensure that we continue to engage and involve the people who use our services, carers, partners and wider stakeholders in our services.

We will:

- raise awareness of our services and the work of the Trust
- create opportunities for involvement
- support and empower patients
- improve information for patients.

**How will we get there?** Our vision is supported by three objectives. Our Objectives are based on what our partners, the people who use our services, staff and Commissioners tell us what they would like us to do.

## Objective 1:

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**To provide services which enable improved health outcomes with particular focus on areas of known health inequality.**

We will provide services which help improve the overall and individual health outcomes of local people to improve those at the weakest end of health inequalities fastest.

Ways in which we will achieve this include:

- Supporting people to stop smoking.
- Encouraging mums to breast feed.
- Helping substance misuse patients stay drug free.
- Helping people get back into employment.
- Helping people to manage their own health problems, sometimes using technology in the home.
- Putting services into people's homes to prevent them going into hospital when they don't need to.

## Objective 2:

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**To deliver care pathways that are integrated with local authorities, primary care and other providers.**

We will provide services, which address both health and social care needs.

Ways in which we will achieve this include:

- Creating teams of health and social care staff who can provide for all of the patient's needs.
- Identifying people who need special support in the community with complex conditions such as diabetes, heart or lung problems. By intervening early we will be able to keep people well for longer and stop their illness getting out of control.
- Ensuring our teams have specialist skills so that even complex care can be provided at home.
- Ensuring all of our services can be easily accessed through a single phone number and ensuring that we can respond to urgent needs 24/7.
- Sharing records of care between different health professionals and working collaboratively with other local NHS providers.

## Objective 3:

**To maintain profitability in core business by offering best value alternatives to acute hospital admissions.**

We will provide services which are good value and apply best practice to help the whole of our health system remain financially viable.

Ways in which we will achieve this include:

- Working with the main hospitals to provide more services in the community.
- Making sure our services are run as efficiently as possible.
- Expanding our services where it is appropriate to do so.

## Question time

Do you agree with the objectives for the Trust?

# How will the Trust be run?

When we become a Foundation Trust, the way we run will change. Our governance, which describes how the Trust will operate, will have three main strands:

1) Membership 2) Council of Governors 3) Board of Directors

## Membership

By becoming a Foundation Trust we will be accountable to our public and the local communities we serve through membership. We will have greater freedom and flexibility to determine how to deliver services which meet local priorities and deliver our aims. Through membership, we will listen to your views and opinions which will help influence decisions and the Trust's future.

Members will be able to elect a Council of Governors. The Council of Governors will advise our Board on how we should provide and improve services. This will be achieved by ensuring the views of local people (members) are taken into consideration when decisions about healthcare are made.

### Members can:

- have a say in what we do
- help shape our future plans for services and the Trust

- receive the quarterly newsletter 'Shine for members'
- be involved in focus groups or surveys about our services
- be invited to events and health talks
- elect Governors to represent their views
- stand for election as a Governor
- be involved as much or as little as they wish.

Our aim is to recruit a diverse membership which is representative of the communities we serve.

Our targets for membership are:

- 7,850 members by April 2013
- 10,050 members by 2014

## Who can become a member?

Public membership is open to anyone over the age of 14 living in Hampshire, Southampton or Portsmouth. We have chosen this lower age limit as we provide services to younger people and want to ensure we have representation from this age group.

## Question time

Do you agree that people who are aged 14 should be able to become a member?

We plan to have two membership constituencies:

### **1) Public constituency**

The public constituency will consist of three distinct constituencies (people who live in the areas of):

1. Portsmouth City
2. Southampton City
3. Hampshire

This constituency also includes people who have used our services and their carers. We are very keen to recruit members who have experience of using our services so we can develop them using their feedback.

We are not proposing that there is a separate constituency for people who use our services and their carers, as this may cause confusion about which constituency people belong to. A separate constituency also has the potential for people to

decline membership if it identifies them with a particular patient group.

### **2) Staff constituency**

All members of staff who have worked for the Trust for 12 months or more have been opted into staff membership, unless they have chosen to opt out. We will be inviting all bank staff and seconded staff to become a member.

We will ask other staff to become public members.

It is proposed that the staff category be subdivided into geographical constituencies. The three staff constituencies will be:

1. Staff who mainly work in Portsmouth
2. Staff who mainly work in Southampton
3. Staff who mainly work in Hampshire

## **Question time**

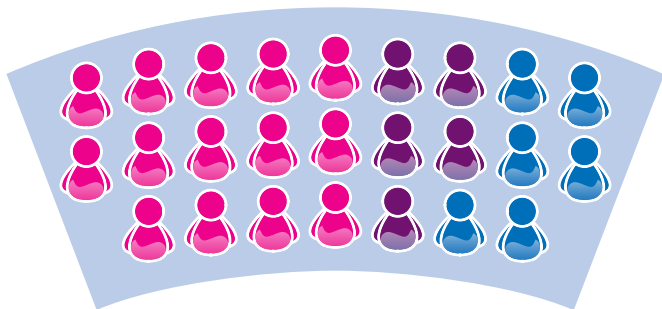
**Do you agree with our plans to have a single public constituency which also includes people who use our services and their carers?**

## **Question time**

**Do you agree with the proposed public and staff constituencies? Do you think that they are representative of the communities we serve?**

## Governors

The Council of Governors will be made up of people elected by our members to represent their views and by a number of appointed Governors from partner organisations. The number of elected Governors from each area reflects our service portfolio and the number of members in each constituency.



### 14 Public Governors

Southampton

Portsmouth

Hampshire

### 5 Staff Governors

Staff who mainly work in Southampton

Staff who mainly work in Portsmouth

Staff who mainly work in Hampshire

### 6 Proposed Appointed Governors

Local Authorities

Clinical Commissioning Groups

Universities





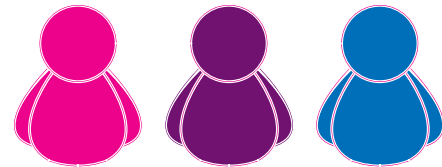
We propose to have a Council of Governors with 25 members. These include:

- 14 elected public Governors who represent the geographical areas elected by the public:
  - 5 public Governors from the Southampton constituency
  - 5 public Governors from the Portsmouth constituency
  - 4 public Governors from the Hampshire constituency
- 5 staff Governors who represent the geographical areas elected by staff members:
  - 2 staff Governors from the Southampton staff constituency
  - 2 staff Governors from the Portsmouth staff constituency
  - 1 staff Governor from the Hampshire staff constituency
- 6 non-elected Governors who will be appointed from partner organisations including:
  - Local Authorities
  - Clinical Commissioning Groups
  - Universities

The Council of Governors will:

- appoint (or remove) the Trust's Chair and the Non-Executive Directors
- approve the appointment of the Trust's Chief Executive
- appoint the Trust's external auditors
- agree the pay of Non-Executive Directors and the Chair
- receive the annual report and accounts
- advise the Board and represent members views about the strategic direction of the Trust
- help develop the Trust's membership strategy and help the Trust to recruit members.

The Governor's role does not include managing the day-to-day business of the Trust. This responsibility remains with the executives who ensure that the Council of Governors is fully involved in the future plans of the Trust.



## Governor elections

Governors are elected through the first past the post method of voting, with the exception of appointed Governors. The electoral process will be carried out by a professional electoral company.

### Question time

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

## Board of Directors

All NHS Trusts are required to have a Board of Directors. The Board will always have a majority of non-executive directors.

The Board of Directors will include:

- a (non executive) chairman
- 5 non-executive directors
- 5 executive directors including: the chief executive, finance director, a registered medical practitioner or a registered dentist, and a registered nurse or midwife.

The Board of Directors is the accountable body for the running of the Trust. The Board of Directors is responsible for setting strategy and overseeing delivery of this. The delivery of the day-to-day business is the responsibility of the executives.





# Have your say?

We would like to hear what you think of our plans to become a Foundation Trust. Your feedback will form part of our Foundation Trust application to the Secretary of State for Health.

You have until Monday 28 May 2012 to tell us what you think. You can share your thoughts by:

- visiting our website at [www.solent.nhs.uk/ft](http://www.solent.nhs.uk/ft) and filling in our online feedback form
- completing the feedback form attached to the back of this document and sending it back to us at the Freepost address provided – no stamp needed.
- writing to us at:  
FREEPOST RSRU-ARZH-ACBZ  
Foundation Trust Consultation  
Solent NHS Trust  
Adelaide Health Centre  
William Macleod Way  
Southampton SO16 4XE
- emailing us at [communications@solent.nhs.uk](mailto:communications@solent.nhs.uk)
- phoning us on 023 8060 8937

## Community groups

If you are a member of a community group, school or university etc and would like us to come and speak to your group about our plans please either email us at [communications@solent.nhs.uk](mailto:communications@solent.nhs.uk) or call 023 8060 8937. We would be happy to come and talk with you.

## What happens next?

Once our consultation has ended (28 May 2012) we will review all the comments we receive. We will use your comments to refine our Foundation Trust application. We may not be able to make all the changes suggested by people but we will consider every response with an open mind.

We will prepare a summary document containing all the responses received and the changes we have made to our plans as a result of the comments received. The document will be viewable on our website or you can request a copy of the document from the Communications Team on 023 8060 8937.

## Want to know more?

Come to one of our public events. We will be holding these during the course of the consultation.

The events and road show dates will be publicised on our website. For more information please visit [www.solent.nhs.uk/ft](http://www.solent.nhs.uk/ft) or call 023 8060 8937.

# Tell us what you think

We would like to know what you think about our proposals to become a Foundation Trust. Please share your views by completing this form and sending it back to us at FREEPOST RSRU-ARZH-ACBZ, Foundation Trust Consultation, Solent NHS Trust, Adelaide Health Centre, William Macleod Way, Southampton, SO16 4XE. You do not need to attach a stamp. Please respond by Monday 28 May 2012.

**Do you agree with the objectives for the Trust?**

**Do you agree with the proposed public and staff constituencies? Do you think that they are representative of the communities we serve?**

**Do you agree with other plans to have a single public constituency, which also includes people who use our services and their carers?**

Do you agree that people who are aged 14 should be able to become a member?

Do you agree with our proposals for the Council of Governors?

Do you have any other comments you would like to share?

### Personal details

**Are you**  Patient  Member of public  Member of staff  Partner organisation  Other

Name

Address

Telephone

Email

Are you a member?  Yes  No If you are not a member would you like to become one?  Yes  No

# Become a member

Have your say about local health matters by becoming a member of our Trust.

Membership provides even more opportunities for the local community, the people who use our services, staff and partners to get involved in our work, share experiences and have a much bigger say in the way the local health services are run.

You can decide how involved you would like to be. You might choose to receive updates, you might like to comment on our plans and take part in events. Alternatively, you may consider standing for election as a Governor. The choice is yours!

The larger and more involved our membership is, and the more closely it reflects the different communities we treat as patients, the better. We aim to make improvements to our services based on what you say. We need as many interested people as possible to join us – and we'd encourage you to be one of them.

You must be at least 14 years old to become a member.

## **Join us today**

It's quick and easy and it won't cost you a penny.

## **To join either:**

- complete the form attached to this document and pop in the post to:  
FREEPOST RSRU-ARZH-ACBZ  
Membership Team  
Solent NHS Trust  
Adelaide Health Centre  
William Macleod Way  
Southampton  
SO16 4XE
- fill in our online form at [www.solent.nhs.uk/membership](http://www.solent.nhs.uk/membership)

 sign up today



# Become a member using this form

You must be at least 14 years old.

## Section 1: Your contact details

Title (e.g Mr, Mrs, Miss, Ms, Dr): \_\_\_\_\_

\*These fields are mandatory



\*First name: \_\_\_\_\_

\*Surname: \_\_\_\_\_

Gender:  Male  Female

Date of birth: \_\_\_\_ / \_\_\_\_ / \_\_\_\_ DD/MM/YYYY



Email address: \_\_\_\_\_  
\_\_\_\_\_

**(Where possible we ask you to provide an email address as this is the quickest, easiest and most cost effective way to communicate with you.)**



\*Address: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

\*Postcode: \_\_\_\_\_



Home telephone no: \_\_\_\_\_



Mobile telephone no: \_\_\_\_\_

## Do you have any special information requirements?



Audio tapes



Large print



Braille

Other

(please state) \_\_\_\_\_

## Section 2: About you

**This section is optional, however it will help us to build a membership that is representative of the community we serve.**

### Ethnicity

- |  |   |
|--|---|
| <input type="checkbox"/> White British           | <input type="checkbox"/> Bangladeshi                      |
| <input type="checkbox"/> White Irish             | <input type="checkbox"/> Pakistani                        |
| <input type="checkbox"/> White Other             | <input type="checkbox"/> Asian or Asian British Other     |
| <input type="checkbox"/> White & Black Caribbean | <input type="checkbox"/> Caribbean                        |
| <input type="checkbox"/> White & Black African   | <input type="checkbox"/> African                          |
| <input type="checkbox"/> White & Asian           | <input type="checkbox"/> Black or Black British Other     |
| <input type="checkbox"/> Mixed Other             | <input type="checkbox"/> I would rather not disclose this |
| <input type="checkbox"/> Chinese                 | <input type="checkbox"/> Any other ethnic group           |
| <input type="checkbox"/> Indian                  | Please specify _____                                      |

### Disability

**By knowing your disabilities or special needs, we can communicate with you better.**

Would you describe yourself as having:

- |   |  |
|---|--|
| <input type="checkbox"/> A sensory disability       | <input type="checkbox"/> A mental health problem |
| <input type="checkbox"/> A physical disability      | <input type="checkbox"/> A learning disability   |
| <input type="checkbox"/> Other (please state) _____ |  |

## Section 3: Your membership

Please let us know what level of involvement you would like in the Trust?

### Connection with the Trust

- Public
  - Patient / service user / carer. Please tell us which service you have had contact with?
  - Member of staff
  - A former member of staff
  - Member of a community group If so, which?
- 

**I would like to:** (tick all that apply)

- Receive regular information about the services provided by the Trust and be invited to meetings
- Respond to consultations and suggestions for changes
- Be invited to workshops and focus groups
- Stand for election as a governor

**Which of our services are you interested in finding out more about?** (tick all that apply)

- Care of the elderly
- Child and family services
- Long term health problems
- Adult services
- Mental health services
- Learning disability services
- General Trust information

## Section 4: Declaration

I confirm that the information provided on this form is accurate, that I am at least 14 years old and that I have not been:

- involved in the previous five years in an act of assault, violence or harassment against any Trust staff or registered volunteers of the Trust
- convicted of offences against children or vulnerable adults.

Signature: \_\_\_\_\_

Date: \_\_\_\_ / \_\_\_\_ / \_\_\_\_ DD/MM/YYYY

## Section 5: Data Protection and the Public Registers

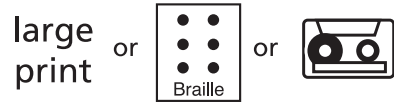
The information on this form will be kept by Solent NHS Trust and only used in connection with membership and public involvement. This is in accordance with the Data Protection Act 1998.

- Please tick this box if you do not want your name to be included on the public register of members.





For a translation of this document,  
an interpreter or a version in



please contact Access to Communication

 023 8024 1300

**For an easy read version of this leaflet  
please contact the Communications Team on 023 8060 8937.**

[www.solent.nhs.uk](http://www.solent.nhs.uk)