

Feedback from the Public
Consultation for the
Foundation Trust Application

NHS Foundation Trust



Delivering Outstanding Patient Care

16 November 2009 – 7 February 2010

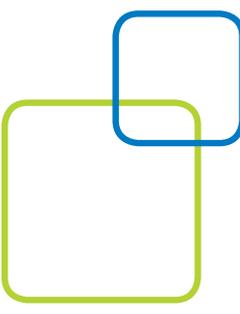


Presentation at public meetings

Almost 1,000 Consultation Documents (English and Welsh) and 2,500 summary consultation leaflets were circulated during public the public consultation. NHS Foundation Trust membership invitation cards were produced and 1000 were distributed along with the other material listed above. The Trust wrote to nearly 200 commissioners, stakeholders, MPs, GPs and other interest groups asking for feedback and support and providing further information about the Foundation Trust (FT) application. Posters and information were also widely distributed to publicise the consultation and the public meetings that were held over the 12 week period, together with numerous press releases and public notices.

A section of the Robert Jones and Agnes Hunt Orthopaedic and District Hospital NHS Trust (RJAH) website was dedicated to Foundation Trust and the ability to respond to the consultation or join as a member online was made available. Downloadable versions of the Consultation Document in English and Welsh were also available.

Date	Venue
02/12/2009	RJAH Orthopaedic Hospital, Oswestry Shropshire
02/12/2009	The Park Inn Hotel, Telford Shropshire
03/12/2009	RJAH Orthopaedic Hospital, Oswestry Shropshire
07/12/2009	Shrewsbury Town Football Club, Shrewsbury Shropshire
15/12/2009	The Medical Institute, Wrexham
14/01/2010	Nantwich Town Football Club, Nantwich Cheshire
18/01/2010	The Royal Oak Hotel, Welshpool, Powys
25/01/2010	Castlefields Community Hall, Shrewsbury Shropshire
01/02/2010	Patient Participation Group, Llanfyllin Group Practice, Llanfyllin, Powys



Formal responses received

Format	Number received
Hardcopy, using proforma provided as part of the consultation exercise	17
Others in hardcopy – letters etc	13
Via website	5
By email (and enquiries)	3
By telephone	2
By fax	-
By text	-
Verbally at public/staff meetings (see comment below re: staff engagement)	60 - All questions responses recorded

Staff Engagement

Staff have been continuously communicated with and engaged throughout the whole Foundation Trust application process. Engagement included:

- Strategy development workshops and consultation
- Engagement of senior managers in the development of the Integrated Business Plan and Long Term Financial Model
- Trust Integrated Business Plan key messages shared with senior managers at each stage of development through FT Project Group meetings
- Briefing sessions held for all staff with regards to the latest FT news and 'next steps' in the process
- Monthly FT updates in the staff newsletter 'Communicate' which features updated FAQs and FT Office contact details for any queries or questions
- Attendance at key committee meetings to update on the application
- Regular FT updates at Executive Team meetings

Responses from major stakeholders

Name	Broadly in favour	Broadly neutral	Comments given
Shropshire County Primary Care Trust (PCT)	✓		<ul style="list-style-type: none"> • Acknowledge good working relationships that PCT has with the Trust and welcomed the Trusts recognition that strong partnership working will be required going forward to ensure both organisations continue to strive for excellence whilst remaining financially viable in challenging times • Trust plans should ensure alignment with PCT commissioning intentions and expectations going forward • Pleased to confirm that the PCT supports FT application and also supports the proposed membership arrangements for the Council of Governors
Shropshire County Council and Health Overview and Scrutiny Committee (HOSC)	✓		<ul style="list-style-type: none"> • The proposed move to NHS Foundation Trust status will be a valuable benefit to Shropshire people • Ensure current effective working with partners and the community to provide health services continues and develops until appropriate alternative provision is made • Interested to look at further opportunities for joint working to address specific preventative issues that would support interests and responsibilities, for example prevention in relation to osteoporosis, and enabling independence for people with physical disabilities • A further strategic aim that reflects the importance of a high profile and significant health service provider in the community and for the community may be useful i.e. being an employer of choice; providing volunteering opportunities and skills development (inc apprenticeships); working with partners to reach out into communities to provide preventative activities and clinics; promote improved health and well being.
Betsi Cadwaladr University Health Board (BCUHB)	✓		<ul style="list-style-type: none"> • RJAH has provided a key role in the past supporting the needs of North Wales for specialist orthopaedic services and secondary care services • BCUHB are keen to explore the future role that RJAH can play in supporting the needs of their population • Being a 'hospital of choice' should be seen within this context and NHS Wales planning and delivery strategy • The membership detailed is a positive reflection of BCUHB as a key stakeholder governor as well as the identification that their committees are recognised as having a key role to play as governors • BCUHB are supportive of the application for RJAH to become a Foundation Trust and continue the successful provision of specialist orthopaedic services which are held in high regard with the general public for reputation and quality

Responses from major stakeholders

Name	Broadly in favour	Broadly neutral	Comments given
League of Friends Voluntary Services	✓		<ul style="list-style-type: none"> The hospital has benefited from a long standing and substantial tradition of support from its League of Friends A reflection of the excellent reputation and high standard of care which the hospital has maintained since its foundation Look forward to continuing a very successful partnership with the Trust and to have further involvement through the election of a stakeholder governor to represent the RJAH voluntary services when Foundation Trust status is achieved
Keele University	✓		<ul style="list-style-type: none"> Sustain and hopefully grow research, particularly clinician led applied Research & Development. Expand medical education both at undergraduate and post graduate levels in order to exploit the expertise and case load at RJAH Focus on commercial exploitation - there is a history of success in orthopaedics and the ageing population will increase opportunities Would like RJAH to sustain its links with Keele, despite the difficult times that both the NHS and university sectors are facing (it is important to retain an academic Non Executive Director on the Trust Board as well as the Board of Governors)
Telford & Wrekin PCT		✓	<ul style="list-style-type: none"> Acknowledge the high quality of services provided by the Trust Support the goal of becoming a FT as a means to further improve health services The PCT reflected on the application in the wider context of the health economy and suggested a joint application would make a stronger organisation long term given the challenges facing public services and the Quality, Innovation, Productivity and Prevention (QIPP) agenda
Owen Paterson MP (North Shropshire)	✓		<ul style="list-style-type: none"> Delighted to offer whole hearted support for the application The Trust is an institution of enormous significance in North West Shropshire Immensely important both economically and socially providing major employment The Trust is an institution in which the whole local community takes huge pride There is a tremendous team ethos which permeates through every level of staff leading to a quite remarkably high level of service Cannot remember the last time a letter was received by office complaining about the quality of care

Responses from major stakeholders

Name	Broadly in favour	Broadly neutral	Comments given
Ian Lucas MP (Wrexham)	✓		<ul style="list-style-type: none"> • Has a long standing connection with the Trust and well aware of the important role the Trust plays in Shropshire and well beyond • The service provided for orthopaedics and the Midland Centre for Spinal Injuries have an importance in Wrexham and North Wales, is not as widely appreciated as it should be • The distinct role of the hospital will be strongly promoted by the establishment of a Foundation Trust and will stress the importance of having members of the Trust and representation on the management structure from individuals in North Wales
Mark Pritchard MP (The Wrekin)	✓		<ul style="list-style-type: none"> • Support the principle of NHS Foundation Trusts
Walford and North Shropshire College	✓		<ul style="list-style-type: none"> • Wish the Trust success with proposals and look forward to working with the Trust for the benefit of the wider community
Clwyd Community Health Council (CHC)	✓		<ul style="list-style-type: none"> • RJAH has an excellent reputation on both sides of the England-Wales border and our patient feedback reveals high level of satisfaction with the services provided • Do not agree with the title 'Council of Governors'. COCH tried this title for a few years but until the governors objected. The title 'Board of Directors' in used in almost all Foundation Trusts and has proved to be a well recognised and popular title and is the title used by Monitor in all communications to Foundation Trusts
Stoke On Trent PCT	✓		<ul style="list-style-type: none"> • Supports the FT application in general
Patient First Group	✓		<ul style="list-style-type: none"> • Would be interested in becoming a public governor

Responses to Set Questions

The following gives the collated results of the Consultation Questionnaire. They show agreement or otherwise with the proposals:

Question Number	Yes	No	None
1. Do you think the Trust should consider any other strategic aims for the future.	8	5	-
2. Do you agree with the benefits we have identified through Foundation Trust status?	11	2	-
3. Do you agree with our membership protocols?	10	3	-
4. Is there anything else you would like to see included in our membership proposals?	12	1	-
5. Do you consider the proposed minimum membership age of 14 to be appropriate?	7	6	-
6. Do you agree with the proposed title 'Council of Governors' for the governing body?	11	1	-
7. Do you agree with our allocation of governor seats for staff groups?	10	3	-
8. Do you agree with our allocation of governor seats for our public constituencies?	11	2	-
9. Do you agree with our allocation of governor seats for stakeholder organisations?	11	1	1
10. Do you agree with the composition of the Board of Directors?	10	1	2
11. Are there any other comments you want to make about our proposed governance arrangements?	4	7	2
12. The Foundation Trust will be established as: The Robert Jones & Agnes Hunt Orthopaedic NHS Foundation Trust. Do you agree with this name?	12	1	-
Other comments	12	1	

TRUST RESPONSE

Overall, comments from major stakeholders were very supportive of the Trust's application, with just one offering broadly neutral support. Many recognised the excellent reputation the Trust currently holds and the high quality of service it offers to patients and feel that becoming a Foundation Trust will serve to embed this further.

Main Topics that Attracted Critical Comment

Issue	Trust Response
<p>Strategic Aims - of the responses received, eight people said that the Trust should consider other strategic aims and of those, five offered suggestions such as:</p> <ul style="list-style-type: none"> • sustaining pure and applied research • building on the existing reputation as a specialist hospital for sporting injuries • providing all Trauma and Orthopaedic services in Shropshire • carrying out innovative research and development activities and pioneering new techniques and development in musculoskeletal and orthopaedic conditions 	<p>The Trust feels that its vision and mission statement embraces these suggestions through the desire to become 'the leading centre for high quality, sustainable orthopaedic and related care.'</p> <p>The benefits of our involvement in research and development activities fundamentally contribute to the achievement of all three of our strategic aims.</p>
<p>Benefits - Two people didn't agree with the benefits of FT status outlined by the Trust one noting that they didn't feel the benefit of being detached from the Strategic Health Authority (SHA), and the freedom it brings, outweigh the risks.</p>	<p>Over one third of NHS Trusts are now NHS Foundation Trusts and the Board feels that the unique nature of the RJA Orthopaedic Hospital would benefit from the additional freedoms. The Trust would still work closely with the SHA as it would remain firmly part of the NHS and as such have a fundamental role to play in ensuring the success of its partners within the wider local health economy.</p>
<p>Membership - 6 people felt that the age of 14 as the minimum age for a member was too young and suggested that 16 would be more appropriate. There was also a comment about ensuring that the membership of the Trust is a fair reflection of the community served.</p>	<p>The Trust felt that setting the minimum age at 14 would allow the many paediatric patients that RJAH treats the opportunity to become involved and have a say in the future development of the hospital and the services offered. Young people are able, with appropriate support, to express views and opinions which the Trust would value. It is important that recruitment of members, both during the consultation and beyond, ensures that each target constituency is represented fairly as a proportion of its catchment population.</p>

Main Topics that Attracted Critical Comment

Issue	Trust Response														
<p>Governors - One comment was made on the allocation of public governors and the representation for members who fall into the 'rest of the UK' catchment. The majority of responses agreed with the allocation of stakeholders seats, aside from two who questioned the presence (and lack of) of specific stakeholders. Three comments were received disagreeing with the number of seats allocated to staff governors.</p>	<p>The Trust has considered the options for the allocation of the public governors seats and the following amendments are proposed:</p> <table border="0"> <thead> <tr> <th data-bbox="730 837 1018 869">Current</th> <th data-bbox="1043 837 1481 869">Proposed</th> </tr> </thead> <tbody> <tr> <td data-bbox="730 875 1018 907">Shropshire [4]</td> <td data-bbox="1043 875 1481 907">Shropshire [3]</td> </tr> <tr> <td data-bbox="730 913 1018 945">North Wales [2]</td> <td data-bbox="1043 913 1481 945">North Wales [2]</td> </tr> <tr> <td data-bbox="730 952 1018 983">Cheshire & Merseyside [2]</td> <td data-bbox="1043 952 1481 983">Cheshire & Merseyside [2]</td> </tr> <tr> <td data-bbox="730 990 1018 1021">West Midlands [2]</td> <td data-bbox="1043 990 1481 1021">West Midlands [2]</td> </tr> <tr> <td data-bbox="730 1028 1018 1059">Powys [1]</td> <td data-bbox="1043 1028 1481 1059">Powys [1]</td> </tr> <tr> <td></td> <td data-bbox="1043 1066 1481 1097">Rest of UK [1]</td> </tr> </tbody> </table> <p>With regards the allocation of stakeholder seats, the Trust is legally obliged to provide seats to:</p> <p>The main NHS commissioner of services (Shropshire County PCT)</p> <p>The host local authority, Shropshire County Council.</p> <p>The remaining seats have been offered on the basis of our existing main partnership arrangements.</p> <p>The number of seats for staff is felt to be appropriate for a Trust of this size and existing staff relationships with Staff Side representatives and effective partnership working with the Trust will continue alongside the Foundation Trust Governor arrangements.</p>	Current	Proposed	Shropshire [4]	Shropshire [3]	North Wales [2]	North Wales [2]	Cheshire & Merseyside [2]	Cheshire & Merseyside [2]	West Midlands [2]	West Midlands [2]	Powys [1]	Powys [1]		Rest of UK [1]
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<p>Governance - Overall there was strong support for the governance arrangements set out by the Trust with a few offering alternative suggestions as mentioned above</p>	<p>The Trust felt that the proposed governance arrangements reflected the adequate representation from the stakeholder, staff and public perspective.</p>														
<p>Other - the majority of responses were in favour of the proposed name of the Trust</p>	<p>The Trust will be known as 'The Robert Jones and Agnes Hunt Orthopaedic Hospital NHS Foundation Trust'.</p>														

Main Areas Attracting Local Support

The high quality of care that the Trust offers to its patients was well recognised in all responses and is reflected in this comment from a patient during one of the public consultation meetings; ***“at other hospitals you are treated as a number, but at RJAH you are treated as a person”***. Other feedback referred to how the communities surrounding the RJAH take huge pride in the Trust and feel that becoming an NHS Foundation Trust will increase the ability to offer excellent standards of care.

Topic	General tenor of response and comments
Membership	Broadly supportive of membership proposals
Council of Governors	Broadly supportive of the proposed format of the Council of Governors – small number of comments relating to stakeholder and staff seats
Board of Directors	Broadly supportive
Elections	Not specifically raised during consultation process
Constituencies/ Boundaries	Broadly supportive - a number of comments regards the need to create a ‘rest of UK’ seat
Constitution	Not specifically raised during consultation process
Age limits	Generally supportive apart from some comments regarding the minimum age for membership.
Staff representation	Broadly supportive - some suggestions that more staff representation desirable
Any novel suggestions received as result of consultation	none

The Trust’s Role in the Wider Community

The Trust continually strives to develop its relationships with external organisations and networks and plays a key role in the local community.

The Trust has close relationships with the local League of Friends who support the organisation in both fund raising and promoting the organisation in the wider community. The League of Friends have actively supported the Trust’s application to become a Foundation Trust.

In order to ensure the services the Trust provides meet the needs of local population it has actively developed relationships with patient groups, local community groups as well as both NHS and Private Sector primary care providers. Examples include members of the Board regularly attending community meetings and the partnership developed to deliver community rheumatology services within the Telford and Wrekin area.

In addition the Trust has developed important links with local schools and colleges and has recently reviewed and re branded the provision of apprenticeships and work experience placements. As a result we have 26 apprentices within the Trust and are able to provide 80 work experience placements to local pupils.