Consultation Document

Our application to become an NHS Foundation Trust

Please give us your views between 1 February and 25 April 2012
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Introduction

Leicestershire Partnership NHS Trust (LPT) provides community health, mental health and learning disability services across Leicester, Leicestershire and Rutland.

The care and support we provide includes community nursing and therapy services and care on community hospital wards, services for people with severe mental health problems and healthcare in prisons. We don’t just care for people who are ill or injured, we also support people to stay well and prevent future problems - for example children, young people and families who are supported by our health visiting and school nursing teams, or our stop smoking team and nutrition and dietetics services all of whom encourage people to live healthy lives.

This public consultation is about our application for NHS Foundation Trust status.

Our vision is to become an integrated Foundation Trust with a passion for quality and excellence.

We believe that becoming an NHS Foundation Trust will help us to improve how we meet the needs of local people and respond to their views. As an NHS Foundation Trust local people can become members and governors of our organisation and have a much greater say in the way that services are developed and delivered.

As an NHS Foundation Trust we will have greater freedom to change services for the better, work in partnerships and respond to local health needs.

We began our journey to become an NHS Foundation Trust in 2008 but put our plans on hold to merge two local community health services with our mental health and learning disability services. The merger took place in 2011. We’re now an integrated organisation and ready to return to the assessment process to become an NHS Foundation Trust.

The Government expects all NHS Trusts in England to become NHS Foundation Trusts by the end of March 2014 or as soon as possible thereafter. All NHS Trusts will therefore either be required to become an NHS Foundation Trust or join an existing Foundation Trust.

We strongly believe that having community health, mental health and learning disability services provided by a local, integrated NHS Foundation Trust with a strong track record of service delivery is of critical importance to local people. We are hoping to become an NHS Foundation Trust by the end of 2012.

We are very excited about our proposal and would encourage everyone with an interest in our services to have their say on our plans.

We look forward to receiving your feedback by 25 April 2012.

If you would like to read more about our work, visit our website at www.leicspart.nhs.uk

John Short
Chief Executive

Professor David Chiddick CBE
Chairman
LPT: Who we are and what we do

We provide community health, mental health and learning disability services across Leicester, Leicestershire and Rutland.

We don’t just care for people who are ill or injured, we also support people to stay well and prevent future problems.

We serve a population of one million people across Leicester, Leicestershire and Rutland, spend in excess of £262 million of taxpayers’ money each year, and employ almost 6,000 staff in a wide variety of roles.

Our services are organised into four operational divisions:

- adult mental health services
- adult learning disability services
- families, young people and children’s services
- community health services, which includes mental health services for older people.

We work with family doctors (GPs), local hospitals, social services and other local authority departments such as housing and education. We also work with voluntary organisations, local community groups and local people.

Most people are referred to our services by their GP. We deliver services from many different locations including hospitals, longer term recovery units, outpatient clinics, day services, GP surgeries, children’s centres, schools, health centres, people’s own homes, care homes and prisons.

We are also a teaching trust, which means we conduct research and provide training and education (for medical, psychology, nursing and therapy students). We work in partnership with a range of educational establishments to deliver effective pre and post-registration education and learning opportunities.
Why we want to become an NHS Foundation Trust

As an NHS Foundation Trust we would remain part of the NHS, working to the same national standards as all other NHS service providers, and would continue to uphold the principles of the NHS Constitution, providing high quality care that’s freely available according to need.

Being an NHS Foundation Trust would give us greater freedom to transform services, work in partnerships and respond to local health needs:

- Our staff and local people including patients, service users and carers would be involved in decisions, have strong influence and a real say on our priorities and how services are delivered and planned.

- The main way we would be accountable to staff and local people and involve them in decisions is through a membership system that is free to join and our Council of Governors. Any member can put themselves forward for election as a Governor to sit on the Council of Governors. The Council of Governors hold the Trust Board to account - the Trust Board has to take their views into account when making strategic decisions.

- By engaging more with local people and those who commission healthcare services we would have a better understanding of local needs that will influence our investment and service development plans.

- We will be able to increase opportunities for working with others and meet shared goals through our links with members and Governors and also as a result of independence and greater freedom to act in the best interests of local communities.

Our vision is to become an integrated Foundation Trust with a passion for quality and excellence
We will retain a critical mass of dedicated, skilled and experienced staff working in community health, mental health, and learning disability services.

We would have more freedom from central government control and from strategic health authority performance monitoring, although we would still be required to meet NHS quality standards and meet the Care Quality Commission licence to practice standards.

We would be regulated by Monitor (the Independent Regulator of NHS Foundation Trusts). Monitor will make sure that we are managing our finances properly, are well-governed and continue to provide an agreed range of core services.

We will be able to enter into longer term legal relationships with our commissioners which means we can plan and manage our finances over a longer period of time giving us the ability to invest in buildings and new and improved services for our patients and service users in the longer term.

We can retain financial surpluses made during a financial year to invest back into our services, to help us realise our plans.

By having greater financial freedom we will be able to be more innovative and improve the quality and responsiveness of services more quickly.

Similar to all NHS organisations, we face a number challenges, including:

- meeting the needs of a growing ageing population
- an economic climate which means little financial growth in real terms for the foreseeable future. We will continue to have to make efficiency savings year-on-year and as an NHS Foundation Trust and we will need to demonstrate on-going financial viability.
- increased competition from other healthcare providers
- the need for more integrated data and IT systems to inform our decisions
- increasing demand from patients and service users for services that provide choices and fit with their lifestyles.

We believe that becoming an NHS Foundation Trust gives us the best opportunity to respond to these challenges and deliver our objectives.

We want your opinion...

Q1: Do you think the benefits described are good reasons for us to become an NHS Foundation Trust? Let us know what you think on page 13

Our vision is to become an integrated Foundation Trust with a passion for quality and excellence
We're proud of our achievements

We continually strive to provide the best care and make improvements through integration and partnership working, for example:

- Our stop smoking services helped more than 7,700 people in Leicester, Leicestershire and Rutland to quit the habit last year.

- We have introduced a Family Nurse Partnership (FNP) team in Leicester City. FNP is a national preventive programme for young first time mothers. It offers intensive and structured home visiting, delivered by specially trained nurses (family nurses), from early pregnancy until the child is two. Much of the work is focused on building strong relationships between the client and family nurse to facilitate behaviour change and tackle the emotional problems that prevent some mothers and fathers caring well for their child. We work with colleagues in midwifery to identify families who would benefit from this support.

- We have reviewed how young people who are self-harming are supported, in response to a rising number of cases being seen by school nurses. We now have standards for equitable and high quality care, and our school nurses coordinate care with advice from our child and adolescent mental health services, which have improved the confidence and competence of school nurses to support young people who are self-harming.

- We have been piloting a care pathway and toolkit to address depression and anxiety in patients with long term physical conditions such as respiratory illness. Their level of anxiety and depression is assessed when they are referred to us and the toolkit helps staff to make sure they get the right support, which could include giving them more information about their condition or referral to psychological therapies. This approach will be rolled out across Leicester city in early 2012 and it is hoped it will reduce GP consultations and emergency hospital admissions.

- We've been listening to the experiences of people who use our services, their families, carers and staff to agree how we can work together to deliver great services. For example, in our learning disability services we have created service promises and behaviour standards and agreed ways to change for the better. These include projects to make the Trust’s information more accessible for people with learning disabilities and to better involve people with the most complex communication needs.
Our vision and plans

We have reviewed our vision, mission, values, goals and strategic objectives in light of the merger of community health services and in preparation for becoming an NHS Foundation Trust. They provide a unified ambition for the Trust.

Our vision is to become an integrated Foundation Trust with a passion for quality and excellence

We aim to ensure that diversity, equality and human rights are embedded into all of our functions and activities as an inclusive organisation. In 2011 we consulted on and adopted a number of equality objectives which aim to reduce health inequalities, prevent discrimination and promote fairness for all. You can read more about these on our website - www.leicspart.nhs.uk

We have paid due regard to the public sector equality duty in the planning of our public consultation. If you would like further details about this please email feedback@leicspart.nhs.uk

We want your opinion...

Q2: Do our mission, vision, goals and objectives feel appropriate and include what you would expect to see?

Let us know what you think on page 13
Our service development plans

Our major service development plans focus on:

➜ making it easier for patients and service users to access the care that they need, quickly

➜ ensuring that patients and service users receive care from the most appropriate organisation and/or member of staff in the most appropriate setting

➜ making sure that patient and services users are not admitted to a hospital or inpatient units unnecessarily

➜ ensuring that our services are high quality, productive, provide a good experience for patients, service users and carers and are financially viable.

➜ making care pathways more clear and comprehensive - so professionals and local people know what to expect from our services and the pathway meets their needs

These plans will be underpinned by new estates, information technology and workforce practices.

We are prioritising:

➜ improving outcomes for frail older people

➜ delivering excellence in acute mental health services

➜ improving integration of and access to services for families, young people and children

➜ developing locality based community teams to support adults with learning disabilities to achieve better integration with other service providers

➜ transforming community dementia services

➜ working with Clinical Commissioning Groups (CCGs) to maximise the use of local community hospitals and improve pathways of care closer to home.

We want your opinion...

Q3: Do our priorities fit with what you would like to see happen to improve services over the next 5 years?

Q4: Are there any other developments you would like to see included in our plans?

Let us know what you think on page 13

Our vision is to become an integrated Foundation Trust with a passion for quality and excellence
How our NHS Foundation Trust would be run

As an NHS Foundation Trust a new governance structure will be created that allows people who use our services, local people and our staff more influence over what we do and how we do it.

The new structure has three main parts:

- **A Membership.**
- **A Council of Governors.**
- **A Board of Directors.**

**Membership**

Members of the public – which includes patients, service users and carers - and staff can join as members of the NHS Foundation Trust. Members will receive information about the Trust, will be invited to meetings and events and be able to give their views on the Trust and its services. If they wish, members can also put themselves forward for election as a Governor on the Council of Governors.

We are proposing that the minimum age to become a member should be 14 years. We are also recommending that there are eleven membership constituencies, each of which can elect Governors from their membership to sit on the Council of Governors. The eleven membership constituencies are:

- Members of the public resident in Leicestershire County by the seven district and borough councils:
  - Blaby district
  - Charnwood borough
  - Harborough district
  - Hinckley and Bosworth borough
  - Melton borough
  - North West Leicestershire district
  - Oadby and Wigston borough
- Members of the public resident in Rutland County.
- Members of the public resident in Leicester City.
- Members of the public resident outside of Leicester, Leicestershire and Rutland.
- Our staff.

**Council of Governors**

The Council of Governors will work closely with the Board of Directors. Its responsibilities include representing the views of members and local communities to the Board of Directors, providing advice, examining the Trust’s plans and making sure that the Trust operates in line with its terms of authorisation as an NHS Foundation Trust.

Some of the Governors would be appointed (rather than being elected) by our local partner organisations, as their designated representative(s).

We are recommending that the minimum age for a Governor should be 16 years, which is the minimum age allowed for NHS Foundation Trusts.

We are particularly keen to encourage people who use our services and their carers to stand to become Governors.

The diagram on page 11 shows who we suggest should be on the Council of Governors and how many people should represent each membership constituency, relative to the size of the population.

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Our vision is to become an integrated Foundation Trust with a passion for quality and excellence.
Board of Directors

The day-to-day planning and management of services will be carried out by the Board of Directors. The Board of Directors will work with the Council of Governors and take the Governors’ views into account when agreeing long term plans. The Board of Directors would be made up of Executive and Non-Executive Directors, in the same way as the current Trust Board. The Chairman of the Trust would chair both the Board and the Council of Governors.

Our proposed arrangements for the Council of Governors

We want your opinion...

Q5: Do you think 14 is the right minimum age to become a member?

Q6: Do you think that 16 is the right minimum age to become a Governor?

Q7: Do you agree with our proposals for the different membership constituencies?

Let us know what you think on page 13
Please tell us what you think about these proposals

The 12-week period for formal public consultation with members of the public begins on 1 February 2012 and will end on 25th April 2012. No decision will be made about the proposal until the end of the consultation period, when everyone will have had an opportunity to comment.

We are very keen to know your views about our plans to become an NHS Foundation Trust, how we would operate as an NHS Foundation Trust and our proposals for service developments.

There are a number of opportunities and ways in which you can give your views:

→ By attending a public meeting, where we can discuss these proposals. Anyone is welcome to come along to one of these events which are being held as follows:
  → Wednesday 22 February, 10-11am at the Marlene Reid Centre, Belvoir Road, Coalville
  → Thursday 1 March, 6-7pm at John Storer House, Wards End, Loughborough
  → Friday 9 March, 6-7pm at Voluntary Action Rutland, Lands End Way, Oakham, Rutland
  → Tuesday 13 March, 6-7pm at the Peepul Centre, Orchardson Avenue, Leicester
  → Friday 16 March, 6-7pm at the Samworth Centre, Burton Street, Melton Mowbray
  → Wednesday 21 March, 6-7pm at the Congregational Church Centre, High Street Market Harborough
  → Friday 23 March, 2-3pm at Parklands Leisure Centre, Wigston Road, Oadby
  → Tuesday 27 March, 6-7pm at the Leicestershire Scouts HQ, Winchester Road, Blaby
  → Friday 20 April, 6-7pm at St Francis Community Centre, Tudor Road, Hinckley
  → Tuesday 24 April, 10-11am at the Brite Centre, Braunstone Avenue, Leicester

→ By asking us to attend a planned meeting of a group you belong to, to discuss the proposals. To arrange this call 0800 013 2530.

→ By completing a questionnaire online at www.leicspart.nhs.uk

→ By completing and emailing a form to feedback@leicspart.nhs.uk – the form is available to download from our website (www.leicspart.nhs.uk) or by calling 0800 013 2530.

→ By completing and faxing a form to 0116 2950842 – the form is available to download from our website (www.leicspart.nhs.uk) or by calling 0800 013 2530.

→ By telephoning Freephone 0800 013 2530.

→ By Freepost (no stamp required) – print off and complete the feedback form (pages 13 to 14) at the back of this document and post back to: FT Consultation - Communications Department FREEPOST RRKS-JGGE-EUTH Leicestershire Partnership NHS Trust George Hine House Gipsy Lane Leicester LE5 0TD

We must receive your feedback by Wednesday 25 April 2012 at the latest

Extra copies of this document are available on our website at www.leicspart.nhs.uk or by calling 0800 013 2530.

Unhappy with the consultation process?

If you are unhappy with the way we have conducted this consultation you are encouraged to contact our corporate affairs department on T: 0800 013 2530.

Our vision is to become an integrated Foundation Trust with a passion for quality and excellence.
Consultation on our application to become an NHS Foundation Trust

If you would like to provide further information please continue on a separate sheet.

Your views

Q1: Do you think the benefits described are good reasons for us to become an NHS Foundation Trust? (please tick) Yes □ No □

Further comments

Q2: Do our mission, vision, goals and objectives feel appropriate and include what you would expect to see? (please tick) Yes □ No □

Further comments

Q3: Do our priorities fit with what you would like to see happen to improve services over the next 5 years? (please tick) Yes □ No □

Further comments

Q4: Are there any other developments you would like to see included in our plans? (please tick) Yes □ No □

Further comments

Q5: Do you think 14 is the right minimum age to become a member? (please tick) Yes □ No □

Further comments

Q6: Do you think that 16 is the right minimum age to become a Governor? (please tick) Yes □ No □

Further comments

Q7: Do you agree with our proposals for the different membership constituencies? (please tick) Yes □ No □

Further comments
Equalities Monitoring (strictly confidential)

Leicestershire Partnership NHS Trust recognises and actively promotes the benefits of diversity and is committed to treating everyone with dignity and respect regardless of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex (gender) or sexual orientation.

To monitor our commitment we would be grateful if you would complete this form. The information you provide will be held in strict confidence by the Trust’s communications team. It will help us to know that we have appropriately consulted with the diverse population that we serve. A document outlining feedback themes will be published on our website.

First part of Post Code e.g. LE12

- Prefer not to say

Age

Please complete your year of birth:

- Prefer not to say

Disability

Do you have a disability? Yes ☐ No ☐

If yes, please indicate from the following categories (tick all that apply):

- Prefer not to say
- Mental Health
- Deaf or hard of hearing
- Memory or ability to concentrate, learn or understand (Learning Disability)
- Wheelchair user / Mobility impairment
- Perception of physical danger
- Personal, self-care and continence
- Progressive conditions and physical health (inc. HIV, cancer, MS, ME)
- Blind or partially sighted
- Speech
- Other, please specify .................................................................

Gender

What is your gender?

Male ☐ Female ☐ Prefer not to say ☐

Sexual Orientation

Which category best identifies your sexual orientation?

- Prefer not to say
- Heterosexual / Straight
- Lesbian / Gay
- Bisexual
- Other please specify .................................................................

Ethnicity

Which of the following categories best describes your ethnicity?

- Prefer not to say

A White

- English/Welsh/Scottish/Northern Irish/British
- Irish
- Any Other White Background please specify

B Mixed/multiple ethnic groups

- White and Black ethnic groups
- White and Black Caribbean
- White and Black African
- White and Asian
- Any other mixed/multiple ethnic background please specify

C Asian/Asian British

- Indian
- Pakistani
- Bangladeshi
- Any other Asian background please specify

D Black/Black British

- African
- Caribbean
- Any other Black background please specify

E Other ethnic group

- Chinese
- Any other ethnic group please specify

Gender Reassignment

Do you, or have you ever considered yourself as Transgender?

Yes ☐ No ☐ Prefer not to say ☐

Marriage / Civil Partnership

Please indicate from the following categories which best describes your relationship status:

- Prefer not to say
- Single
- Married / Civil Partnership
- Partnered / Living with partner
- Separated
- Divorced
- Widowed / Surviving partner
- Other please specify .................................................................

Religion/Belief

Which category best describes your religion or belief?

- Prefer not to say
- Christian
- Hindu
- Jewish
- Sikh
- None
- Buddhist
- Muslim
- Baha’i
- Jain
- Other please specify .................................................................

Would you like to become a member of our Trust?

Yes ☐ No ☐

If yes, please provide your details so that we can contact you about this:

Title: Full name:

Address (including postcode):

Email address: (If it’s ok with you, we’d like to communicate with you electronically wherever possible to keep our print and distribution costs to a minimum)

Tel number: .................................................................

Please return this questionnaire to FT Consultation - Communications Department, FREEPOST RRKS-JGGE-EUTH, Leicestershire Partnership NHS Trust, George Hine House, Gipsy Lane, Leicester LE5 0TD

You do not need to put a stamp on the envelope.
What happens after this consultation

When this consultation has finished we will review all of the feedback we have received and this will form part of our submission to Monitor (the independent regulator of NHS Foundation Trusts). Monitor will then decide if we can become an NHS Foundation Trust.

We will publish a report on our website outlining the feedback we have received and how it has influenced our plans.

**Key dates**

- 25 April 2012 – consultation ends
- June 2012 – we submit our plans to Monitor
- Autumn 2012 – we elect our Council of Governors
- By the end of 2012 – we hope to become an NHS Foundation Trust.

Leicestershire Partnership NHS Trust
Lakeside House
4 Smith Way
Grove Park
Enderby
Leicester LE19 1SS

Tel: 0116 295 0030
Fax: 0116 295 0842
Web: www.leicspart.nhs.uk
Do you need this information in a different format?

If you need this information in another language or format please telephone 0116 2950903 or email patient.information@leicspart.nhs.uk

Arabic
إذا كنت في حاجة إلى قراءة هذه المعلومات بلغة أخرى أو ترجمة مختلفة، يرجى الاتصال بنا رقم 01162950903 أو إرسال بريد إلكتروني إلى: Patient.Information@leicspart.nhs.uk

Bengali
যদি এই কথা অন্য ভাষায় বা কোন অন্যভাবে এগিয়ে দেয়া যেতে হয়েছে তাহলে কোন কর্তৃপক্ষের সাথে যোগাযোগ ০১১৬ ২৯৫ ০৯০৩ নম্বর ফোন করা বা Patient Information@leicspart.nhs.uk মেইল করা যেতে পারে।

Cantonese
如果您需要将本资讯翻译为其他语言或用其他格式显示，请致电 0116 295 0903 或发电子邮件至：Patient.information@leicspart.nhs.uk

Gujarati
કૃપા કરીને આ માહિતી અન્ય ભાષાથી અથવા અધિક જનતાની હેટ્લાઇંગ તેય લો 0116 295 0903 પર ટેલિફન કરો અથવા Patient Information@leicspart.nhs.uk પર ઇ-મેઇલ કરો.

Hindi
अगर आप यह जानकारी किसी अन्य भाषा या प्रारूप में देना चाहते हैं तो कृपया 0116 295 0903 पर हमें फोन करें या Patient Information@leicspart.nhs.uk पर हमें इ-मेल करें

Polish
Jeżeli są Państwo zainteresowani otrzymywaniem niniejszych informacji w innym języku lub formacie, prosimy skontaktować się z nami telefonicznie pod numerem 0116 295 0903 lub za pośrednictwem poczty elektronicznej na adres: Patient.Information@leicspart.nhs.uk

Punjabi
ਅਗ੍ਨ ਆਪ ਇਹ ਮੁਕਤਤਾ ਕੀਤੀ ਅਨ੍ਹ ਭਾਸ਼ਾ ਯੂ ਪ੍ਰਾਰੂਪ ਵਿੱਚ ਕਹਾ ਹੋਇਆ ਹੈ ਤਾਂ ਕੋਈ 0116 295 0903 ਨੇ ਟੇਲੀਫਨ ਕਰਨ ਅਤੇ Patient Information@leicspart.nhs.uk ਨੇ ਇ-ਮੇਈਲ ਕਰਨ।

Somali
Haddii aad rabto in aad waxbixinta ku hesho luqad ama nuskhad kale fadlan soo wac lambarka 0116 295 0903 ama email u dir: Patient.Information@leicspart.nhs.uk

Urdu
اکثرہ کیا معلومات کسی اور زبان یا صورت مین دکھارہ ہوئے ٹرہ کرھ اس نے ثلث فون نمبر 0116 295 0903 0116 295 0903

Patient Information@leicspart.nhs.uk

پیل پر ایمیل کریں.