

The Shrewsbury and Telford Hospital NHS Trust

Trust Board – 27 January 2011

Foundation Trust Membership and Engagement Report – January 2011

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Corporate Objective	CO6 – Achieving Foundation Trust Status
Goal	6.4 Achieving the 2010/11 milestones in our Membership Strategy and establish the first Council of Governors
Executive Summary	<p>The SHA is assessing the Trust's proposed FT trajectory, and preparedness for Foundation Trust status. In December, Phil Milligan, the SHA's Director of Performance and Provider Development set out the next steps in the process to become a Foundation Trust. The SHA have also requested a number of self assessments to be undertaken by 31 January which were discussed at the Board development day in January;</p> <ul style="list-style-type: none"> • Quality & Safety assessment – Director of Quality & Safety • Board capacity & capability assessment– Chairman • Financial assessment – Finance Director <p>Monitor is consulting on amendments to the Compliance Framework for 2011/12. The Director of Compliance and Risk Management will collate an organisational response and asked for comments to be sent to her by 31 January 2011</p> <p>This paper also describes the recruitment of Foundation Trust membership figures for the last 6 month. The report outlines the range of engagement activities that have taken place and the proposed future recruitment and engagement initiatives. The paper also highlights several patient and public engagement projects that are currently taking place within the Trust.</p>
Recommendations	<p>Trust Board to NOTE :</p> <ul style="list-style-type: none"> • The next steps to achieving NHSFT status, as set out in this paper • The new policy and guidance for existing and applicant NHS Foundation Trusts, and deadline requested for responses to the current Monitor consultation • Foundation Trust Membership Figures • Current Engagement activities and future engagement plans

Contribution to Inspection, Registration, Performance and Delivery

Risks and Assurance	
Contribution to Key Performance Indicators	
Compliance with Clinical and other Governance Requirements	

Impact Assessment

Quality	Improves quality by the involvement of patients and the public in services
Financial	None
Workforce	None
Legislation and Policy	Meeting Monitor's requirements of Foundation Trust Membership
Equality and Diversity	The foundation membership engagement activities and future plans are focusing on being inclusive of seldom heard groups
Communication and Marketing	None

Engagement and Decision-Making Process

<p>Paper describes the recruitment and engagement of foundation trust members and the general public, in services within the Trust. The paper also outlines patient and public engagement projects over the past 6 months</p>

SHREWSBURY & TELFORD HOSPITAL NHS TRUST

NHS Foundation Trust Membership and Engagement Update

TRUST BOARD January 2011

1. Current Position

The Chairman has written to the Department of Health confirming that the Trust Board intends to achieve Foundation Trust (FT) status by December 2013. In support of this aspiration, a programme of work has been detailed in order that the Trust can fulfil the compliance requirements of the independent regulator, Monitor.

The SHA is assessing the Trust's proposed FT trajectory, and preparedness for Foundation Trust status. In December 2010, the SHA's Director of Performance and Provider Development wrote to the Chief Executive, setting out the next steps in the process to become a Foundation Trust, asking for:

- a declaration relating to the quality and safety of the organisation
- a self assessment of Board capacity and capability to manage the organisation through to FT; *and*
- the submission of the latest draft Long Term Financial Model

Responses are being led by the Executive team, and submissions will be made to the SHA by 31 January 2011. The three assessments will be used to guide any support needed which will be included in the proposed contract between the Trust, the Department of Health and the SHA to be signed by the end of March 2011. The contract will cover the arrangements, support required, final form and milestones for the organisation to achieve FT status.

New policy and guidance

Monitor is consulting on amendments to the Compliance Framework for 2011/12. Their overall approach to regulation remains the same but they are updating the measures used following the Operating Framework and the wider policy developments.

The major changes include:

- Revised self certification on quality and increase to quarterly declarations
- Changes to governance risk ratings and indicators, including reflecting the Care Quality Commission's approach and incorporating CNST levels
- Adjustment to the calculation of the financial risk rating to incorporate PFI liabilities and finance leases
- Strengthening Monitor's response to an FRR of 2, regardless of liquidity concerns
- Changes to financial reporting timings and requirements as a result of Treasury requirements on departmental reporting alignment

Julia Clarke, Director of Compliance and Risk Management, is the organisational lead and requests that any comments in response to the consultation are forwarded to her by **31 January 2011**.

Monitor periodically reviews assessments of applications for Foundation Trust status to identify the reasons why some have been unsuccessful. A report has been recently published which sets out some of the lessons learned from applicants who have been deferred, rejected or have postponed their application, this has been circulated to Board members and downloadable from the Monitor site at: <http://www.monitor-nhsft.gov.uk/home/our-publications/browse-category/guidance-applicants/lessons-learned-recent-nhs-foundation-trus>

2. Membership

The current total FT membership stands at 12,269 members (7210 public and 5059* staff members). Public membership is ahead of trajectory (ie >1% of our catchment). Areas that have been identified as being unrepresented within our membership have been 16-21 year olds and Powys women; currently the membership office has arranged specific engagement activities to increase membership within these groups. As the Trust is still progressing through its Foundation Trust application, a precise date for starting the Governor Election timetable has not been arranged. As of January 2011, 1,213 public members have expressed an interest in becoming a Governor.

*Figures provided by ESR for Staff Membership as of January 2011 state 4562 permanent (headcount) in addition to 497 bank staff that are eligible as they have 12 months or more service.

2.1 Representativeness of Membership (As of January 2011)

Public Constituency		Number of Members	Eligible Membership	Representative?
Gender	Male	3,677	259,856	Broadly representative
	Female	3,336	265,384	Broadly representative
	Gender unknown	197	-	-
Age (Years)	0 – 16	6	20,220	Under representative
	17-21	373	28,557	Broadly representative
	22+	6,522	476,566	Broadly representative
	Age unknown	315	-	-
Ethnicity	White	6,415	513,339	Broadly representative
	Mixed	23	2,901	Under representative
	Asian or Asian British	121	5,430	Broadly representative
	Black or Black British	44	1,350	Broadly representative
	Other	6	2,206	Broadly representative
	Ethnicity unknown	601	-	-
Socio-Economic Grouping	ABC1	3,803	202,962	Broadly representative
	C2	2,646	74,242	Broadly representative
	D	284	71,346	Under representative
	E	406	61,194	Under representative

2.2 Membership Strategy

The Foundation Trust membership strategy has been reviewed and the new version is currently being approved through the Trust's committee. The new strategy now includes engaging our membership through a range of activities that are flexible to the amount of time and commitment individuals can give. The Strategy defines its membership engagement into three different levels of involvement, these are:

Informed members – members that would like to receive information about the Trust, such as the member's newsletter, Trust annual members meeting etc but do not want to be actively involved with Trust activities/events.

Engaged members – members that would like to participate in questionnaires/surveys, attend public meetings (for example the Board of Governors and member's meeting).

Active members – members who attend focus/discussion groups on a particular issue, attend opening days and Trust events, and have opportunities to join Trust groups when places become available (for example Readers panel).

Members will over time vary their level of involvement and may fit into the all three levels at different points in time.

2.3 Engaging our members

Over the past several years the membership office has built up a strong public and staff membership base, with now over 12,000 members the Foundation Trust membership office has over the past 6 months been developing ways that members can become involved with the Trust.

2.3.1 A Healthier Future Magazine

The Trust currently produces and sends a quarterly newsletter to all of its Foundation Trust membership. The Healthier Future newsletter contains information about developments and services provided by the Trust and also ways that members can become involved or attend Member events such as health lectures.

2.3.2 Behind the Scenes Tours

At the Trust last AGM, it saw the launch of the Behind the Scene Tour, which gives members of the public the opportunity to go to parts of the hospital that are usually not accessible to the public, and allow areas/services that are not generally known to the public to showcase the important work they do in the hospital. The Membership office now provides Behind the Scenes tours once a month, alternation between both hospital sites. The tour includes going to the Biochemistry department, catering and radiology. The tours have been very popular with foundation Trust members, and are usually fully booked months in advanced. Frequently Foundation Trust members will bring along family or friends, who are not members and this has also been an opportunity to sign up more foundation Trust members.

2.3.3 Health Lectures

The membership office has organised a number of health lectures for foundation Trust members, staff and the general public. The health lectures allow individuals to hear about common health conditions from professionals within our Trust and other local Trusts. After the lecture members also have the opportunity to meet members of the Trust Board. In December Dr Warner gave the first lecture on *Diabetes the Silent Assassin*. A range of individuals attended the event include staff, Foundation Trust Members, and the members of the general public. From this first health lecture several new members were recruited.

Future health lectures include:

- Dr Moudgil, Obesity, Sleep and Lung Function: The Epidemic - 12th January 2011, RSH
- Dr O'Neill, Health Care Associated Infection – What can we do about it? – 17th February 2011, RSH
- Dr Warburton, Hot Topics in Arthritis – 6th April 2011, PRH
- Dr Nazir, Demystifying Dementia – 20th May 2011, RSH
- Dr Heber, Heart Disease: How to avoid it and what to do if avoidance has failed – 14th June 2011, PRH

2.3.4 Radiotherapy Open Evening

In November the Radiotherapy department in conjunction with the University of Birmingham held an open evening to potential students. The radiotherapy department invited the membership office to open this event to Foundation Trust members. On the evening over 20 members of the public attended and were shown around the department, and behind the scenes. Feedback from the event was very positive and allowed the department to showcase the work they do.

2.3.5 Young People

An identified gap in our foundation Trust membership is the under representation on young people aged between 16-21 years old. Over the past six months the membership office has been looking at ways to increase membership in this age group. The Membership office has been working with local colleges to look at ways to engage young people with the work of the Trust, recently the membership office has:

- Attended a Career's day at Blessed Robert Johnston Catholic College
- Gave a talk to 34 students at Shrewsbury College about Foundation Membership and how they can become involved
- In February a Behind the Scene Tour is taking place at the Princess Royal Hospital, specifically for Students at New College in Telford. There are discussions with the other colleges about providing tours for their students. It is hoped that the tours will become a regular event that we provide jointly with the colleges.

Specific activities that the membership office is currently developing to engage with younger people include:

- Developing a young people's volunteer programme
- To develop a Trust Youth focus group
- For the membership office to continue to build links and look at new ways to work with local schools and colleges, including attending career fairs organised by local colleges

2.4 Future Membership Recruitment and Engagement Activities

Over the next six months the membership office will continue the engagement activities as described above, and also the following that shall be auctioned:

- Display boards in public areas to be put up at both hospital sites that will have information about Foundation Membership, and holders with membership forms.
- A database is to be created to target community services in Powys. These contacts will then be sent membership pack containing a cover letter asking for support and, subject to approval, posters and leaflets to display. The membership office will then contact these services to offer to meet with or provide any further information they require
- To look at the possibility of social networking sites as a way of engaging our foundation trust members.
- Develop Members meetings in the different constituencies that are also the areas in which governors are elected. These forums will be in readiness for when governors are elected. The purpose of the forums in the future will be to support the governors in linking with members in their areas. The forums will meet bi-monthly and support for these forums will be provided by the membership office. Prior to Governors being elected, a Trust Director will chair these meetings in readiness for governors to take over post election.

- A questionnaire is currently being developed to ask members to tell us how they would like to be engaged and also their areas of interest. The questionnaire will be given out to new and current members at events organised by the membership office.

3. Patient and Public Engagement

Important aspects of the Foundation Trust Membership office is the engagement and involvement of patients and the public in the work and activities of the Trust, as well as meeting statutory duties regarding Section 242, The NHS Act 2006 – Real Involvement.

The membership office has supported a number of services to gain patient feedback, some are described below (more details of the feedback about these projects can be obtained from the membership office or from the individual services).

It is intended to provide engagement and consultation workshops to identified leads across the organisation in the Spring to ensure all areas have suitably skilled and trained staff to embed the consultative approach across the Trust

3.1 Royal Shrewsbury Hydrotherapy Pool

In March 2009 an inspection of the hydrotherapy pool at the Royal Shrewsbury Hospital was carried out, which identified several issues of serious concern which warranted the immediate closure of the facility on health and safety grounds.

Following the closure of the pool an extensive investigation has been carried out to identify the remedial work required in order to restore it to full compliance with current health and safety standards. The outcome of this process has identified that a significant investment is required, more than £250,000, in order to provide a safe environment for patients. The Trust is currently re-providing the service at the Princess Royal Hospital. As the closure of the pool meant a change in service, the membership office with the therapy department have been engaging with patients and the public about the changes.

An Equality Impact assessment was carried and action plans drawn up to address any areas highlighted in the assessment where there would be a negative impact. The results from a patient questionnaire for patients that have been referred to the Princess Royal pool from the Royal Shrewsbury show that the majority of patients are highly satisfied with the service that is being provided at PRH.

The hydrotherapy pool at Shrewsbury was also used in the evening by a variety of independent groups and since the closure of the pool they have been unable to access the service. In June 2010 a meeting was held with this group to go through the reasons behind the closure of the pool and to listen to their concerns. The Trust agreed to keep the independent groups regularly updated about the pool. The Trust met with the Shropshire County Primary Care Trust in December who have agreed to review access to hydrotherapy in the community.

3.2 Phlebotomy Services

The phlebotomy service (blood taking service) at the Royal Shrewsbury wanted to look at patient feedback about the service they provide at the hospital. A survey was devised and the membership office used patient experience trackers to gain the views of over 100 patients that had come to the department to have blood taken. The information gained from this survey is now being used as part of the process to look at developing and improving the phlebotomy service for patients.

3.3 Community Maternity Units

In September 2010 the maternity services were looking at services at the midwife led community maternity units. Alongside maternity staff, the membership office met with over 12 post natal and baby/toddler groups in Bridgnorth, Oswestry and Ludlow areas. The purpose of visiting these groups was to gain their views on accessing maternity services and to listen to their experiences of accessing our services.

3.4 **Oncology and Haematology New Build**

The Trust is currently planning the development of a new oncology and haematology unit at the Royal Shrewsbury Hospital. As part of the planning, representative from numerous patient and public groups have been invited and have attend a number of workshops hosted by the Trust and with the involvement of the architects to look at the design of the building both external and internal. Feedback received from these workshops is having a direct impact upon design and features within the building. A third workshop with patient and public representatives is being held this month.

4. **Recommendations**

The Trust Board is asked to **NOTE**:

- The next steps to achieving NHSFT status, as set out in this paper
- The new policy and guidance for existing and applicant NHS Foundation Trusts, and deadline requested for responses to the current Monitor consultation
- Foundation Trust Membership recruitment
- Current Engagement activities and future engagement plans