

The Ipswich Hospital



NHS Trust

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Our Passion, **Your Care**
Be part of our future

A consultation document about
our plans to become a foundation trust

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Nurse Sharon Hynard

Be part of our future

The Ipswich Hospital NHS Trust is seeking to become an NHS foundation trust. This document outlines the key aspects of our application.

During the consultation which runs until Tuesday 8 September 2009, we are asking your views on:

- our membership and governance proposals (which you can find on pages 8–10); and
- our plans for the future in the next five years (which you can find on page 5–7).

This consultation is about our plans for the future, and about how people can become more involved in the life of Ipswich Hospital, and how we will be governed. We welcome any suggestions you may have about how we can involve people more and promote membership of the hospital. The consultation runs for 12 weeks from Monday 15 June 2009 until Tuesday 8 September 2009.

What is a foundation trust?

Foundation trusts are a new type of healthcare organisation – Public Benefit Corporations – but are still fully part of the NHS. Patients, members of the public, representatives of community organisations, staff and other healthcare and academic colleagues will help set the future direction of Ipswich Hospital, by being involved as members of the organisation.

If you are a patient, a local resident or a member of staff, you have an important stake in Ipswich Hospital. The involvement and guidance of members of the hospital will help us become a more responsive and outward-looking organisation.

An independent body, Monitor, oversees and regulates the performance of foundation trusts.

The foundation trust will have members, a Council of Governors, and a Board of Directors.

// Ipswich Hospital is passionate and committed to providing a high quality of care for all patients. Foundation status will allow the hospital to retain any financial surplus achieved and re-invest it in developing new services or enhancing the existing ones for better patient care. Also, the foundation trust will have a three-year legally binding contract with our commissioners enabling more efficient forward planning and resourcing. //

*Mr Mahmoud Salam,
Clinical Director – Special Surgery
Consultant Otolaryngologist – Head & Neck Surgeon*



Mr Mahmoud Salam

What we want to achieve

Our mission and vision

Ipswich Hospital wants to be renowned for its commitment to excellence in the provision of healthcare. This is summed up in a phrase which brings together the commitment of our employees to achieving the best for our patients: *“Our Passion, Your Care”*.

To do this we will provide:

- safe, reliable, personal and responsive emergency care, planned care, maternity and children’s care;
- nationally recognised care for older people in hospital; and
- a number of more specialised services, where they meet defined accreditation standards.

Strategic objectives

To achieve our mission and our vision we have set ourselves five overarching objectives:

- To deliver standards of **quality and safety** for patients that are consistently rated as excellent.
- To enable patients and other service users to **access** our services quickly and conveniently.
- To develop an empowered, innovative and accountable **workforce**.
- To demonstrate responsible, accountable and effective **financial management**.
- We are open, responsive and structured in the way we **communicate** with our community and their advocates.

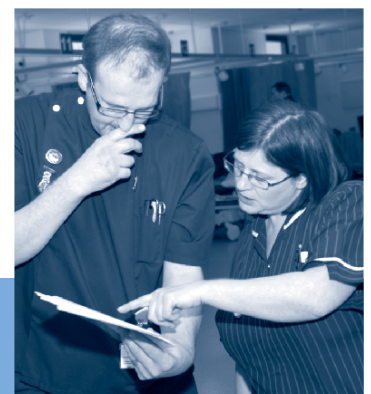
How will foundation trust status help us achieve our vision for the future?

Becoming an NHS foundation trust will help us to achieve our vision and strategic objectives in the following ways:

- By using increased financial freedoms.
- By enhancing our ability to compete with neighbouring hospitals.
- By enabling us to explore opportunities for collaboration through formal joint ventures.
- By developing and involving a member-supported organisation.
- By being able to reinvest any financial surplus.

Do you agree with our strategic objectives?

Let us know your views by completing and returning the response form on page 13 of this booklet.



David Gingell, emergency surgical care practitioner and Michelle Rowley, ward matron

Developing our services.

We want to make sure that every patient who can benefit from **stroke thrombolysis** receives this care and plan to run a 24/7 stroke thrombolysis service with other nearby hospitals.

We want to develop a **new neonatal unit** with more space to care.

We want to **expand our cancer services** to be able to offer more people the opportunity to have state-of-the-art radiotherapy. We offer intensity modulated radiotherapy and image guided radiotherapy as standard.

Our **spinal services** are highly acclaimed and we want to expand these services for people living throughout Suffolk.

We are also seeking **University Status** which will help us continue to attract high calibre clinicians and scientists.

Financial freedoms

Sustained success for Ipswich Hospital will depend on our ability to invest in service improvement. This must be underpinned by the guaranteed ability to retain surpluses without the risk of top slicing by other agencies. Ipswich Hospital is established as an efficient provider of high quality services at below average costs.

Responsible borrowing against a credible financial plan will provide additional flexibility to ensure the continuing provision of the latest technological and clinical equipment which will further improve the speed, quality and efficiency of patient

services. This may also offer the opportunity to improve ageing infrastructure and backlog maintenance providing a better environment for patients and staff.

Competing with neighbouring providers

As the foundation trust programme proceeds, more hospitals in the east of England are acquiring the freedoms and taking advantage of the opportunities that foundation trust status brings. To maintain competitive strength it is vital that we also can use the freedoms and exploit the reputation that foundation trust status brings. This will allow us to maintain our existing loyal catchment population.

Developing joint ventures

We face strong competition principally for our planned services: from other specialist providers for simple elective surgery; from teaching centres for our highly specialised work; and from primary care providers for much of our outpatient-based work. To succeed and develop we will need to work more closely with a variety of potential collaborators, including the possibility of formal joint ventures in areas that may include primary and community care provision; complementary therapies; transport; private healthcare yet within defined limits; research and development; and non-clinical services.

Joint ventures of this type could secure our services in the short term while enabling us to develop new expertise. They may also allow us to offer a wider range of services (healthcare and non-healthcare) that may enhance our ability to meet our strategic aim of having nationally renowned services for older people.

Developing a member-supported organisation

We will use public and employee membership to change both the model of accountability for the hospital and the way in which we work, focusing on the particular needs and opportunities presented by our core catchment population and beyond.

Ipswich Hospital is developing a representative membership in line with diversity and equality strategies, based on the demographic make-up of our public constituencies in terms of age, gender and ethnicity. We will actively engage members in how to tailor our services to meet the needs of older people with problems of family and rural isolation, along with the needs of a more diverse and deprived population based particularly in the Ipswich, Saxmundham and Stowmarket areas.

Benefits for our local community

As one of the largest employers in the area, we feel we have a real responsibility to do what we can to help improve the health and wellbeing of the community.

Foundation trust status would help us to do just that by opening up new opportunities to make a worthwhile contribution to our local community.

We know, for example, that there are many factors that affect health, from housing and employment to social care and the environment. By working ever more closely, as a foundation trust, with these and other organisations, we are confident that together, we can make a real difference.

In particular, the hospital wants to:

- provide a strong bond of local ownership;
- be a strong advocate of health and wellbeing for the public and the economic community;
- strengthen fundraising and sponsorship opportunities; and
- make the best use of our hospital site.

// This is a real chance for patients, relatives and visitors to get involved with shaping the future of our hospital's services. //

Vicki Decroo, General Manager

Mark Isaacs, Lorenzo Support Officer



Membership proposals

We propose to group members into two different types of constituency: public and staff.

Public members

It is proposed to be a public member you must be at least 16 years old and live in a Suffolk local authority area or in either Colchester Borough Council or Tendring District Council areas of Essex.

Staff members

We hope that all staff and volunteers would wish to become members and we will ensure that all staff groups are given an equal opportunity to participate.

Staff should automatically become members (after one year's continuous service).

Members will:

- receive and be invited to give feedback on hospital newsletters, annual reports and business plans, for example;
- be invited to act as a 'barometer' of public opinion on the public's view of the trust's reputation and services;
- be able to vote in governor elections; and
- be eligible to stand for election as a governor.

They may also wish to take part:

- in surveys, questionnaires or consultations;
- in focus, discussion, advisory or user groups;
- at open days and other educational events;
- by helping to collect and channel the views of other members of the public on a variety of issues including service quality and service provision;
- by being an ambassador for the NHS foundation trust;
- in fundraising, and
- by joining our volunteer team.

What do you think about our proposal to have 15 public governors?

Do you think we have got the balance right with the areas represented by the public governors?

Do you agree with our proposal to have six staff governors?

What do you think about the proposal to have seven appointed governors?



Mr Peter Donaldson, Consultant and Trust Medical Director

Council of Governors

15 Publicly Elected Governors representing the following local authority areas*:	Number
Ipswich Borough Council	5
Suffolk Coastal District Council and Waveney District Council	4
Mid Suffolk District Council, Forest Heath District Council and St Edmundsbury Borough Council	3
Babergh District Council, Tendring District Council and Colchester Borough Council	3

6 Staff Elected Governors representing all staff and volunteer groups within the hospital and grouped into four classes of professional distinction:	Number
Registered Medical Practitioners and Registered Dentists	1
Registered Nurses, Registered Midwives and Healthcare Assistants	2
Allied Healthcare Professionals and Scientific and Technical	1
All other staff including support staff and volunteers	2

7 Appointed Governors The public and staff governors will be elected, the appointed governors will be selected by the organisation they represent.	Number
NHS Suffolk	1
Ipswich Borough Council**	1
Suffolk County Council**	1
Suffolk Mental Health Partnership Trust	1
University Campus Suffolk	1
A university linked to a medical school	1
Age Concern Suffolk	1

This is our proposed Council of Governors, showing who the governors would represent.

The public and staff governors will be elected, the partnership governors will be appointed.

Elections for governors will be held in accordance with the trust's constitution. Governors will be appointed for a period of up to 3 years.

** Note: These constituency boundaries represent local government boundaries at September 2008. Once the results of the review of local government boundaries in Suffolk is known the constituency boundaries may be revised to reflect the new boundaries.*

*** Note: These may be revised to reflect any changes to the boundaries.*

Board of Directors

The Board of Directors will be made up of:

- a non-executive Chairman;
- up to seven but not less than five non-executive directors; and
- up to seven but not less than five executive directors of which:
 - one shall be the Chief Executive;
 - one shall be the Director of Finance and Performance;
 - one shall be a registered medical practitioner or registered dentist; and
 - one shall be a registered nurse or registered midwife.

The number of non-executive directors will always equal or exceed the number of executive directors.

The Board of Directors is responsible for the management of the foundation trust and will be responsible for providing strategic leadership and for the day-to-day running of the organisation.

The role of the Board of Directors is to:

- hear and understand the views from the Council of Governors as it sets its strategic plans;
- set organisational and operational objectives and targets, assess achievement against these, and manage risk;
- make sure that Ipswich Hospital operates safely and legally; and
- work in partnership with academic organisations to further develop medical training.

// We want to make sure the healthcare our patients receive is the very best and being a foundation trust will help us deliver that. //

Stephen Gee, Biomedical Scientist

// This is an excellent opportunity for the hospital to enhance its services and embrace a truly democratic way of working through its membership and governors. All the user groups are behind the hospital's ambition to become a foundation trust and are looking forward to being involved with this new way of working. //

*Gary Miller, Chairman,
Ipswich Hospital User Group*



Dr Monica Bose, Consultant

Who we are consulting

This document has been circulated on behalf of the Board of The Ipswich Hospital NHS Trust. It is also available on the hospital's website www.ipswichhospital.nhs.uk

For further copies and information contact Jan Rowsell, Head of Communications
Tel: 01473 704770 Email: jan.rowsell@ipswichhospital.nhs.uk

This document has been sent to:

Suffolk County Council including all members of the Health Scrutiny Committee
Ipswich Borough Council
Mid Suffolk District Council
Suffolk Coastal District Council
Babergh District Council
Tendring District Council
Colchester Borough Council
Suffolk Association of Voluntary Organisations
Suffolk LINK
NHS Suffolk (Suffolk Primary Care Trust)
Primary Care Trust health commissioners outside Suffolk
All GP practices in Suffolk
NHS Trusts in Suffolk / East of England
Ambulance Service
Take Care Now
East of England Strategic Health Authority
University Campus Suffolk

University of East Anglia
Cambridge University
All schools, colleges and sixth form centres in Suffolk
ISCRE (Ipswich & Suffolk Council for Racial Equality)
Suffolk Inter-faith Resource group
Age Concern
Voluntary- and community-sector groups and associations
The media
Professional and business organisations throughout Suffolk

And within the hospital to:

Clinical and senior leaders
Medical Staff Committee
Nursing and Midwifery Board
Local Negotiating Committee
Ipswich Hospital User Group
Joint Consultation and Negotiation Group
Union and employee representatives

Nurse John Chell

Have your say (by Tuesday 8 September 2009)

This document is part of the hospital's public consultation on its plans to become a foundation trust. This consultation also includes meeting with staff, patients, stakeholders and community groups, and holding public meetings throughout our proposed constituencies.

To give your feedback on our proposals, please:

- take the opportunity to attend a public meeting or invite colleagues from the hospital to come and talk to your community or interest group;
- visit the hospital website and give your views online – follow the 'foundation trust' links;
- send us your views in writing using the feedback form attached by Tuesday 8 September 2009.

Public meetings are being held on:

Friday 10th July
St Peter's Church, Ipswich waterfront,
from 11 am

Wednesday 15th July
The Grand Hall at Hadleigh Guildhall,
from 7 pm

Monday 20th July
Woodbridge Community Centre,
from 3 pm

Saturday 1st August
Felixstowe Leisure Centre, Felixstowe,
from 11.30 am

Tuesday 11th August
Mid Suffolk Leisure Centre, Stowmarket,
at 2.30 pm

External partners wishing to arrange a meeting should contact:

Jan Rowsell, Head of Communications
on 01473 704770
email jan.rowsell@ipswichhospital.nhs.uk



Gertrude Leacock, Hostess

What do you think?

Do you agree with our proposal to have 15 public governors? YES NO

Comments:

Do you agree with our proposal to have 6 staff governors? YES NO

Comments:

Do you agree with our proposal to have 7 appointed governors? YES NO

Comments:

Do you think we have got the balance right with the areas represented by the public governors? YES NO

Comments:

Do you agree with the strategic goals we have described on page 5?

Patient safety YES NO

Patient responsiveness YES NO

Workforce potential YES NO

Accountability YES NO

Working together YES NO

Are there any other ways you feel we should be consulting people? YES NO

Comments:



Have you any suggestions to help us to recruit members?

YES NO

Comments:

What one thing would you like us to achieve in our first three years as a foundation trust?

Comments:

Your data will be processed in accordance with the Data Protection Act 1998. If you wish to receive information regarding Ipswich Hospital's bid to become a foundation trust and membership, please tick the box below. You have the right to withdraw this consent at any time. Otherwise your information will only be used to provide evidence that we have contacted a diverse range of people about our foundation trust strategic goals, as required by Monitor.

Name:

Address:

Postcode:

Please detach this page and send it to:

Jan Rowsell
Head of Communications
Press Office (N057)
Freepost RRYE-LXBR-GCCG
The Ipswich Hospital NHS Trust
Heath Road
Ipswich
IP4 5PD

We welcome any comments on our plans – please use this space.

Comments:



If you would like this leaflet in another language or format, for example, large print, please contact us on 01473 704769.

Jezeli nie rozumiesz tego dokumentu i potrzebujesz tłumaczenia, prosze popros przyjaciol mowiacych po Angielsku aby skontaktowali sie z nami pod numerem 01473 704769.

Se não compreender este documento e desejar uma tradução do mesmo, peça a um amigo que fale inglês para nos contactar para através do número 01473 704769.

यदि आप यह दस्तावेज समझ नहीं सकते, और इसका अनुवाद प्राप्त करना चाहते हैं, तो कृपया अपने किसी अंग्रेजी बोल पाने वाले मित्र से हम से 01473 704769 पर संपर्क करने को कहें।

Produced by
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Visit our website to find out more about the hospital www.ipswichhospital.nhs.uk

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