

Four Hospitals, One Trust, One Vision



Be part of our future –

Foundation Trust consultation 2012

This consultation document can be downloaded from www.ouh.nhs.uk/ft



Contents

1 Introduction	4
2 About us	6
3 Our vision for the future	7
4 Our values – Delivering Compassionate Excellence	8
5 What is a Foundation Trust?	9
6 Why become a Foundation Trust?	10
7 Our proposals for Oxford University Hospitals as a Foundation Trust	11
8 How to let us know what you think	15
Questionnaire	

1 Introduction



John Radcliffe Hospital



Churchill Hospital



Horton General Hospital



Nuffield Orthopaedic Centre

Oxford University Hospitals NHS Trust was formed in November 2011 from the Nuffield Orthopaedic Centre and Oxford Radcliffe Hospitals NHS Trusts.

Oxford University Hospitals (OUH) strives to improve health and to alleviate pain, suffering and sickness for the people we serve, through providing high quality and cost-effective healthcare.

Our name reflects our strengthening partnership with the University of Oxford – our partner in teaching, research and care for patients. We also have strong relationships with Oxford Brookes University who educate nurses, midwives and other allied healthcare professionals. One of the Oxford University Hospitals' strategic objectives is to be at the core of a world-leading and innovative academic health science system, working in partnership to deliver excellence in healthcare, education and research. We believe that this will benefit local people and the many people we serve from further afield with our specialist services.

OUH has consulted a wide range of people involved in our services to create the values that will underpin the way we work and the care that we wish to provide. You can find out more about these values on page 8.

Recent years have been very challenging ones for the NHS locally and nationally. We have reduced costs by 7% of turnover for the last two years while making a small surplus. Our performance (for example in waiting times and emergency access) has improved. Our staff have worked hard to improve the quality of care provided to patients in all of our hospitals.

As part of the preparation for becoming a Foundation Trust, we are looking carefully at the way we govern ourselves and manage our resources, so that we can improve our services, learn from experience and make sure that staff and patients have opportunities to let us know how we can do better.

We hope that you will join us on our journey as we seek to become a Foundation Trust. We want a growing and active public membership to reflect the communities we serve and to hold us to account for the services we deliver.

If you are not already a member, then please pick up a membership form from any of our hospitals (there are forms in every main reception area), or join online at www.ouh.nhs.uk/ft

We will be holding events in Oxfordshire and beyond to enable people to discuss our proposals. Details can be found on our website and will be advertised through the local media. We look forward to meeting you as we talk about the future of Oxford University Hospitals.



Dame Fiona Caldicott
Chairman



Sir Jonathan Michael
Chief Executive

2 About us



Oxford University Hospitals NHS Trust is one of the largest hospital teaching trusts in the UK. It provides an unusually comprehensive range of services and is prominent in teaching and research. The University of Oxford's Medical School is currently ranked first in the world.

The Trust has four main hospital sites: the Churchill Hospital, John Radcliffe Hospital and Nuffield Orthopaedic Centre in Oxford and the Horton General Hospital in Banbury. The Trust also provides satellite renal dialysis units at a number of hospitals outside Oxfordshire and provides midwifery-led care in three community hospitals in Oxfordshire. We employ around 11,000 staff and have an annual turnover of around £760 million. The Trust provides general hospital services for a population of some 550,000 in Oxfordshire, a further 15-20,000 in South Northamptonshire and more in surrounding counties. In addition, we provide many specialist services on a regional and national basis.

In 2011/12 at our hospitals there were:

- 727,448 outpatient appointments
- 22,505 admissions for treatment as inpatients
- 77,068 admissions for emergency assessment or treatment
- 74,922 admissions for treatment as day cases (111,998 if renal dialysis is included)
- 8,650 babies delivered.

3 Our vision for the future

Oxford University Hospitals (OUH) has a vision for a future as a Foundation Trust that is underpinned by the Trust's founding partnership with the University of Oxford. We are a provider of essential general services for our local population and of specialised services for patients from further afield. We are an active partner in healthcare innovation, education and research, as shown by our partnership with the University of Oxford through the Biomedical Research Centre (BRC) and other developing partnerships. The aim is to take innovation 'from bench to bedside' – forming an effective bridge between the latest developments in clinical research and the delivery of evidence-based best practice in care.

As we seek to become a Foundation Trust, OUH is looking at the way it delivers services, to focus these on the needs and convenience of the patient, not the hospital. We are working with partner organisations including other hospital trusts and commissioners to deliver this approach to care.

We need to be cost-effective and to make sure that the increasingly tight financial resources available to the NHS and the economy as a whole are used in the best possible way. Our efforts will be supported by the innovative use of new technology and ways of delivering care benchmarked against the most effective providers. We are working to develop sustainable services through regional clinical networks to make the best use of skills and resources to provide services across the larger population.

OUH aims to create a network in which patients, their families, commissioners, partners, staff and taxpayers will all benefit. The network will deliver:

- 'no decision about me without me' – opportunities for patients and their families to participate in the design of healthcare delivery;
- patient opportunities to take part in clinical studies to advance medical understanding, and to take advantage of potential new treatments as they are developed and tested;
- a supportive environment for staff to contribute to the way in which the Trust is governed and to ensure the best clinical outcomes for patients;
- opportunities for staff to access teaching and training to extend their knowledge, maintain high quality care and innovate to change services safely and effectively;
- confidence for commissioners and the taxpayer that all organisations within the network are making the most effective use of their funding to provide services and to develop them for the future;
- collaboration with industrial and business partners to work alongside the Trust's world-leading academic expertise to develop new treatments.



4 Our values – Delivering Compassionate Excellence



Our values are rooted in the NHS Constitution, with a strong emphasis on the contribution that can be made to clinical care by research and innovation (driven by empathy and the desire to improve outcomes), and by teaching and training (driven by the need to create future generations of carers and researchers to take forward our mission).

Through a process of engagement with staff, patients and members of the public, we have now agreed our values based on 'compassionate excellence' for use in recruiting, appraising, training and developing our staff and in leadership and management development.



Oxford University Hospitals' core values are expressed as follows.

'We aim to provide excellent care with compassion and respect'

- taking pride in the quality of care we provide;
- putting patients at the heart of what we do and recognising different needs;
- encouraging a spirit of support, respect and teamwork;
- ensuring that we act with integrity;
- going the extra mile and following through on our commitments;
- establishing systems and processes that are sustainable.

'We aim to deliver, learn and continuously improve'

- delivering high standards of healthcare based on national and international comparisons;
- delivering the best clinical teaching and research;
- adopting the best clinical research in patient care;
- striving to improve on what we do through change and innovation;
- monitoring and assessing our performance;
- learning from successes and setbacks;
- working in partnership across the Health and Social Care Community.

5 What is a Foundation Trust?



NHS Foundation Trusts are not-for-profit public benefit corporations. They are part of the NHS and must meet national healthcare standards. They continue to provide services to patients on the basis of need and not ability to pay.

Foundation Trusts differ from other NHS Trusts in that they have a membership (like a building society or a co-operative), drawn from communities served by the Trust and the staff who work for it. The membership elects a Council of Governors which is involved by the Trust's Board of Directors in setting the future direction for the Trust.

Foundation Trusts have the freedom to respond to local needs, and through their public and staff membership they are able to reflect the concerns and wishes of their local populations.

The Board of Directors comprises executive and non-executive directors. Executive directors are employees of the Trust and are responsible for its day-to-day management. Non-executive directors, led by the Chairman, form a majority on the Board and in future would be appointed by the Council of Governors. Non-executive directors provide external expertise to the Board and challenge to the executive team.

The government has said that all NHS Trusts must become Foundation Trusts by 2014.

Foundation Trusts are regulated by *Monitor*, the independent body set up by Parliament. They are no longer directly accountable to the Secretary of State via the Department of Health as at present.

We believe that becoming a Foundation Trust would help us deliver the high quality services that local people need and deserve. We already work hard to improve patient care but with your help we can do this even more effectively.

As a Foundation Trust we would remain part of the NHS but would have more freedom to run our own affairs at a local level. We would still have to meet all the national standards expected of any NHS organisation, but would be able to set some local priorities as well, to reflect local needs.

Foundation Trusts are required to be financially viable over several years rather than having to 'break even' in every single year. They can retain surpluses, decide on service development for the communities that they serve and borrow money to invest within limits set by the regulator (*Monitor*).

For more information about Foundation Trusts see www.monitor-nhsft.gov.uk

Membership. In April 2012, we had 11,000 staff members and nearly 6,000 public members. We are looking for members who reflect all our local communities so that when elections take place, governors would be chosen by the communities who use our hospitals.

If you have not already joined us, then please pick up a leaflet in one of our hospitals or join online at www.ouh.nhs.uk/ft

6 Why become a Foundation Trust?

Our aim at Oxford University Hospitals is to deliver high quality services and, through our partnership with the University of Oxford, to remain at the forefront of innovation in healthcare. As an NHS Foundation Trust, Oxford University Hospitals would be accountable, through our governors, to our local communities, staff and members.

Becoming a Foundation Trust would enable us to be more flexible in decision making. We would be able to work in partnership with other organisations to develop new ways of delivering healthcare in line with local priorities and to respond more quickly to new opportunities.

The best performing NHS Foundation Trusts have been able to improve both the quality of care they provide and at the same time become more efficient.



As a Foundation Trust we would:

- provide some of the best care in the country;
- work with our members to drive change for the better in our services;
- manage our money well so that we can invest surpluses in developing the care we provide;
- make quicker and smarter decisions which directly benefit patients and service users;
- build great relationships with our staff, thinking creatively about how to help staff deliver the excellent service they want to give all the time and be rewarded for it.

As a Foundation Trust we would be:

- locally accountable;
- accountable to our staff;
- able to take local decisions;
- free to set our direction as part of the NHS to achieve our objectives and vision of excellence;
- able to respond flexibly to the needs of our patients and those who commission services on their behalf;
- free to develop services in partnership with GPs, Clinical Commissioning Groups and others;
- more able to work in partnerships with organisations within and beyond the NHS.

7 Our proposals for Oxford University Hospitals as a Foundation Trust

How would the Foundation Trust be run?

The Trust's Chairman (who is a non-executive director of the Trust) would be the Chairman of both the Board of Directors (formed of executive and non-executive directors of the Trust, including the Chief Executive and with a majority of non-executive directors) and the Council of Governors.

Council of Governors' responsibilities

- Appoints Chairman and non-executive directors
- Appoints auditors
- Approves appointment of Chief Executive
- Receives annual report and accounts
- Is involved by the Board of Directors in developing the Trust's strategic direction

Members

- Public members elect governors from their geographical constituency
- Staff members elect governors from their staff constituency
- Can stand to become a governor (a voluntary position)
- Give opinions on future direction, proposals for change
- May convey their views to governors
- Can act as ambassadors for the Trust

Board of Directors' responsibilities

- Manages the Trust's finances, services and staff to meet necessary standards
- Agrees how to devolve responsibility
- Sets strategies, plans and budgets
- Assesses risk and monitors progress
- Involves the Council of Governors in developing the Trust's strategic direction
- Accepts liability

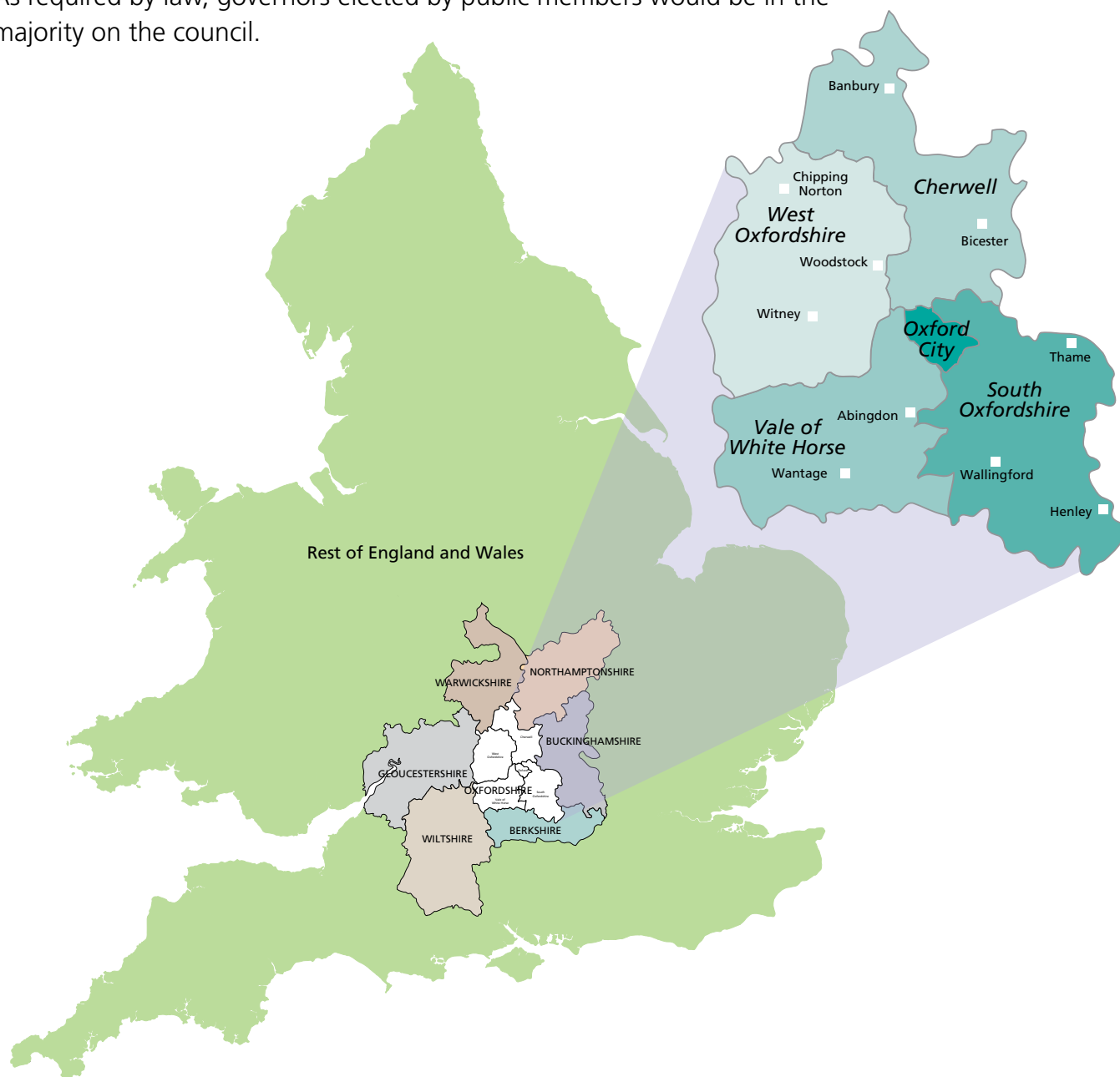
Proposals for the Council of Governors

Oxford Radcliffe Hospitals consulted in 2008 on proposals to become a Foundation Trust. Oxford University Hospitals has listened to views given in that consultation and to views from existing Foundation Trusts.

We want to ensure that the distinctive communities of Oxfordshire, based around each district council's boundaries, have their own, equal representation.

For our staff constituencies, we have simplified the constituencies to those for clinical and non-clinical staff. We have reduced the size of the council as a whole, as other foundation trusts have told us that smaller councils are more effective. We have therefore also reduced the number of stakeholder appointed places on the council.

As required by law, governors elected by public members would be in the majority on the council.



Council of Governors

<i>Public constituency (elected by members in each geographical area as set out below)</i>	
Area served by Cherwell District Council	2
Area served by Oxford City District Council	2
Area served by South Oxfordshire District Council	2
Area served by Vale of White Horse District Council	2
Area served by West Oxfordshire District Council	2
Surrounding counties: Buckinghamshire, Berkshire, Northamptonshire, Warwickshire, Gloucestershire and Wiltshire	4
Rest of England and Wales	1
Total	15

<i>Staff constituency (elected by staff split into clinical and non-clinical groups)</i>	
Clinical staff	5
Non-clinical staff	1
Total	6

<i>Stakeholder members (appointed by the relevant body)</i>	
Oxfordshire Clinical Commissioning Group	1
Oxfordshire County Council	1
Specialist Commissioner (nominated by NHS Commissioning Board)	1
Oxford Health NHS Foundation Trust	1
Oxford Brookes University	1
University of Oxford	1
Young person (nominated by the Trust's Young People's Executive, YiPpEe)	1
Total	7

The proposed Council of Governors therefore has 28 people, 15 elected by public members.

Membership requirements

The law says that a member has to be aged 16 or over in order to become a governor, so we propose a minimum membership age of 16 so that all members are eligible to stand for election to the Council of Governors.

A significant number of our services are provided for children and young people, and we therefore propose that young people have a voice on the Council of Governors by inviting the Trust's Young People's Executive (known as YiPpEe) to nominate a member (who would need to be over 16) to the Council of Governors.

Membership

The Trust currently has nearly 6,000 public members and is actively recruiting more. We want our membership to reflect our local communities and are actively recruiting across different communities to ensure that this is the case. We welcome invitations to send a speaker to other organisations' events to explain what being a member is about, so please contact the Foundation Trust office (details at the end of this document) if you would like a speaker.

Elections

The Trust proposes to hold elections for governors in early 2013. The Trust would appoint an independent electoral organisation to conduct these elections. Anyone who is a member by the cut-off date would be entitled to vote and to stand, if not excluded by legal criteria in the 2006 Health Act, which requires candidates not to be bankrupt and not to have certain criminal convictions. Members will be able to self-nominate, and all successfully nominated candidates will be invited to submit a short personal statement (guidance would be given) so that members can elect their chosen candidate.

First elections and terms of office

We propose that in constituencies with more than one seat on the Council, the candidate gaining the most votes is appointed for a three year term, with shorter terms for candidates gaining fewer votes. This would prevent the Council losing the expertise it builds up during governors' terms of office in one electoral cycle.

By law, governors can serve a maximum of six years or two full terms of three years.

Shadow Council of Governors

In the period before authorisation as a Foundation Trust, but after a Council of Governors has been elected, the Council of Governors would operate in shadow form and training would be given to governors on their new role and about how the Foundation Trust works.



8 How to let us know what you think

You can give us your views on this consultation until 12 October 2012.

How will we consult you?

- This document will be sent widely to key stakeholders and partners of the Trust.
- This document will be available on our website and people invited to respond individually.
- We will hold open public meetings in a variety of different venues; details will be given on our website and in the media.
- We will have displays in each of our hospital sites inviting views.
- We will use our hospital magazine, OUH News, and our hospital radio stations, Radio Cherwell and Radio Horton, to invite views and feedback.
- We will offer to attend other organisations' meetings to present our proposals and receive feedback, in particular key stakeholder organisations such as local councils, other health bodies, voluntary groups and charities who have an interest in our services.
- We will hold open meetings for staff on every site and will attend meetings of staff teams and professional groups to invite views and feedback.
- We will actively seek to present to partner organisations such as Oxford's two universities and to invite their feedback.
- We will print and distribute copies of this document as well as making it available on our website, although we will encourage people to look at the document on our website in order to keep costs to the Trust at a reasonable level.

We will keep a record of all of the comments we receive and we will summarise the views and comments in a final report to the Trust's Board. The report will be published on our website.

The Board will consider responses and agree any changes to its proposed arrangements before it applies to the Department of Health for approval to proceed to Monitor for authorisation as a Foundation Trust.

How you can tell us your views

- Complete the survey on our website at www.ouh.nhs.uk/ft
- Complete a paper questionnaire and return it to us using the Freepost address on the reverse.
- Attend a public meeting or another event and either give your views in person, or complete a survey. See our website for full details of venues and dates.
- Write to us with your views at our Freepost address:
FREEPOST OUH FOUNDATION TRUST OFFICE

You can contact us on

Email: ouhmembers@ouh.nhs.uk

Phone: **01865 743491**

Or write to us at our Freepost address:

FREEPOST OUH FOUNDATION TRUST OFFICE

If you need an interpreter or need a document in another language, large print, Braille or audio version, please call **01865 221473** or email PALSJR@ouh.nhs.uk

Albanian

Nëse keni nevojë për një përkthyes ose doni një dokument në një gjuhë tjetër, me shkronja të mëdha, Braille (alfabet për të verbërit) ose kasetë me zë, j'u lutemi telefononi në 01865 221473 ose e-mail PALSJR@ouh.nhs.uk.

Arabic

إذا كنت بحاجة إلى مترجم فوري أو إلى ترجمة إحدى مستنداتك إلى لغة أخرى، أو بالحروف الطباعية الكبيرة أو بطريقة برايل للمكفوفين أو بالصوت، يرجى الاتصال بالرقم 01865 221473 أو بالبريد الإلكتروني على العنوان: PALSJR@ouh.nhs.uk.

Bengali

আপনার যদি কোন ইন্টারপ্রিটারের প্রয়োজন হয় অথবা অন্য কোন ভাষায়, বড় অক্ষরে, ব্রেইলে অথবা অডিও আকারে কোন ডকুমেন্টের প্রয়োজন হয়, তাহলে অনুগ্রহ করে 01865 221473 নম্বরে ফোন করুন অথবা এই PALSJR@ouh.nhs.uk ইমেইলে যোগাযোগ করুন।

Mandarin

如果您需要安排口译，或需要某文件翻译成另一种语言，或以大字体、盲文或音频格式提供，请致电：01865 221473，或发送电子邮件至：PALSJR@ouh.nhs.uk。

Pashtu

که ته یوه ترجمان ته اړتیا لري یا په یوه بله ژبه، په غټو حروفونو، بریل (د رندو لیک) یا سمعی بڼه یو سند غواړی هیله ده چی ۰۱۸۶۵۲۲۱۴۷۳ ته زنگ ووهی یا PALSJR@ouh.nhs.uk ته ایمیل ولیږی.

Polish

Jeśli potrzebne byłoby Państwu tłumaczenie ustne lub chcieliby Państwo otrzymać dokument w innym języku, w formacie dużym drukiem, w alfabecie Braille'a lub w postaci nagrania dźwiękowego prosimy zadzwonić pod numer telefonu 01865 221473 lub napisać na adres e-mail: PALSJR@ouh.nhs.uk.

Portuguese

Se precisar de um intérprete ou de um documento noutra língua, num formato ampliado, em Braille ou em áudio, deverá ligar para o 01865 221473 ou enviar um e-mail para PALSJR@ouh.nhs.uk.

Kurdish Sorani

ئەگەر پێویستت بە وەرگێری زارەکی هەیە یاخود بەلگەنامەکانت بە زمانیکی تر یان بە پیتی چاپی گەورە یان دێری برەیل (بۆ نابینایان) یان لەسەر شریتی دەنگ دەوێت، تکایە پەیوەندی بکە بە ژمارەی 01865 221473 یا خود ئیمیل بنێره بۆ PALSJR@ouh.nhs.uk.

Urdu

اگر آپ کو ترجمان (انٹریپرٹ) چاہئے یا کوئی دستاویز کسی دیگر زبان، بڑے حروف کی چھپائی، بریل یا آڈیو پر درکار ہو تو براہ مہربانی نمبر 01865 221473 پر کال کریں یا ای میل بھیجیں: PALSJR@ouh.nhs.uk