

Consulting Our Public - seeking your views on our application for NHS Foundation Trust status



Consultation Document
February 2006



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The Dudley Group of Hospitals NHS Trust
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Copies of this document are available in other languages.
Please contact as above.

Urdu

اس دستاویز کی نقول دیگر زبانوں میں دستیاب ہیں۔ براہ کرم درج بالا کے مطابق رابطہ کریں:
فاؤنڈیشن ٹرسٹ پراجیکٹ ٹیم کو 01384 456111 ext 1419 پر ٹیلیفون کریں۔

Punjabi

ਇਸ ਦਸਤਾਵੇਜ਼ ਦੀਆਂ ਕਾਪੀਆਂ ਹੋਰ ਭਾਸ਼ਾਵਾਂ ਵਿਚ ਵੀ ਮਿਲ ਸਕਦੀਆਂ ਹਨ। ਇਹਦੇ ਲਈ, ਤੁਸੀਂ ਕਿਰਪਾ ਕਰਕੇ ਉੱਪਰ ਦੱਸੇ ਢੰਗ ਨਾਲ ਇਹਨਾਂ ਨਾਲ ਰਾਬਤਾ ਕਰੋ:

ਫਾਊਂਡੇਸ਼ਨ ਟ੍ਰਸਟ ਪ੍ਰੋਜੈਕਟ ਟੀਮ ਨੂੰ ਇਸ ਨੰਬਰ 'ਤੇ ਫੋਨ ਕਰੋ - 01384 456111 ਐਕਸਟੈਂਸ਼ਨ 1419

Gujarati

આ દસ્તાવેજની નકલો બીજી ભાષાઓમાં મળી રહેશે. કૃપા કરી ઉપર પ્રમાણે સંપર્ક સાધો:

ਫਾਊਂਡੇਸ਼ਨ ਟ੍ਰਸਟ ਐਕਸ

ਫਾਊਂਡੇਸ਼ਨ ਟ੍ਰਸਟ ਪ੍ਰੋਜੈਕਟ ਟੀਮ ਨੂੰ 01384 456111 ਐਕਸ 1419 ਉਪਰ ਫੋਨ ਕਰੋ.

Bengali

এই ডকুমেন্টের কপি অন্যান্য ভাষায় পাওয়া যায়। অনুগ্রহ করে উপরে দেওয়া ঠিকানায়া যোগাযোগ করুন:

ਫਾਊਂਡੇਸ਼ਨ ਟ੍ਰਸਟ ਪ੍ਰੋਜੈਕਟ ਟੀਮ ਨੂੰ 01384 456111 ਐਕਸਟੈਂਸ਼ਨ 1419 ਨੰਬਰੇ ਟੈਲੀਫੋਨ ਕਰਨ

Hindi

इस दस्तावेज़ की प्रतियां अन्य भाषाओं में भी मिल सकती हैं। कृपया उल्लिखित से संपर्क करें:

ਫਾਊਂਡੇਸ਼ਨ ਟ੍ਰਸਟ ਪ੍ਰੋਜੈਕਟ ਟੀਮ ਨੂੰ ਫੋਨ ਨੰਬਰ 01384 456111 ਐਕਸਟੈਂਸ਼ਨ 1419 ਪਰ ਸੰਪਰਕ ਕਰੋ।

Arabic

تتوفر نسخ من هذه الوثيقة بلغات أخرى. يرجى الاتصال كما هو مذكور أعلاه بـ:

اتصل هاتفياً بفريق "فاندايشن تراست بروجكت" على الرقم: 01384 456111 تحويلة 1419

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1. Looking to the Future - Chairman and Chief Executive's Foreword

The Trust is facing significant changes to the way the NHS is organised and funded, and we are dedicating our efforts to improving our hospital services with efficiency and cost-effectiveness.

Our aim is to become 'Your Hospital of Choice': the place local people will want to choose to come for their hospital health care because of our high standards of expert service and caring attitude towards each and every individual. We aim to provide the best quality care, in the quickest possible time, in the best environment possible.

To achieve this we will need to build on our successes since becoming The Dudley Group of Hospitals NHS Trust in 1994. Over these past twelve years we have improved the quality and range of care, reduced waiting times and dealt with a significant rise in the number of patients treated. This has earned us top ratings in the government performance tables (3-stars), achieved by our dedicated and committed staff and within the funding we have been given.

Our rebuilding programme has been completed with the opening of our three new hospitals in June 2005 at Russells Hall, the Corbett and the Guest which provide state of the art medical and diagnostic equipment in the most up to date buildings.

But, in these changing times, we cannot stay still. We must continue to evolve and develop our healthcare to anticipate the future needs of our community. Improving quality of life means helping people live healthier lives, and consulting with you is important to us to ensure we listen and understand your needs as commissioners, partners and patients. Our vision and values are designed to create a culture of care and success from which we can all benefit.

We believe that applying to become an NHS Foundation Trust from November 2006 will enable us to continue to improve our services, with the full and active support of our patients, the public, our staff and our partners.

Your involvement in our development is crucial to our success and ultimately therefore to your local hospital services. We firmly believe that the people we serve should have the chance to comment on our ideas and suggestions. We are keen to hear what you think about what we are proposing as set out in detail in this consultation document. The approach we are taking to gathering everyone's views is explained in more detail in Section 10. We will of course publish the feedback you send us. And we will take account of your views in our application for NHS Foundation Trust status.

We hope to meet as many of you as we can as we hold public meetings and visit groups in the community.

Please do take this opportunity to become involved, make your views known to us by 21st May 2006, and to help us to become a successful NHS Foundation Trust.



Alf Edwards
Chairman



Paul Farenden
Chief Executive

A handwritten signature in black ink that reads "Alf Edwards".

A handwritten signature in black ink that reads "P. Farenden".

2. Introduction

NHS Foundation Trusts are a new type of organisation. They are 'Public Benefit Corporations', which means that they are established with the sole purpose of working for the benefit of the public, rather than for individual or corporate profit. The Government has decided that all NHS Trusts should be able to move to become NHS Foundation Trusts by 2008. In Dudley, we wish to make this change by November 2006.

NHS Foundation Trusts will still be part of the NHS, upholding its values and principles, and offering services which are free at the point of use, based on need, not the ability to pay.

They will however be different from existing NHS Trusts in a number of significant ways. They will:

- Be set free from central government control, managing their own budgets and shaping services to respond more effectively to the needs of people locally
- Have a legal duty to work with partners, including Primary Care Trusts (PCTs) and local authorities
- Be overseen and regulated by Monitor, an independent regulator, set up by Parliament. NHS Foundation Trusts have to work within the requirements of a licence issued and reviewed by Monitor
- Be accountable to NHS commissioners (mainly PCTs) through legally binding contracts, and receive a nationally agreed price for the work they do (Payment by Results)
- Have a list of protected assets and services that they cannot dispose of against the wishes of members and Governors

- Have greater engagement with the local communities and partners they serve, through a scheme of public membership to provide participation in setting the direction of the Trust and reviewing proposed changes to services

When The Dudley Group of Hospitals NHS Trust becomes an NHS Foundation Trust, it will be owned by its members.

To become an NHS Foundation Trust, we need the support of the populations we serve, and this document sets out our approach and ideas in detail. It explains the background to The Dudley Group of Hospitals NHS Trust as we currently work and our view of the benefits of becoming an NHS Foundation Trust. It explains our vision and service plans for the next five years, how the NHS Foundation Trust will run, how we will involve our patients, the public and our partners, and how we will develop our staff.

The document also explains the next steps in our application to become an NHS Foundation Trust and how you can give us your views about any of the issues covered. Throughout the document, there are 'Consultation Questions' on which we would particularly like to hear from you. You can of course give us your views on any aspect of our proposals and there is a form in Section 10, which you can use to answer the questions and make any other comments (with a Freepost address provided). Finally, there are some appendices which provide more detailed information.

3. Executive Summary

This public consultation document has been created to enable us to describe our proposals to become an NHS Foundation Trust. In its preparation we have included the public, our patients, our staff and our partners in the communities. We have also prepared a summary version. The public consultation period runs from 27th February to 21st May 2006.

The provision of healthcare continues to change and expectations about what medicine can and should achieve continues to grow. The introduction of patient choice, new funding mechanisms (Payment By Results) and a greater move towards providing more straightforward care in the community has enabled the NHS to be radically reformed.

We have reviewed our five year business plan and believe that becoming an NHS Foundation Trust, a 'Public Benefit Corporation', offers the best way forward and we have the full support of the Dudley Primary Care Trusts. We set out in this document how we expect to see our services change over the next five years.

We want to grasp this opportunity to make radical changes to the way people are involved in local healthcare and are proposing new governance arrangements. This means that we are looking for 5,000 members of the public to work with us by becoming Governors in our Council of Governors. We want to encourage our staff and the staff of our supporting organisations to express their views. We believe that through these conversations we will learn people's views which will enable us to enhance our services. There is plenty of scope for debate and willingness to change in order to improve how our services are delivered and we look forward to working through these ideas with all our stakeholders.

Our staff remain our greatest asset. The new NHS environment means that we have to be ready to meet the continually changing challenges that we will face. This document sets out our approach on developing our staff and further sharpening our focus on service delivery and performance.

We set out the next steps in our application to become an NHS Foundation Trust and in Section 10 we tell you how we want you to let us know your views.

Throughout this document there are consultation questions for you to consider as you read through our plans. Section 10 at the back of this document includes a cut out response form and details of our freepost address for you to send in to us.

At the end of the document, there are appendices to explain the technical terms we use, and how to obtain any further information you want, as well as further copies of this document in its various formats and languages.

4. Background to the Trust

Who we are

The Dudley Group of Hospitals NHS Trust is the main provider of acute hospital services to the people of Dudley, which in 2001 had a population of 305,155. The population is fairly evenly split by gender (male 49.1%, female 50.9%). The proportion of people aged 65 or more is now 17%, with 18% aged 0 to 14 years. The Black and Minority Ethnic groups make up 6.3% of the population, just below

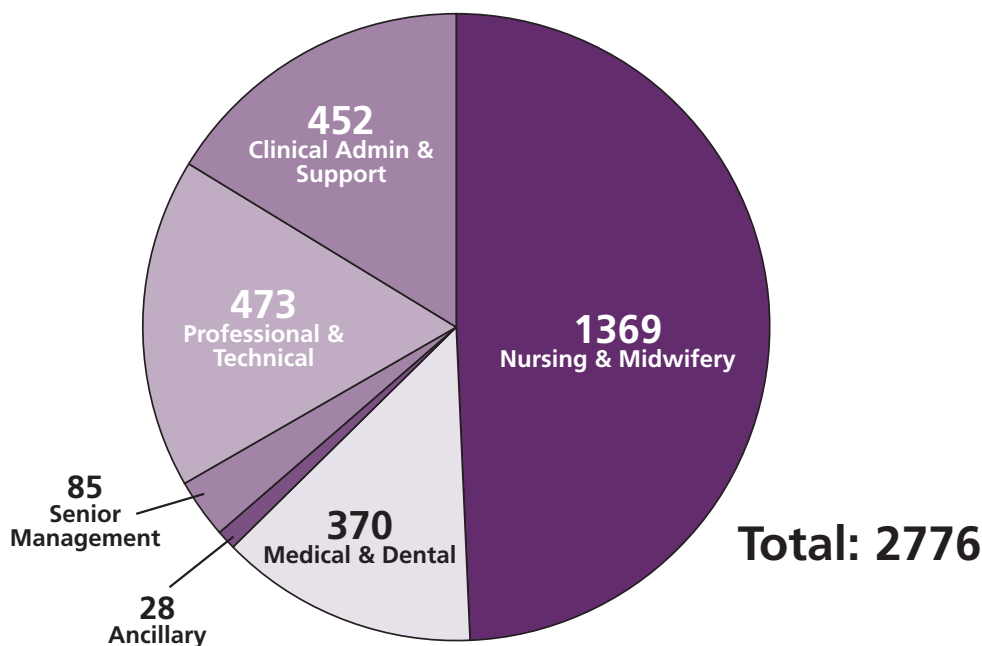
the national average. We also provide a wide range of services to other local areas, including Sandwell, Wyre Forest and South Staffordshire, with a fifth of our services delivered to people living outside Dudley. The total population we serve is therefore more than 400,000. We also have agreements with Primary Care Trusts (PCTs) in the Midlands and Wales for some more specialised services, such as renal dialysis and plastic surgery.

Areas Served by The Dudley Group Of Hospitals NHS Trust



The Trust is the second largest employer in the borough, with the following staff:

At 31st March 2005 the Full time posts were:



There are also 1000 staff employed by the Trust's partner, Summit Health Care and their subcontractors, mainly Interserve FM and Siemens. These staff work in the Trust's hospitals providing portering, cleaning, laundry, transport, medical equipment maintenance, IT and health records. These staff are a vital part of our team offering health care services to the public we serve.

The services we provide

Most of our work is in providing general hospital services to our local populations. These services include:

Surgery

General Surgery, Vascular Surgery, ENT, Oral Surgery, Plastic Surgery, Ophthalmology, Urology and Trauma and Orthopaedics

Women and Children's Services

Obstetrics, including hospital and community Midwifery, Gynaecology, and Paediatrics

Medicine

Emergency Department and Assessment Unit, General Medicine, Older People, Gastroenterology, Cardiology, Respiratory Medicine, Rheumatology, Stroke Services, Haematology, Dermatology, Neurology, Endocrinology, Genito-Urinary Medicine, Chemical Pathology, Immunology

We also provide a wide and growing range of specialist services.

Specialist Services

Cancer Services, Medical and Clinical Oncology, Palliative Care, Haematology, Renal Dialysis, Urological reconstructive surgery, Pain Management, Neonatal Care, Integrated Living Team, Home Parenteral Nutrition

All these clinical specialties need support services and we have high quality services in:

Clinical Support Services

Anaesthetics, ITU, Surgical and Medical High Dependency Unit, Pathology, Radiology, Pharmacy, Therapy Services

In recent years, we have provided some services out into the community to provide more specialist support in people's own homes.

Community-based Services

Orthopaedic Hospital at Home, Respiratory Assessment Service, Anticoagulant Nursing Service

We provide some services to our partners in health and social care, including Tissue Viability and Infection Control.

Our clinical services are delivered from:

Russells Hall Hospital – this hospital was originally opened in 1984 with a wide range of services including Accident and Emergency, acute medicine and inpatient surgery. In 2005, the hospital was expanded to 758 beds and became our inpatient centre. It now provides

state of the art facilities for hospital care in Dudley and is the base for some services, which are provided to everyone in The Black Country, and for other services which reach out into the community.

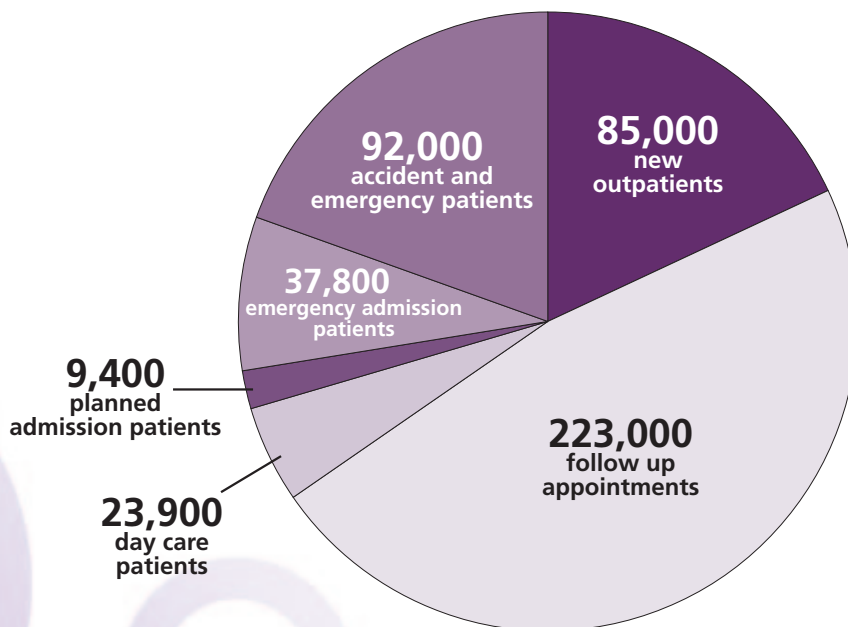
Two new Hospital Outpatient Centres have also been opened at **Corbett Hospital** (in the south of the borough) and **Guest Hospital** (in the north). These centres provide outpatient and day care facilities and services.

As well as changing the pattern of hospital services, we have also worked alongside the two Dudley PCTs to increase the provision of services in the community, which allow for earlier discharge from hospital and alternatives to being admitted to hospital.

In 2001 we were designated as a Teaching Hospital Trust of the University of Birmingham for medical students and we work closely in supporting other professional training (for nurses, therapists and scientists) with other education providers, including the University of Wolverhampton and the University of Central England.

How we perform

In 2005/06, we will provide care and treatment for:



Performance against the Government's Star Ratings has been excellent for the last two years, with three stars being awarded each year. This was achieved even during the disruption from our redevelopment programme that completed in June 2005, with the new hospitals being opened.

The Trust has had positive reports from external bodies and auditors, and expects to be compliant with the new performance standards being introduced by the Healthcare Commission, the government agency now responsible for ensuring high quality service and performance in the NHS.

Since its creation in 1994, the Trust has performed very strongly in financial terms. The Trust has income of £177m per year and in the last two years has achieved a small surplus and expects to do so again in 2005/06.

Working with our partners

As the major provider of hospital services to the people of Dudley and surrounding areas, and as a major employer in the area, the Trust plays an important role in the local community. It works increasingly well with partners and stakeholders across all areas of its services and development. This is based on the belief that working with partners and stakeholders will achieve the best possible health care locally, and that this will lead to changes in how services are delivered. It is therefore very important that we continue to build on good working relationships with Primary Care Trusts, the local authorities, especially adult and community, and children's services, including hospital social work, ambulance services, general practitioners and community health staff, the Strategic Health Authority and other acute hospitals where we have joint appointments. In addition, we undertake a considerable amount of work in supporting training for all clinical professionals, mainly with the Universities of Birmingham, Wolverhampton and Central England.

5. Benefits of becoming an NHS Foundation Trust

We have the opportunity to become an NHS Foundation Trust and want to ensure that local people are fully involved in this change and the direction of our hospitals in the future.

For our patients and the public

We believe that becoming an NHS Foundation Trust means that our patients and the public will have:

- A greater say in how the Trust works and how its services will change in the future to meet their needs and achieve the highest possible levels of quality
- The chance to find out more about the work undertaken by their local hospitals
- The ability to become members and show their support by contributing their comments and to stand as a Governor in the Council of Governors

For our staff

We believe that becoming an NHS Foundation Trust means that our staff will have:

- The opportunity to experience innovative working and employment practices
- The chance to achieve greater engagement with the Trust's future through becoming active members
- The ability to explore joint working opportunities, with local employers and partners to engage and develop our current and future workforce and to contribute to improving the socio-economic status of our local community
- The freedom to think and work in a business-like way, to help change our culture and enable us to improve our effectiveness

- The scope to develop new partnerships as a means of generating income which can be invested in the workforce, such as offering training and development
- The chance to help us to decide on strategies and policies based on local need and its impact on performance.

For our partners

We believe that becoming an NHS Foundation Trust means that our partners will have:

- A real say in how the Trust is run and its future direction
- The opportunity to ensure we take account of the needs of all sections of our local communities in planning and delivering services
- The chance to create new approaches to service provision which seek to make the most of working jointly
- The ability to benefit from our expertise and to provide their expertise to us

For the NHS Foundation Trust

We believe that becoming an NHS Foundation Trust means that we will have:

- An active membership of public and staff making a real and tangible contribution to the future of our services
- The ability to determine our own future vision, strategic direction and priorities, based on the needs of the populations we serve
- The freedom to agree locally when we will achieve improvements
- Greater opportunities to be innovative to design and implement services which meet patients' needs and have traditionally been provided outside hospitals
- Appropriate income for the work we undertake and the ability to invest that income where we and local people believe it is best spent
- The ability to raise money within agreed borrowing limits

6. Our Vision for the Future

Our plans to develop services

The Dudley Group of Hospitals NHS Trust wants to provide high quality services to the population it serves, services that are easy to access, dependable and based on best practice.

We see the achievement of NHS Foundation Trust status as a way of pursuing this ambition. The Trust works within a changing NHS reform agenda, and our vision for the future needs to be seen in the context of:

- The NHS Plan
www.dh.gov.uk/PublicationsAndStatistics
- Patient Choice
www.dh.gov.uk/PolicyAndGuidance
- Payment by Results
www.dh.gov.uk/PolicyAndGuidance
- Commissioning a Patient led NHS
www.dh.gov.uk/PolicyAndGuidance
- Practice Based Commissioning
www.dh.gov.uk/PolicyAndGuidance
- Our Health, Our Care, Our Say: a New Direction for Community Services
www.dh.gov.uk/PolicyAndGuidance

We believe that what makes us different to other hospitals is that:

- We will strive to remain the hospital of Choice for local patients, GPs and other referrers, and should attract the best staff to provide high quality health care services.
- We will use NHS Foundation Trust status as a real opportunity to engage with all the communities we serve to ensure robust, meaningful and constructive comments on our services and the changes we propose.

- Clinicians (doctors, nurses and other professionals) manage our clinical services and are both responsible and accountable for the use of resources and the development of services
- We will display a more commercial approach to our business, becoming more efficient in delivering care and use of resources so that our facilities and staff are used to best effect in treating ill health and promoting good health
- We have a relatively robust financial and performance record and should use this advantage to develop services further for our patients and commissioners
- We will have the ability to create and offer additional capacity to commissioners, as a result of policy changes and by becoming more efficient in our use of beds, so that locally we can achieve short waiting times
- We will be the best employer locally, building on the commitment and dedication of our staff
- We will use our experience of developing new services, and providing services in the community to lead the process of changing how services are developed across organisations' boundaries
- We will seek to provide additional services, as appropriate
- We will look for opportunities to prevent disease and promote health, and to use our expertise to offer a range of out of hospital services, which could include lifestyle services, chronic disease management and combined therapy services.

Our Vision

**The Dudley Group Vision is to be:
'Your Hospital of Choice'**

This means that we intend to provide an improving range of services for our population and commissioners, including general, specialist and, if appropriate, some community services. The ambition is to provide services of

high quality which attract patient and GP support, as demonstrated through Choice, and to have a deserved reputation for the quality of care and environment that attracts the best staff to work here.

Our Values

This Vision will be achieved through working to a set of Values

Care	-	We are passionate about what we do
Respect	-	We respect one another
Pride	-	We take pride in everything we do
Responsibility	-	We take responsibility for our actions
Effectiveness	-	We deliver what we promise
Partnership	-	We work as a team

Our five year plan

We propose a number of Strategic Goals that together describe the sort of organisation we want to be, and these will guide our progress towards achieving our Vision. There is a great deal of detailed work to be done, in partnership with local people and organisations, and it is important that we know the public's views about these aims.

We will need to continue to work with our partners in Dudley's health and social care organisations, including PCTs and the local authority, who have given their support for the broad direction of travel indicated by our strategic goals.

In five years' time we will:

- Have continued to develop a range of services that are clinically and financially viable
- Have continued to be a high performing Trust, whilst driving for further improvement
- Have invested more in services, by generating an annual surplus and withdrawing from services that are not clinically or financially viable
- Have continued to improve the quality of care by ensuring that patients receive treatment as soon as possible, based on a 24 hour, 7 day a week model of care
- Have lead and implemented care pathways, for hospitals and the community, related to the services we provide
- Have an emergency care service that is more individually patient-focused and more efficient with less delays
- Be providing some community services
- Be recruiting and retaining the best staff
- Have NHS Foundation Trust members and Governors who influence the planning and delivery of Trust services
- Have employed managers and leaders who demonstrate a commitment to the vision and values of the Trust, build the commitment of staff to the organisation, and deliver continuous improvements in performance
- Have attracted resources to enable the provision of health promotion and disease prevention services
- Have expanded our active Research and Development programmes and developed a Clinical Trials Unit
- Have further developed our reputation as a teaching Trust

Each of these goals has detailed measures against which we will check our progress.

We call this model of service 'District General Hospital Plus', meaning that we will offer a wide range of high quality services, but with ambition

to go beyond the traditional limits of acute hospital boundaries, where it is clinically sensible, financially viable and consistent with the local health and community strategies. In thinking about how our services will look in five years' time, we take it as a given that we will achieve all national targets and that we will have the shortest possible waiting times, as this is crucial to patients.

The Dudley Group of Hospitals expects still to be the main provider of acute hospital services for our population.

We will continue to provide a broad range of general hospital services and be the centre for emergency care and most planned operations in Dudley. This will mean that we continue to provide services in Surgery, Medicine and for Women and Children as shown in section 4 above. There will be changes in these services, including:

- An increase the number of Consultants caring for children (paediatricians)
- An expansion of staff dedicated to looking after Older People, so that all their needs are met
- An increase in providing endoscopy services
- Transferring people with an established heart attack direct to Wolverhampton so that they receive coronary angioplasty as soon as possible
- Encouraging people from areas around Dudley to have their babies born here, using the excellent Labour, Delivery, Recovery and Postpartum (LDRP) facilities we have.

All this will require maintaining the Clinical Support Services listed, and we believe that we can reduce further waiting times and extend the availability of some services into GP surgeries, such as providing open access to CT and MRI scanning. We want to look at digital X –Ray and scanning images taken in the hospital being sent to computers in GP surgeries.

Given trends in how health care is delivered, it is clear that we need to agree with our commissioners the most appropriate balance between primary and secondary care service provision – how far services can be moved to being provided from more local GP and community premises. We are already working with the local PCTs to move anticoagulant clinics and diabetic patients' annual reviews from the hospital into the community and there will be similar changes to be discussed and implemented.

We currently provide several services which are based in the hospitals but offer support to patients in their own homes after they are discharged. This support comes from our specialist nursing teams, for the Orthopaedic Hospital at Home Service, Anticoagulant Nursing (often after a Deep Vein Thrombosis) and Respiratory Assessment (after severe breathing difficulties). We will explore the opportunities for similar services to be developed with our PCT and GP colleagues.

In addition, we want to continue to offer as many specialist services from our hospitals as we can. This wish for local provision has to be balanced with the need for these specialist services to be safe and of high quality and we will need to agree with commissioners and other Trusts the best pattern of care. We are ambitious to give local people access wherever we can and a good example of this is the recent agreement that we will, from April 2006, provide adult bone marrow transplantation from Russells Hall for the whole of The Black Country. At the moment, local people needing these services travel into Birmingham for this care.

We believe that we may be able to offer more of our specialised care, such as kidney dialysis and haematology, to people from further afield.

We will also explore the opportunities for working jointly with commercial providers of health care, and look at partnerships with private companies if this results in better care for patients and is in accordance with our vision, values and strategic goals.

Consultation Questions

Q1 Do you agree with our Vision, our Values and our five year plan?

Q2 Are there any other major service improvements you would like to see?

7. How our Foundation Trust will run

Governance

Governance is the word given to the arrangements we will put in place to ensure that as an NHS Foundation Trust we work in the public interest and are accountable to key stakeholders, including the public.

Unlike NHS Trusts, which are responsible to the Secretary of State, NHS Foundation Trusts are owned by and accountable to their local communities through their membership. We will therefore need to put in place a new way of running the organisation, and there are three essential elements, which this section describes:

- Members
- The Council of Governors
- The Board of Directors

We are intending to call the body which combines elected and appointed Governors the 'Council of Governors', rather than the Board of Governors as it is named in NHS guidance and some other NHS Foundation Trusts. We believe the term 'Council' helps to distinguish it from the Board of Directors.

Consultation Question

Q3 Do you agree with our proposal to call our governing body 'The Council of Governors'? If not, what would be your suggestion?

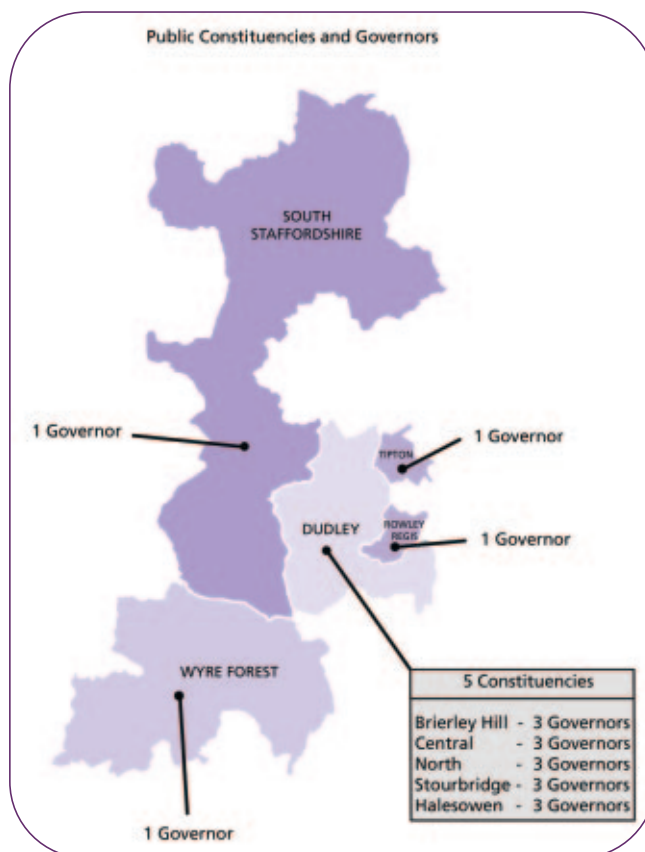
Members

We believe that local people should be able to contribute to the future organisation of our services and we have tried in several ways to involve the public, patients, staff and service users in planning and delivering services. Becoming a member will give people as active a role as they wish. Depending on the level of involvement they choose, members will receive information regularly, be invited to tours and presentations on the work of the services of the hospital, and invited to discussions of particular issues to give their views. They will receive a members' newsletter and be invited to members' meetings. As a member, they have the right to vote in elections for Governors and anyone who wants to stand as a Governor has to be a member in the appropriate constituency.

We are proposing two categories of members – public and staff.

Public Members

To be able to become a public member, you must live within our catchment boundaries as indicated on the map. You may have been treated at one of our hospitals, be a carer of someone who has received care, or simply be interested in what is going on in your local hospitals.



This includes residents in the following local authority areas:

- Dudley
- Sandwell (Tipton and Rowley Regis)
- Wyre Forest
- South Staffordshire

The Trust receives 95% of its referrals from these areas.

The Trust wants to encourage as much interest in our work as possible and wants to involve young people. We therefore intend to

allow young people from the age of 14 to become members. They will have the same opportunities and rights as all other members.

We also want our membership to reflect the communities we serve, in terms of socio-economic, racial and cultural diversity, and the spread of people served by the Trust.

We want as many people as possible to join as public members, with an ambitious target of 5,000 members by November 2006. We hope to increase this to 10,000 over the next five years.

We will not prevent anyone from becoming a public member, if they live within the specified areas and are not eligible to become staff members. However, we are proposing to exclude from membership:

- Any person who, within the last five years has been involved as a perpetrator in an incident of violence or abuse in any NHS hospital or facility, against any employee or other persons who exercise functions for the purposes of the NHS Foundation Trust, or against registered volunteers, patients or the public on NHS premises. Any member who commits such an act after joining will be liable to be expelled.
- Any person may not become or remain a member of the NHS Foundation Trust if in the opinion of the Council of Governors, there are reasonable grounds to believe that they are likely to behave in a way detrimental to the interests of the Trust.

The Council of Governors will have the final decision about applying these exclusions to individuals.

People who fulfil the eligibility rules can be members of more than one NHS Foundation Trust.

Staff Members

We also want to develop an active and substantial staff membership that represents all the groups of staff who provide their skills, expertise and commitment to delivering services to patients and the public. All staff will therefore be encouraged to become members of the NHS Foundation Trust.

We propose therefore to offer staff membership automatically to everyone who is employed by the Trust on a substantive contract, and to those staff on alternative contracts who are expected to be employed by the Trust for 12 months or more.

People who are eligible for staff membership are not allowed to be public members.

We also want to ensure that staff who are employed by other organisations but work for a substantial part or all of their time on Trust premises should have the opportunity to be members. As they are involved in delivering our services, we believe it is right that they have an equal opportunity to contribute. There are more than 1,000 staff who work for Summit Healthcare (Dudley), Interserve FM, Siemens Healthcare Systems and Sunlight Laundries. In addition, there may be staff employed by the Dudley, Sandwell, Wyre Forest and South Western Staffordshire PCTs and Dudley Metropolitan Borough Council and the other local authorities in our catchment area that would fall into this category. For the purposes of the regulations, these people are known as 'persons who exercise functions for the purposes of the Trust' and have done so for a minimum of 12 months. As they are not directly employed, we cannot offer them automatic membership, but they will be offered the opportunity to become members of a class in the Staff constituency by applying (in a similar way to public members).

When a member of staff leaves, they will be offered public membership, if they are eligible.

Consultation Questions

Q4 Do you agree with our proposals for public membership?

Q5 Do you agree that young people should be admitted as members from the age of 14?

Q6 Do you agree with our proposals for staff membership?

Q7 Do you agree with our proposal for involving staff employed by partner organisations?

The Council of Governors

The Council of Governors has an important role in representing the interests of members and of partner organisations in the governance of an NHS Foundation Trust. It is responsible for ensuring that the Trust operates within the terms of authorisation agreed with Monitor, the independent regulator of NHS Foundation Trusts. It ensures that the local community is engaged in the work of the Trust.

Governors will be able to serve a term of office of up to three years and to stand for re-election, up to a maximum period of nine years.

There will be four Council meetings per year, and the Council has the right to meet more frequently if it wishes. These will be public meetings, although there is provision for meeting in private session should an issue require this.

The Council of Governors will:

- Be chaired by the Trust Chair
- Appoint or remove the Chair and Non Executive Directors of the Trust
- Approve the appointment of the Chief Executive
- Appoint the Trust's Auditors and receive Auditor's reports
- Provide advice on how the Trust operates consistent with the needs of the communities it serves
- Be consulted by the Board of Directors about plans for developing services and any significant changes to its services
- Receive the Trust's Annual Report and Annual Accounts

Responsibility for day to day management of the Trust, including setting budgets, staff pay, communications with the media, and other operational matters will rest with the Board of Directors.

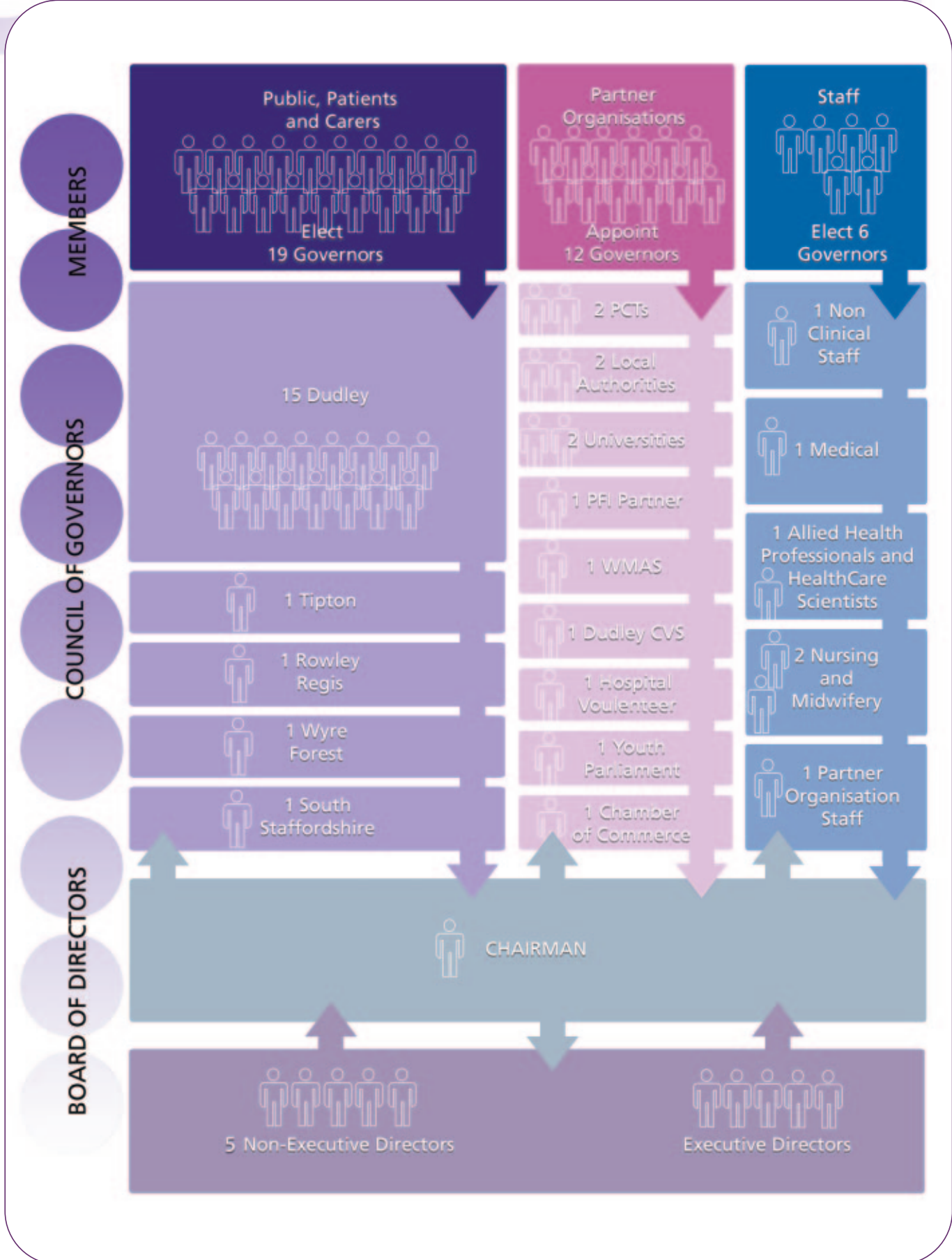
The composition of the Council of Governors will be:

19 public Governors, elected by public members

6 staff members, elected by staff members

12 appointed Governors who will be appointed by their organisations to bring their expertise and experience to the work of the Council.

The majority of Governors will therefore be public Governors.



Public Constituencies

There will be 9 public constituencies, based on local authority electoral areas.

To represent the overall balance of the population served by the Trust, there will be 5 constituencies in Dudley, each electing 3 Governors, making a total of 15 from Dudley. We are proposing using the Local Area Committee structure used by Dudley Metropolitan Borough Council, as this works well and is understood locally. The Dudley constituencies will therefore be:

- Brierley Hill
- Central
- North
- Stourbridge
- Halesowen

There are proposed to be 4 more public constituencies, each electing 1 Governor. These will represent the population living in the other main areas served by the Trust:

- Tipton, in Sandwell
- Rowley Regis, in Sandwell
- Wyre Forest
- South Staffordshire

Consultation Question

Q8 Do you agree with our proposals for public constituencies?

Staff Constituency and Classes

While there can be only one staff constituency, it is important to have the full range of staff represented in the membership and able to elect Governors. It is therefore proposed to have 5 classes within the constituency, to reflect broadly the spread of staff employed by the Trust and by our partner organisations. The classes proposed are:

- Medical and Dental
- Nursing and Midwifery
- Allied Health Professionals and Health Care Scientists
- Non Clinical Staff
- Partner Organisations' Staff

As they are 47% of our staff, it is proposed that there should be two Governors elected to represent Nurses and Midwives.

In total, therefore, it is proposed to have 6 staff Governors as shown below:

Staff Group	Governors
Medical and Dental	1
Nursing and Midwifery	2
AHPs and HCS	1
Non Clinical	1
Partner Organisations	1
Total	6

Consultation Question

Q9 Do you agree with our proposals for the staff constituency?

Appointed Governors

The Trust wants to involve as many partnership organisations as possible in the work of the NHS Foundation Trust through representation within the Council of Governors. It is therefore proposed to seek Appointed Governors from the following organisations:

Organisation	Governors	Rationale
Dudley PCTs*	1	Two current PCTs to be merged by July 2006
Other PCTs*	1	Combined representation from Sandwell, Wyre Forest and South Western Staffs PCTs
Dudley Metropolitan Borough Council	1	Significant stakeholder
Other Local Authorities	1	Combined representation from Sandwell, Wyre Forest and South Staffs Local Authorities, given smaller proportion of populations served
University of Birmingham Medical School	1	The Trust is a Teaching Hospital of this University
Other clinical professional education provider	1	To recognise the importance of training of other clinical professionals. We propose to invite the University of Wolverhampton (School of Health) to appoint a Governor as the largest provider of non-medical training for our Trust
Summit Healthcare (Dudley)	1	PFI partner
West Midlands Ambulance Service*	1	Major partner in health service delivery
Dudley Council for Voluntary Services	1	To recognise importance of the contribution of the voluntary sector and to develop further links and co-operative working
Black Country Chamber of Commerce	1	To develop links with the local business community
Dudley Youth Parliament	1	Young people can register to be a member from the age of 14 to encourage greater involvement of young people.
Hospital Volunteer	1	To recognise considerable contribution and to encourage further volunteers
Total	12	

* These organisations are currently subject to public consultation as part of the review undertaken within 'Commissioning a Patient Led NHS'. The outcome should be known by the end of the Trust's public consultation period and it is proposed to approach the relevant successor organisations for Appointed Governors.

Consultation Question

Q10 Do you agree with our proposals for Appointed Governors?

Composition of the Council of Governors

The Governors to be elected or appointed to the Council of Governors are therefore proposed to be:

Category of Governor	Number
Public	19
Appointed	12
Staff	6
Total	37

Consultation Question

Q11 Do you agree with our proposals for the make up of the Council of Governors? If not, what would be your suggestion?

Voting System

It is proposed to use the Single Transferable Vote (STV) system for electing public and staff governors, by postal ballot. The Trust has reviewed the voting systems and selected STV to propose as it is the only system which guarantees election from multi-candidate constituencies or classes without the need for further rounds of balloting.

Elections

At first, we propose to make public Governor and staff Governor appointments through elections on a staggered basis, so that governors do not all end their term of office or stand for re-election in three years' time.

Appointed Governors will have a three year term.

We intend to hold the elections between August and October 2006, subject to our application to become an NHS Foundation Trust being approved by the Secretary of State and Monitor, the independent regulator.

All members of our prospective NHS Foundation Trust will be given the opportunity to stand for election as a Governor. They will need to indicate which constituency they are eligible to stand for, and have to be proposed and seconded by two other members. There will be a check to confirm that they live within the constituency. We will ask all candidates to produce a short election statement explaining their reasons for standing and setting out their skills, knowledge and experience. This will be sent to all members in the relevant constituency.

Consultation Question

Q12 Do you agree with our proposals for elections?

Board of Directors

The Board of Directors is responsible for providing leadership of the NHS Foundation Trust. Their responsibilities include setting the broad strategic direction of the Trust, for approval by the Council of Governors, implementing that strategy and providing high quality day to day management of the NHS Foundation Trust. They will monitor progress against the NHS Foundation Trust's objectives

and ensure appropriate action is taken to deliver them. In addition, they will maintain and develop relationships with patients, staff, partners and the local communities served by the Trust.

The Board will operate through a number of sub-committees, including:

Name	Looking at:
Finance and Performance Committee	Expenditure and achievement of targets
Audit Committee	Proper use of funds and probity
Integrated Governance Committee	Safe practice and management of risks
Remuneration Committee	Pay and conditions of Board of Directors
Nominations Committee	Recruiting Non-Executive Directors

Apart from the transitional arrangements for moving to becoming an NHS Foundation Trust (see below), the Chair and Non-Executive Directors will appoint the Chief Executive, and the Council of Governors has to approve the appointment. The Chief Executive and Chair will appoint Executive Directors and these appointments will be approved by the Board of Directors.

We propose appointing 5 Non-Executive Directors, in addition to the Chair, and they will be selected for their skills and experience to provide the contribution we need to make the Board of Directors work effectively. We propose appointing one of the Non-Executive Directors as Deputy Chair. This appointment will be made by the Chair in consultation with the Non-Executive Directors and the Council of Governors. The Deputy Chair's role will be to provide availability to members and Governors if they have concerns which normal channels fail to resolve. In addition, the Deputy Chair will meet with the

Non-Executive Directors at least once every year to appraise the Chair's performance.

To avoid any conflict of interest, we propose that Non-Executive Directors should not be allowed to stand for election as a Governor.

The number of Executive Directors will be determined by the challenges facing the NHS Foundation Trust, but they will include the Chief Executive, the Medical Director, the Nursing Director, the Finance Director and the Operations Director. The number of Executive Directors will not exceed the number of Non-Executive Directors.

Consultation Question

Q13 Do you have a view about the composition of the Board of Directors?

Q14 Do you agree with the number of Non-Executive Directors proposed?

Transitional Arrangements

To enable the NHS Foundation Trust to be established effectively, we propose that the current Chair, Non-Executive Directors, Chief Executive and Executive Directors are appointed to the Board of Directors. The Chair and Non-Executive Directors would serve the remainder of their current term of office, or 12 months, whichever is longer. We believe that this will guarantee a smooth transition to the new ways of operating as an NHS Foundation Trust.

Consultation Question

Q15 Do you have a view on our proposed transitional arrangements?

8. Our staff are our success

Yes, we now have fabulous new modern hospital buildings and equipment but it is about much more than bricks and mortar. The real thing that makes a difference to patients is the staff who deliver the services. As one of the top performing Trusts in the country, we have got to where we are today largely due to our staff, who are dedicated and committed to providing patients with the best possible care.

We know that becoming an NHS Foundation Trust provides new opportunities to build on these solid foundations and continue to get even better at what we do.

Imagine a place where, as a patient you are cared for by a team of professionals who:

.... always think about how you may be feeling and help make you feel safe and comfortable

.... will provide you with the best standard of treatment and care that they possibly can

.... know what they're doing and have the skills and experience to do it right

.... work together to make you feel you are being cared for by one team, wherever you have your treatment and whoever provides it

Just imagine this is "Your Hospital of Choice".

This is our purpose, what we are here for.

Imagine a place where, as a member of staff you:

.... are able to deliver the best care and service that you can

.... feel passionate about what you do and are positive and energised at work

.... are respected for the work you do and receive the thanks and praise that you deserve

.... are provided with learning and development opportunities that help you achieve your potential

.... work with other people who believe in doing the right thing and understand what is important for patients, the Trust and our community

.... know that life isn't always easy, but are confident you will go home feeling a sense of satisfaction and pride that you have made a difference, each and every day.

Just imagine this is "Your Hospital of Choice"

This is our aim, what we will do.

To help us achieve this, we have developed a plan for our workforce and identified the things that are important to us. This is our map showing us what we need to do and how we need to do it. It helps us to think differently about how we meet the changing needs of our patients and all our stakeholders.

Our Workforce plan

We want to be an NHS Foundation Trust that does the right things in the right way. We believe that the way to achieve real and sustained improvement is through staff who want to improve both service and business performance. We call this approach:

'Achievement through Commitment'

Thinking and working in a caring and business-like way, will change the way we do things and enable us to deliver fantastic results every time, providing we create a work place where we demonstrate:

- Care: Recruiting and retaining the best staff, with the right skills and the right attitude, and who care enough to want to find new and better ways of delivering services
- Respect: Designing innovative employment practices, based on local need, that recognise and reward staff for their contribution
- Pride: Developing a culture where managers, leaders and staff are committed to our goals and purpose and deliver their best performance every time
- Responsibility: Giving clinical staff and teams the personal authority and responsibility, for making

decisions about how we provide an excellent service that exceeds accepted standards

Effectiveness: Providing learning and development opportunities that positively enable staff to deliver an excellent and effective service

Partnership: Working together as one team and exploring opportunities, with local employers, partners and our community to develop our current and future workforce

So that our patients receive the best experience that we can provide.

And because we know that our services are funded from public monies, we will do everything we can to make sure that we do things in a business-like way and provide the best value for money

Consultation Question

Q16 Do you agree with our workforce approach?

9. Next Steps

Milestones to becoming an NHS Foundation Trust

27th February to 21st May 2006	Our formal 12 week public consultation period during which we shall be holding a series of events for the public, staff and our partners
22nd May to 7th June 2006	All responses to our consultation will be analysed and considered by the Trust Board for inclusion in our final application
9th June 2006	Our final application will be submitted to the Secretary of State for Health
17th July to 21st July 2006	We will be informed of the Secretary of State's views on our application during this week. If approved, the Secretary of State will forward our application to Monitor, the Independent Regulator for review
August to October 2006	Detailed review of our application by Monitor Elections for Governors held
1st November 2006	If successful, expected date for establishment as an NHS Foundation Trust

10. Let us know what you think

We have already begun talking to patient groups, community groups, Primary Care Trusts, local authorities and staff about our proposals to become a Foundation Trust. We have given presentations to a large number of groups and provided information to our staff and other organisations through regular newsletters.

Our Consultation Plans

We are undertaking our consultation based on the Cabinet Office 'Code of Practice on Consultation', published in January 2004. This

identifies how we should arrange, structure and perform our consultation process.

The Code identifies six Consultation Criteria:

1. Consult widely throughout the process, allowing a minimum of 12 weeks for written consultation
2. Be clear about what your proposals are, who may be affected, what questions are being asked and the timescale for responses
3. Ensure that your consultation is clear, concise and widely accessible

4. Give feedback regarding the responses received and how the consultation process influenced the policy
5. Monitor your department's effectiveness at consultation, including through the use of a designated consultation co-ordinator
6. Ensure your consultation follows better regulation practice

The full Code of Practice is available at www.cabinet-office.gov.uk/regulation/consultation/code.htm

The designated consultation co-ordinator is:

Les Williams,

Director of Corporate Development
 The Dudley Group of Hospitals NHS Trust
 Russells Hall Hospital, 2nd Floor, C Block
 Pensnett Road
 DUDLEY
 DY1 2HQ

Tel: 01384 321013

During the public consultation period, we want to consult with as many people as possible, including patients, service users, local residents, carers, staff and all interested parties, including government agencies, the voluntary sector and MPs and Councillors.

We intend to do this through:

- Issuing the Consultation Document :
 - Full version and Summary version
 - In large print, on audio tape, as a talking book, on CD-ROM
 - On our web site – www.dgoh.nhs.uk
 - In English, Urdu, Punjabi, Gujarati, Bengali, Hindi, Arabic
 - To Members, partner and stakeholder organisations, libraries, council premises, Trust premises, GP surgeries
 - To staff, including partner organisations' employees
 - To voluntary and community groups
 - To MPs and local Councillors

- Holding public meetings which will be advertised in the local media
- Holding staff meetings at all three Trust sites
- Attending meetings of interested organisations and groups, with a presentation

How you can let us know your views

You can let us know what you think by:

- Attending the public meetings
- Attending meetings of groups at which we are presenting
- Using the Consultation Response Form in this document and sending it back to our Freepost address
- Writing to us at:
 The Foundation Trust Office
 The Dudley Group of Hospitals NHS Trust
 Russells Hall Hospital, 2nd Floor, C Block
 Pensnett Road
 DUDLEY
 DY1 2HQ
- Calling the Foundation Trust Project Team on 01384 456111 ext 1419
- E-mailing us at foundationmembers@dgoh.nhs.uk

Commenting on our Consultation Process

As well as finding out what you think of our proposals, we would also welcome your views on the way we have consulted. This is so that we can make improvements for any further consultations we undertake.

Consultation Question

Q17 Do you feel that the way we have consulted has given the opportunity for everyone to make their views known? If not, what are your suggestions?



Consultation Response Form

Please let us know what you think about our proposals for becoming an NHS Foundation Trust, so that we can make sure we are developing our hospitals in the best way to meet patients' needs.

The deadline for receipt of replies is 21st May 2006.

Please feel free to continue on another sheet if you wish.

Consultation Questions:

Please tick answer boxes as appropriate

Q1. Do you agree with our Vision, our Values and our five year plan? Yes No

Q2. Are there any other major service improvements you would like to see? Yes No

Q3. Do you agree with our proposal to call our governing body 'The Council of Governors'? If not, what would be your suggestion? Yes No

Q4. Do you agree with our proposals for public membership? Yes No

Q5. Do you agree that young people should be admitted as members from the age of 14? Yes No

Q6. Do you agree with our proposals for staff membership? Yes No

Q7. Do you agree with our proposal for involving staff employed by partner organisations? Yes No

Q8. Do you agree with our proposals for public constituencies? Yes No

Q9. Do you agree with our proposals for the staff constituency? Yes No

Q10. Do you agree with our proposals for Appointed Governors? Yes No

Q11. Do you agree with our proposals for the make up of the Council of Governors? If not, what would be your suggestion? Yes No

Q12. Do you agree with our proposals for elections? Yes No

Q13. Do you have a view about the composition of the Board of Directors? Yes No

Q14. Do you agree with the number of Non Executive Directors proposed? Yes No

Q15. Do you have a view on our proposed transitional arrangements? Yes No

Q16. Do you agree with our workforce approach? Yes No

Q17. Do you feel that the way we have consulted has given the opportunity for everyone to make their views known? If not, what are your suggestions? Yes No

If you are interested in becoming a member or a Governor, please complete your contact details below. We will send you a membership application form to complete and return (to our Freepost address) and add your information to a database to enable us to keep in touch with you.

Name: _____

Address: _____ Postcode: _____

Telephone: _____ E-mail: _____

If you do not wish your comments and responses to be made public, please tick the box:

It would be useful if you would indicate to which group you belong: Local resident

Patient or former patient Carer Volunteer at Dudley Group Staff

Member of health or community related group (*please specify*) _____

Other (*please specify*) _____

Please cut out your form and send it to: Freepost Plus RLXY-HJKL-GBAH
The Dudley Group of Hospitals NHS Trust, Foundation Trust Office, Russells Hall Hospital,
2nd Floor, C Block, Pensnett Road, DUDLEY DY1 2HQ



11. Appendices

Appendix 1 - Glossary of Terms

Assets

In general, assets include land, buildings, equipment, cash and other property.

Audit

A continuous process of assessment, evaluation and adjustment.

Board of Directors

A Board of Directors is the executive body responsible for the operational management and conduct of a Trust. It is made up of Executive and Non-Executive Directors.

Council of Governors

Each NHS Foundation Trust will be required to establish a Board of Governors. We propose calling it the Council of Governors. The Council of Governors will represent the interests of the members of the NHS Foundation Trust and partner organisations in the local health economy, thereby ensuring that the local community is directly involved in the governance of the NHS Foundation Trust. The Council of Governors will be directly accountable to the members for ensuring the NHS Foundation Trust operates in the way that is compliant with its objects and with the terms of its licence.

Commissioning

A continuous cycle of activities that underpins and delivers on the overall strategic plan for healthcare provision and health improvement of the populations. These activities include stakeholders agreeing and specifying services to be delivered over the long term through partnership working, as well as contract negotiation, target setting, providing incentives and monitoring. This is currently led by Primary Care Trusts to ensure the provision of services for local populations.

Constituency

Members of the NHS Foundation Trust will be grouped into constituencies representing different types of members. We propose to have nine constituencies for the public and one for the staff.

Executive Directors

The Executive Directors are senior employees of the NHS Foundation Trust who sit on the Board of Directors and will include the Chief Executive and Finance Director. Executive Directors will have decision-making powers and a defined set of responsibilities thus playing a key role in the day-to-day running of the organisation.

Governance

Governance arrangements are the 'rules' that govern the internal conduct of an organisation by defining the roles and responsibilities of key officers/groups and the relationship between them, as well as the process for decision making and the internal accountability arrangements. Governance arrangements are usually set out in the constitutional documents of particular organisations and will be enshrined under the licence of NHS Foundation Trusts.

Independent Regulator

Monitor is the independent regulator for NHS Foundation Trusts and is responsible for authorising, monitoring and regulating NHS Foundation Trusts. The Regulator is independent from the Department of Health and is accountable to Parliament. See www.regulator-nhsft.gov.uk

Licence

Establishment of an NHS Foundation Trust will be subject to applicants being granted a licence by the Independent Regulator. Each licence will include a statement on the public interest purposes of the organisation and set out the conditions under which it will operate.

Local Health Economy

The NHS organisations including GP practices and voluntary and independent sector bodies involved in the commissioning, development and provision of health services for particular population groups.

Monitor

See 'Independent Regulator' above

Members

Individuals and organisations with an interest in the development and well being of an NHS Foundation Trust will be able to register as members. In a similar way to becoming a member of a co-operative society or mutual organisation, the members of an NHS Foundation Trust will become its owners, taking on responsibility for their local hospitals from national Government. Composition of the membership will be different to individual NHS Foundation Trusts. Applicants will identify who will be members of the NHS Foundation Trust as part of their final applications.

Membership

The constituency of individuals that are eligible to become members of the NHS Foundation Trust by virtue of the fact that they live in the area that it serves. As local circumstances differ from place to place, the membership community must include as a minimum people living in the area covered by the local authority in which any of the facilities run by the NHS Foundation Trust is located.

Non-Executive Directors

Non-Executive Directors will sit as Directors of on the Board of Directors of the NHS Foundation Trust.

Payment by Results

The flow of money between commissioners and providers associated with NHS activity. This has introduced fundamental changes to the financial flows in order that providers' income varies in proportion with the volume of activity undertaken.

Patient Choice

The Government has introduced reforms in the NHS that will make the system more responsive to patients (see Extending Choice for Patients: A Discussion Document; Department of Health, 2001).

Primary Care

The collective term for all services which are the first point of contact for the patient, for example, a GP, practice nurse or pharmacist.

Primary Care Trust (PCT)

A locally managed, free-standing NHS body which is responsible for improving health, commissioning healthcare and providing primary and community services for local residents.

Social Care

This is the term used to describe care and services which are provided by local authorities to their residents.

Stakeholder

Any individual or organisation with an interest in health, health policies and decision making.

Strategic Health Authority (SHA)

Strategic Health Authorities manage the NHS locally and are a key link between the Department of Health and the NHS. They have a strategic role, which means they are responsible for developing plans for improving health services in their area and ensuring the high quality of those health services is maintained.

Appendix 2 – How to get additional copies and more information

Additional copies of this public consultation document and a public summary are available from:

Yvonne Taylor

Foundation Trust Project Manager
The Dudley Group of Hospitals NHS Trust
Russells Hall Hospital
2nd Floor
C Block
Pensnett Road
DUDLEY
DY1 2HQ

Tel: 01384 456111 ext 1419

E-mail: foundationmembers@dgoh.nhs.uk

If you want more information on The Dudley Group of Hospitals NHS Trust's proposals to become a NHS Foundation Trust, or any other aspect of its work, please contact:

Yvonne Taylor

Foundation Trust Project Manager
The Dudley Group of Hospitals NHS Trust
Russells Hall Hospital
2nd Floor
C Block
Pensnett Road
DUDLEY
DY1 2HQ

Tel: 01384 456111 ext 1419

E-mail: foundationmembers@dgoh.nhs.uk

The NHS Foundation Trust Office
The Dudley Group of Hospitals NHS Trust
Russells Hall Hospital
2nd Floor
C Block
Pensnett Road
DUDLEY
DY1 2HQ

Tel: 01384 456111 extension 1419

E-mail: foundationmembers@dgo.h.nhs.uk

