

# Introduction

Poole Hospital has a reputation for high quality, professional care. Our aim is to provide excellent services that are efficient, effective and friendly. Most importantly we put patients at the centre of everything we do.

We want to build on this further by working towards becoming an NHS Foundation Trust.

Foundation Trusts are a new type of organisation. They are still firmly part of the NHS, but have greater freedom to develop services in a way that suits local communities and our staff.

As a Foundation Trust we will continue to provide NHS services based on need, not on the ability to pay. Becoming a Foundation Trust will give you – our public, patients, and staff – the opportunity to have greater say in how hospital services are run and developed. You will be able to become a member of the Foundation Trust – you can do this simply by filing in the form in this booklet or if you have access to the internet, you can register online at [www.poole.nhs.uk/foundation\\_trust/join\\_us.asp](http://www.poole.nhs.uk/foundation_trust/join_us.asp)

Joining us as a member is a bit like belonging to a mutual or building society. It's free and your involvement can be as much, or as little, as you would like. It will be your way of supporting your local hospital and helping us to respond to your needs.

Poole Hospital is now working hard to develop its services and make sure the organisation is ready to move to the new arrangements next year.

But before all this can happen, we wish to consult extensively with the local community, our patients and staff.

The purpose of this booklet is to provide you with information about our application to become an NHS Foundation Trust.

**Sue Sutherland**, Chief Executive

**Peter Harvey**, Chairman

# What is a Foundation Trust?

NHS Foundation Trusts are different from existing NHS Trusts in that:

- Foundation Trusts actually belong to local people, patients and staff who decide to join as members. Members will have a real say in how the hospital is run and will elect a Council of Member Representatives that will guide the Trust in the future development of its services. This will make Poole Hospital accountable to local people – not to central Government;
- NHS Foundation Trusts have greater freedom over the services they provide, new options to earn, borrow and spend money, and more flexibility to reward staff.

There are, however, some very fundamental ways in which Foundation Trusts do not differ from existing NHS Trusts:

- Foundation Trusts are still firmly part of the NHS and NHS care will continue to be free, based on need and not the ability to pay;
- NHS Foundation Trusts have to provide services which meet standards set by regulatory inspection bodies, such as the HealthCare Commission, and the Department of Health;
- Foundation Trusts will not be able to stop providing NHS services and an independent body, called Monitor, has been set up to regulate this.

'Provides a pleasant atmosphere, professional and helpful staff and a welcoming approach'\*



### Why become a Foundation Trust?

We are applying to become a Foundation Trust because it builds on the way we already work but with the added benefits of increased freedom to develop services.

We believe it will be better for local people and our staff. It will give them a greater say in how things are done. It will help us to strengthen existing partnership working and enable us to work more closely with others in the future.

When we become a Foundation Trust we will be able to run services in a way that is more responsive to your needs. Becoming a Foundation Trust will make us formally answerable to our members, local people and patients.

We know that change carries local challenges and that engaging local people and listening to their views in this way will take up time and resources. However, we think it is important to listen to the views of the people we serve and the people who work for us. We believe the benefits are worth working for. Please take the time to read the rest of this booklet and give us your support by becoming a member.

We are looking to draw members from our local communities, patients and staff. You can become a member today by simply filing in the form in this booklet or if you have access to the internet, you can register online at [www.poole.nhs.uk/foundation\\_trust/join\\_us.asp](http://www.poole.nhs.uk/foundation_trust/join_us.asp)

## About us

### What we do and who we serve

Poole Hospital provides a wide range of acute services to people in Poole, East Dorset and Purbeck. We have 789 beds, including 74 for day cases. We serve as the major trauma centre for East Dorset. This means that at least 85 per cent of our inpatients are admitted as emergencies and the hospital provides services for all medical, elderly, surgical and child health emergency admissions.

We provide a number of core services – ear, nose & throat, child health and maternity – for a wider catchment area, including Bournemouth and Christchurch. The Hospital also provides specialist services, such as oral surgery and neurological care, for the whole of Dorset and is the Cancer Centre for Dorset.

Poole Hospital employs 4,300 staff and has an annual turnover of £150m.

Each year we treat some 44,500 inpatients, 17,500 day cases and see 64,000 new outpatients.

Around 53,000 people attend our accident and emergency department each year.

‘Couldn’t do anything more, very friendly and helpful, no waits’.\*



### Major achievements

Poole Hospital has much to be proud of. Over the past year we:

- achieved financial balance, despite having to make stringent savings;
- cut the number of people on a waiting list to 1336, well within the target of 1344 set for us;
- admitted all patients needing a bed within six months and the vast majority – around 73 per cent – within three months. We are now admitting everyone within 20 weeks;
- saw everyone needing an outpatient appointment for the first time within 13 weeks and this is now down to 11 weeks;
- saw 98 per cent of patients in accident and emergency within four hours;
- met targets for cancer patients to be seen within 31 days of the decision to treat and 62 days of an urgent GP referral;
- achieved the 'door to needle' target of six out of seven patients with a suspected heart attack receiving clot busting drugs (thrombolysis) within 30 minutes;
- reduced delays in discharge by 14 per cent;
- reduced the number of cases of MRSA;
- installed two new state-of-the-art linear accelerators – the first of their kind in the UK;
- won strong praise for our cancer services in a 'peer' review;
- introduced PACS – a new system of filmless X-rays;
- won an award for improving emergency care;
- were placed top in the South West by staff in a national survey;
- built up a successful partnership with our Patient and Public Involvement Forum;
- had high patient satisfaction rates;
- became the first Hospital in the area to become smoke free on April 1 2006;
- were awarded Improving Working Lives (IWL) Practice Plus accreditation;
- received 'excellent' for food and 'good' for cleanliness in the National Patient Safety Agency's PEAT scorings;
- were one of only 16 hospitals in the UK to receive an 'excellent' rating for its diagnostic services such as x-rays, scans and blood checks.

# Our values, our vision and our strategy

Poole Hospital has a unique philosophy embedded in the 'Poole Approach'. We aspire to provide: 'friendly, professional patient centred care with dignity and respect for all'.

Our vision for the future is to provide excellent patient centred emergency and planned care to the people we serve.

This vision is supported by five key goals for delivering care over the next five years. They are:

#### **Robust resource management**

This means maintaining financial balance and securing the resources to develop our clinical services

#### **To continually improve the patient's experience**

This means providing patient centred care in an increasingly safe, clean and modern environment

#### **To continue to employ a highly motivated workforce delivering excellent services**

This means continually developing our staff and their leadership so that they can use their value skills and experience to provide excellent services

#### **To have governance arrangements which deliver strong public engagement and robust corporate and clinical governance systems**

This means putting in place arrangements for governing our Trust that are equitable, open and honest in order to give patients, staff and local communities a real say in how services are developed and run

#### **To maintain and develop successful partnership working**

This means we will continue to work closely with the local community, Primary Care Trusts, GPs, elected representatives and others to ensure that we develop services that are responsive to the health needs of the local population.

#### **Future service initiatives**

The following section sets out our key proposals for developing services in the first five years of becoming Foundation Trust and in the longer term.

#### **Early and medium term benefits**

##### **Waiting times**

At the end of March 2006 we admitted all patients within six months of GP referral – this was ahead of the national target date of December 2006. Many patients were actually admitted within three months and by September 2006 all patients were admitted within 20 weeks. We are now aiming to ensure that no one waits more than 18 weeks and to achieve that target by December 2008.

##### **Cancer services**

Poole Hospital provides cancer care for the whole of Dorset. We will maintain the current high levels of services throughout the hospital that are necessary to support cancer care. This includes diagnostics, surgery, nursing and therapeutic services. We will



develop new non invasive services such as thoracoscopy, a respiratory drainage technique which will help patients with lung cancer lead more normal daily lives, and Brachytherapy, which would provide more effective treatment for prostate cancers and reduce side effects.

**Accident and emergency services**  
Poole Hospital has an unusual case load in that 85 per cent of what we do is emergency work. To help meet this demand, we are going to invest in improving the building and equipment in our accident and emergency department. This will increase our capacity to treat patients more quickly in an environment which is safer and fit for purpose.

**Maternity and NICU services**  
Every year 4000 babies are born at Poole Hospital. We will invest in new maternity services. This will enable doctors and midwives to provide the same high standards of care in better surroundings and to increase our capacity to become the hospital of choice for more mothers over the next five years.

#### **Cardiology**

We wish to expand our existing services by introducing new non-invasive alternatives to current diagnostic regimes provided locally for Poole patients.

#### **Day care**

Some 82 per cent of our patients have their surgery and treatment before going home on the same day. We intend to invest £5 million in buildings and equipment to increase our capacity to provide day care especially for ear, nose and throat; oral and facial; gynaecology and general surgery.

#### **Longer term**

##### **Diagnostics**

Poole Hospital is one of 16 in the UK to have its diagnostic services rated as excellent by the Healthcare Commission. We want to make further improvements and, over time, provide a 24 hour, seven days a week service for X-rays, scans and blood tests. We also plan to extend weekend working to other important support services such as pharmacy and occupational therapy.

#### **Reshape services for delivery in the community**

There are some services currently provided at Poole Hospital which could be better delivered in the community, nearer to patients' homes. These might include services for patients with diabetes and chronic conditions, as well as dermatology, rheumatology, neurology, physiotherapy, diagnostics, less complicated surgery and minor injuries. We will work with primary care trusts, specialist doctors, nurses and therapists to see how these services could be provided more effectively in safe surroundings that are convenient to the people who use them.

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#### **Questions for consultation**

*Do you agree with our priorities for service development?*

*Are there other priorities you would like to suggest?*

# What is the consultation about?

Before we can submit our final document on how we plan to operate as an NHS Foundation Trust, we have a responsibility to consult with members of the public, staff, local authorities and all our key stakeholders.

The main reasons for doing this are to:

- help our patients, public and staff to understand what becoming a Foundation Trust will mean for them;
- make sure that we understand and represent your views about our proposals on how we plan to operate as a Foundation Trust;
- enable us to develop final proposals on how we will operate as a Foundation Trust that takes into account your views and opinions.

We have to propose how we will make sure that we have a representative public membership, how our Council of Member Representatives will be elected and other arrangements that concern the way the new Foundation Trust will be governed. These 'governance' arrangements are one of the proposals on which we will be seeking your views and comments.

The consultation is not a referendum on whether to apply to become a Foundation Trust. It is government policy that all hospitals will become Foundation Trusts at some stage. We believe it will bring benefits to Poole Hospital and those we serve.

'Can't speak highly enough of care, food excellent, exceptionally good treatment'\*



### When will the consultation take place?

Public consultation will take place over three months, opening on **Monday 6 November 2006** and closing on **Friday 2 February 2007**.

At the end of this period, your responses will be summarised and included in a final report that will be sent to the Secretary of State for Health for approval.

### How will we consult?

We hope that this booklet will provide you with most of the information you need. In addition there will be 8 public meetings open for all to attend. You will have the chance to hear more about our proposals, to ask questions and give your views.

Details of these meetings are given opposite but we will also publicise these in the local media, in GP surgeries, libraries and other public places.

Details will be available on our website and you may give your views online at: [www.poole.nhs.uk/foundation\\_trust/join\\_us.asp](http://www.poole.nhs.uk/foundation_trust/join_us.asp)

We also intend to meet a large number of organisations and partners to gather their views and comments. If you belong to an organisation or group and would like someone from the hospital to come to speak about our Foundation application please contact: Pauline Malins, Director of Communications and Marketing on 01202 448745 or [pauline.malins@poole.nhs.uk](mailto:pauline.malins@poole.nhs.uk)

### Public Meetings

#### Poole Civic Centre

Committee Suite, 1st floor

**Monday 20 November** 11.00am-12.30pm

**Monday 20 November** 2.30pm-4.00pm

#### Poole Civic Centre

Conference Room, ground floor

**Monday 4 December** 6.30pm-8.30pm

#### St George's Church Hall

Darby's Lane, Poole

**Tuesday 5 December** 7.00pm-9.00pm

#### Broadstone Leisure Centre

Bar

**Monday 11 December** 6.00pm-8.00pm

#### Wareham Town Hall

**Tuesday 9 January** 7.00pm-9.00pm

#### Dorchester Town Hall

Magistrates Room

**Thursday 11 January** 6.00pm-8.00pm

#### Bournemouth

Durley Hall Hotel, Durley Chine Road, West Cliff

**Wednesday 17 January** 7.00pm-9.00pm

# How we would operate as an NHS Foundation Trust

One of the key features of NHS Foundation Trusts is that they are still part of the NHS and are controlled and run locally, not nationally. Here we have set out our draft proposals on how we would be governed as an NHS Foundation Trust. Your views and comments will shape the arrangements to be included in our final application to the Secretary of State for Health.

We propose to have:

- a membership made up of local people, patients and staff;
- a Council of Member Representatives that will include people who have been elected from our members and nominated by partner organisations;
- a Board of Directors made up of a chairman, non executive and executive directors;
- constitutional arrangements that set out clearly the roles of members, the Council of Member Representatives and the Board of Directors.

## Becoming a member

By becoming a member of the Trust you will be able to influence the direction of development of our services.

Membership is completely free of charge and members can choose how much, or how little, they wish to be involved.

Members will not receive any special treatment as NHS patients. They will have the same access to NHS services as anyone who chooses not to become a member.



Members will:

- receive information about us throughout the year;
- be invited to contribute ideas about the way we are run and make suggestions for improvements;
- have the option of becoming involved in specific areas of interest;
- be able to vote in elections for the Council of Member Representatives;
- be eligible to stand for election to the Council of Member Representatives.

### The Council of Member Representatives

The Council of Member Representatives will be responsible for representing the interest of the local community in general rather than specific groups or interests and for sharing information with other members. The Council of Member Representatives will be a direct link between the hospital and local community.

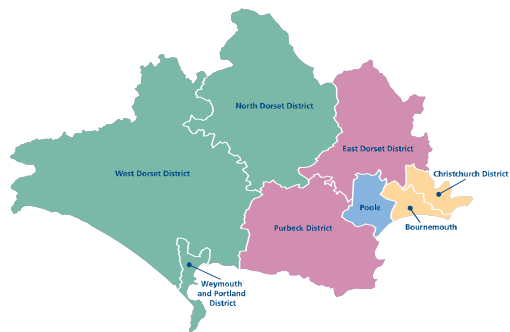
They won't be responsible for the day-to-day management of the Trust – this will be the job of the Board of Directors.

If you become a member of the Foundation Trust, you will be able to vote in elections for the Council of Member Representatives. You will also be eligible to stand for election to the Council of Member Representatives.

The Council of Member Representatives will hold at least one meeting a year with members.

They will appoint the chair and non-executive members of the Board of Directors, who will be responsible for the day-to-day running of the Foundation Trust. Member representatives will be elected for a period of either 2 or 3 years.

'Prompt appointments, sympathetic approach, friendly'\*



### Who can become a member?

We propose to have three groups of membership. These will be public and staff constituencies, and appointed members. Members from the public constituency will make up the majority of the Council of Member Representatives.

### Public members

Public members must:

be over 12 years old, live in the geographical areas shown opposite and not work at Poole Hospital.

We want to draw our public members from four areas geographical areas that reflect our general, emergency and specialist service catchment areas and are based on local government boundaries and population numbers. From the four public constituencies, we propose there will be 14 member representatives as detailed below:

Public Constituency	Council of Member Representatives
■ Poole	8
■ Purbeck and East Dorset	3
■ Bournemouth and Christchurch	2
■ North Dorset, West Dorset, Weymouth and Portland	1
<b>Total</b>	<b>14</b>

### Staff members

To become a staff member, you must have a substantive contract. This includes bank staff. Those holding honorary contracts, including volunteers can also become staff members. Patient and public members can only belong to one constituency. Staff members can only be a member of the staff constituency. We propose staff will automatically become members unless they choose to opt out.

There will be one staff constituency with two classes, and four elected Member Representatives. This is based on staffing numbers.

Staff Constituency	Council of Member Representatives
Clinical (headcount 3,100)	3
Non-clinical (headcount 1,200)	1
<b>Total</b>	<b>4</b>



### Appointed member representatives

Along with our 18 elected public and staff members, we propose to invite six of our partner organisations to nominate one representative each to the Council of Member Representatives.

This will reflect our close working relationships with our main commissioners of care – the PCTs, local authorities and Bournemouth University.

These invited member representatives will come from:

#### Primary Care Trusts

Bournemouth and Poole	
Teaching PCT	1
Dorset PCT	1

#### Local Authorities

Borough of Poole	1
Bournemouth Borough Council	1
Dorset County Council	1

#### Education

Bournemouth University	1
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<b>Total</b>	<b>6</b>
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### The Board of Directors

The Board of Directors will be accountable for the management of the Foundation Trust and be responsible for providing strategic leadership.

It will manage the day-to-day affairs in much the same way that our current Trust Board does now.

There will be the Chair, 5 executive and 5 non-executive directors:

- Chair;
- 5 non-executive directors;
- Chief Executive;
- Director of Finance;
- Director of Staffing;
- Director of Nursing;
- Medical Director.

### Questions for consultation

*Have we missed anyone who you think should be eligible to become a member?*

*Do you have a view on what would be the best way to recruit members from across the community?*

*Do we have the right constituencies?*

‘Serves the area with expertise and advances techniques/technology’\*



#### Transitional arrangements

If our plans to become an NHS Foundation Trust go ahead, we will start to put in place arrangements for setting up a Council of Member Representatives.

In order to ensure a smooth transition and retain skills that we already have, we propose that the current Trust Board remain in post during and after the transitional period.

#### Elections

We will arrange for elections to the Council of Member Representatives to take place once we have confirmation from the Secretary of State for Health that our application to become an NHS Foundation Trust can be put forward for consideration by the Independent regulator, Monitor. This will happen in March 2007. The election will be managed by an independent accredited body. The Council of Member Representatives will meet formally when letters of authorisation have established the formation of the Foundation Trust.

#### Questions for consultation

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*Do you think we have a sufficient number of elected member representatives?*

*Do you think we have a sufficient number of appointed member representatives?*

'Preference for Poole Hospital every time.  
The food is very good and the doctors  
and nurses are caring'\*



# Tell us your views

There are several ways you can tell us your views. Whichever way you choose we must receive your response to this consultation by **Friday 2 February 2007**.

## Write

Please use the questions in this brochure and say whether you agree with the questions. Add any comments and return to:

**Freepost BH66  
Foundation Trust Office  
Churchfield House  
Poole Hospital NHS Trust  
Longfleet Road  
Poole  
Dorset  
BH15 2BR**

## Website

Log on to  
[www.poole.nhs.uk/foundation\\_trust/join\\_us.asp](http://www.poole.nhs.uk/foundation_trust/join_us.asp)

You can also apply to become a member online.

## Email

Email your response to  
[pauline.malins@poole.nhs.uk](mailto:pauline.malins@poole.nhs.uk)

## Public meetings

Attend any of the public meetings outlined in this document.

# Join us

## Register of Interest and Member Registration Form

### Your information

Title: ..... First name: .....

Last name: .....

Address: .....

House no. or name: .....

Street: .....

Town: .....

County: ..... Postcode: .....

Telephone number: .....

Email address: .....

Date of birth

DD	MM	YY
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Would you prefer to receive information by

Letter  Email

Please say which local authority area you belong to:

- |                                       |  |
|---------------------------------------|--|
| <input type="checkbox"/> Poole        | <input type="checkbox"/> East Dorset           |
| <input type="checkbox"/> Bournemouth  | <input type="checkbox"/> North Dorset          |
| <input type="checkbox"/> Christchurch | <input type="checkbox"/> West Dorset           |
| <input type="checkbox"/> Purbeck      | <input type="checkbox"/> Weymouth and Portland |

### Getting involved

I would like to become a member of Poole Hospital NHS Foundation Trust. When I become a member I would like to:

- receive regular information
- attend meetings or events
- participate in the election of the Council of Member Representatives
- consider standing for election to the Council of Member Representatives

In compliance with current UK Data Protection legislation, any information you provide will be kept secure, treated confidentially and used only in connection with membership and public involvement.

### Ensuring equal access for all

We want to involve the whole community – this information will help us to do so.

Are you:

Male  Female

### What is your ethnic group

(please choose one of the following options)

#### White

White British  Irish  
 Other White

#### Black or Black British

Caribbean  African  
 Other Black

#### Asian or Asian British

Indian  Pakistani  Bangladeshi  
 Other Asian

#### Mixed

White and black Caribbean  White and black African  
 White and Asian  Other mixed

#### Chinese or any other ethnic group

Chinese  Any other

Do you consider you have a disability?

YES  NO

Do you work at Poole Hospital?

YES  NO

Have you been a patient in the last three years?

YES  NO

I have a particular interest in the following services:

.....  
.....