

**TRUST APPLICATION FOR FOUNDATION TRUST STATUS
BRIEFING FOR HARINGEY OVERVIEW AND SCRUTINY COMMITTEE –
19 NOVEMBER 2007**

INTRODUCTION

This briefing is intended to provide further information to the OSC on the Trust's application to become an NHS Foundation Trust (FT). It complements the general presentation that will be given at the meeting and has been previously circulated to Members on why the Trust wishes to become an FT and the benefits to users, carers and local people.

This briefing focuses on the specific questions raised by the OSC and outlines a brief response to each, to be discussed further at the meeting.

PROCESS:

- **Has the consultation process to seek Foundation status been adequate?**

The consultation process began on 17 October 2007 and will run to 16 January 2008. The aim is to present the Trust's proposals for becoming a Foundation Trust and its key priorities for the medium term. The consultation is seeking views from a wide range of stakeholders, both on the proposal to become a Foundation Trust and also on a number of specific issues. The Trust has produced a formal Consultation Document which has been distributed to key stakeholders and also a Summary Consultation Document, which has been very widely distributed. In addition, it is planned that the Summary Consultation Document will be produced as an insert in local newspapers shortly. Information has been sent to local libraries, GP surgeries, higher education establishments and other community locations to ensure wide engagement. We are also engaging with our users and their carers and our staff, all of whom have received copies of the Summary Consultation Document.

During the consultation period there are a number of meetings arranged, which have been widely publicised. There are two major public open meetings in each borough, which have been advertised in the local press and other forums. The major public meetings in Haringey were 7 November (7.00 pm) at the Civic Centre and 18 December (2.00 pm) at the Tottenham Green Leisure Centre. We are also attending the Haringey Well-Being Partnership Board on 13 December. In addition, we have arranged a large number of local meetings with community groups, voluntary organisations and others to present our plans. These include groups like the Haringey User Network, the Polish & Eastern European Christian Family Centre in Wood Green and the Haringey Mental Health Carers Association.

As well as seeking views on our plans, we are also inviting people to express an interest in becoming a Member of the Foundation Trust and are asking for views on a number of membership issues. These include questions such as the minimum age, whether we should have Members from outside the three Boroughs and also on our proposed Members Council.

We are seeking around 2000 Members by early January 2008 and we are actively seeking support from our key partners, such as the Local Authorities, in helping us to achieve this. We would welcome advice on reaching local people and also, potentially, through inviting your staff to become Members, to help us promote mental well being, as well as mental healthcare.

- **Has the consultation process involved all sections of the local community?**

We are actively seeking to reach out to all sections of the local community, through the local press, libraries, GP surgeries and other means. The meetings we are arranging include a number for specific community groups. We also plan to produce summary information in local languages addressing issues of specific interest to specific communities and make this available in local community venues.

- **Has the process been open and clear? Have all views – negative as well as positive – been reflected in the application for Foundation status?**

The consultation process still is underway and we believe that it is open and clear. The whole point of our consultation is to engage people in discussing our future and we want to hear all views. We will reflect all views in our formal FT application.

- **Will the Trust act on and address any concerns raised in the consultation process?**

All views and comments expressed during the consultation will be recorded on a database and thoroughly analysed. The Trust will produce a formal report summarising the results of the consultation and our responses to the key points. This will form a key part of FT application document.

ACCOUNTABILITY:

- **To what extent will Foundation status increase democratic accountability and community ownership of health services?**

Increasing accountability to local people, users and staff is one of the key objectives of becoming a Foundation Trust. We are seeking to recruit a significant membership made up of local people, service users, carers and staff and, as outlined earlier, we are inviting as many local people as possible to join us as Members.

The Members of a Foundation Trust are central to the way that it works. They are an important route through which the Trust will engage more

effectively with its local communities, inform the Trust about local mental health care needs and enable the Trust to reach out more effectively.

We see the key benefits of Membership as being:

- It will provide a useful reference point for our plans, ensuring that we consider a wide range of options and make wise choices
- It will be developmental for those involved
- It will facilitate and support existing and new partnerships and better linkages within the community
- It will support our efforts to become a culturally competent organisation and help us reach out to all the communities we serve

- **Will local people have more say in local health services?**

As a Foundation Trust, our organisation will be accountable to its Members. We already consult with service users, carers and staff, but through our Membership they can be formally involved in setting the direction of the Trust, agreeing priorities and checking on progress. In this way, we will ensure that our services are sensitive to local needs, practical and user-focused.

Our Membership will provide us with new channels to engage and work with partners and other local agencies. We hope that our Members will be active in other areas of community life as well, and can therefore help us to link in to the local community even more effectively, and open up new opportunities for our services and service users.

- **How can the Trust ensure that the membership and management board reflect the diversity of the local community?**

Membership will be actively encouraged from all sections of the communities we serve. The Trust has analysed the demographic and social profiles of the three Boroughs and will seek to ensure that the Membership is reflective by targeting hard to reach groups and specific local communities as outlined above. Because the Trust is seeking to develop a diverse and representative Members Council, we are positively seeking people who are less likely to have been active within formal structures previously.

We see it as particularly important that we develop services which are responsive to the different needs of the different communities we serve. We therefore see a key role for our Membership in being to ensure that all perspectives are involved in the life of the Trust, and that we continue to develop a culturally competent organisation in the future.

- **Will the Membership and Board of Governors have any influence on services?**

Members will receive regular information about what is happening in the Trust and will have a regular opportunity to feed in their views, giving them a direct influence on how the Trust moves forward. We want our Members to become as involved as possible in the life of the Trust, and aim to offer lots of different ways that individuals can take part.

We see the primary roles of our Members as being:

- To provide views on our priorities and plans, through consultation
- To elect the majority of Governors on the Members Council
- To work with us to promote positive mental health, and help to overcome the stigma and discrimination sometimes faced by our service users
- To help us to engage with the communities we serve
- To become more involved in other ways, such as helping us to fund-raise or working as volunteers.

In addition, we believe that our Membership will bring real opportunities to raise awareness about mental health issues in the communities we serve, and we are keen to ensure that our Membership is diverse and representative. We therefore expect that our Members will:

- Take an active part in the life of the Trust
- Help us to develop our thinking about service needs
- Help us to engage more effectively with local communities.

Our Members Council (as we propose to call our Board of Governors) will be directly involved in helping to shape the future direction of the Trust and will work closely with the Trust Board, advising them directly on the views of local people, users, carers and staff. The Members Council will not run the organisation; this remains the responsibility of the Trust Board, but will have a key role in scrutinising plans and agreeing key decisions.

PARTNERSHIPS AND THE LOCAL HEALTH ECONOMY:

- **Will the creation of the Trust lead to a two-tier local health economy?**
As an FT, the Trust will remain part of the local NHS and will play its full part in the local health economy delivering care to those who need it. It is national policy that all NHS provision will be provided by FTs by the end of 2008/09 and therefore we are preparing our application alongside other NHS partners, including the North Middlesex Hospital, the Whittington Hospital and Camden and Islington Mental Health Trust. Many other NHS organisations locally have already become FTs and the others will be preparing their applications soon.
- **Will the Trust have a competitive advantage over other NHS Trusts?**
As an FT, the Trust will enjoy certain flexibilities and freedoms not enjoyed by NHS Trusts. These are designed to allow FTs to have more local control over how they use future financial surpluses or proceeds from the sale of surplus assets, to improve services for users and carers. The Trust anticipates that by the time we become an FT in autumn 2008, most local NHS organisations will also be FTs or be close to becoming one.
- **What are the risks and benefits to partnership working and the stability of the local health economy?**
As at present, the Trust will work closely with our commissioners (PCTs and local authorities) to fully understand their commissioning intentions

and plan on a joint basis. The three local PCTs and three Local Authorities will each have a nominated Governor who will sit on the Trust's Council of Members.

The ability to develop stronger partnerships with a wide range of key stakeholders is one of the major benefits of becoming an FT. As well as the local PCTs and local Authorities, we will also have nominated Governors from other partners including University College London, Middlesex University, the Metropolitan Police, North London Learning and Skills Council and Business Link.

We see the strengthening of partnership working with these key organisations as critical to the Trust's future, as we seek to raise awareness of mental health issues and promote mental well being, as well as improving services for those with mental health problems and their carers. Becoming an FT will also give us greater opportunities to form new partnerships with a range of voluntary and independent providers of mental health services, to help us expand the range of services we provide and better meet the needs of service users and carers.

- **Is the “duty to cooperate” effective?**

As outlined above, the Trust already works in close partnership with many different partners and becoming an FT will facilitate the development of stronger partnerships and new and innovative partnerships, for the benefit of our users and their carers. As a Mental Health FT, the Trust will not only have a duty to cooperate, but partnership and cooperation will be even more critical to the delivery of high quality services and therefore we will be seeking to develop these relationships at every level across the three boroughs.

- **What will be the impact on the local health economy?**

The local health economy will benefit positively from having a strong, well managed organisation which provides high quality mental health services in a cost effective way. The Trust will continue to work closely with local acute hospitals and colleagues in primary and community care, to ensure the overall improvement of the mental health and well being of local people.

- **How can it be ensured that the Trust continues to be fully committed to local health improvement partnerships?**

As already outlined, the Trust is totally committed to partnership working and to developing new partnerships where appropriate, to improve our services. The Trust sees itself as making an important contribution to the local health and social care economy and is committed to continuing to work to strengthen the local health improvement partnerships, because these are so important to the delivery of excellent services for our users.

IMPACT ON LOCAL PEOPLE:

- **How will local people benefit?**

We see significant benefits for local people in becoming an FT. We will continue to serve our local communities, providing high quality, cost effective, services that meet local needs in partnership with other organisations, in the NHS, in local authorities and in the voluntary and independent sectors. The Trust is committed to promoting good mental health and well being in its broadest sense, as well as helping people recover from mental ill health. An increasing part of our work is about promoting mental well being as well as helping those with mental ill health to recover. We believe that becoming an FT, with a wide Membership and direct involvement of key partners such as the local police, Chambers of Commerce, local Business Links and universities through our Members Council, will help us to improve the mental health and well being of local people.

- **Will there be any negative impacts for local people?**

We see the impact of becoming an FT as wholly positive, we do not believe there will be any negative impacts.

- **What impact will Foundation status have on local health inequalities in health – especially unequal access to health services?**

The Trust is committed to ensuring equal access to its services and, as an FT, will continue to strive to address current health inequalities. Through our Membership and Members Council, we will engage with a much wider cross section of the local population and will actively seek views on how our services can be made more accessible to all those who need them. The Membership and Members Council will hold the Trust to account for this and this will therefore provide a powerful lever for improvements where they are necessary.

- **Will Foundation status improve health services for local people?**

The Trust is continuing to improve its services all the time. The recent rating for the quality of our clinical services from the Healthcare Commission improved significantly from 'Fair' last year, to 'Good' this year. In addition, the results of the recent national survey of users experiences showed a significant improvement in users experiences of our services. However, the Trust is committed to continuing to improve all our services and we are seeking to achieve an 'Excellent' rating for clinical quality from the Healthcare Commission next year.

Becoming an FT will give users, carers, our commissioners and our staff a more direct voice in how we develop our services, in setting priorities for the future and in those areas that need attention to better meet users and carers needs. This will be an ongoing process, and we expect our Membership and, in particular, our Members Council, to hold us to account for seeing a planned programme of further improvements in response to the issues they work with us to highlight.