

**24<sup>th</sup> January 2012**

**Walsall Health NHS Trust – Application for Foundation Trust  
Status - Formal Consultation Document.**

**Ward(s)**                      All

**Portfolios:**    Cllr B McCracken – Social Care and Health

**Report:**

Walsall Healthcare NHS Trust have begun the journey towards becoming a Foundation Trust in 2013. The requirements of the application process have been agreed with the Strategic Health Authority and the Department of Health and include a number of key requirements including the development of an Integrated Business Plan covering a 5 year period and formulating a proposed Governance Structure for the Foundation Trust.

The proposed direction of travel for the Trust and governance arrangements for the Foundation Trust are also subject to a full formal consultation with the public, patients, staff and stakeholders. The formal consultation period will run for 90 days from 15<sup>th</sup> February 2012 (subject to approval of the Strategic Health Authority).

A plan proposing the overall approach was presented to the OSC on 24<sup>th</sup> October 2011. The draft core consultation document is presented to Panel to obtain comments on the content and structure. The plan outlined the range of stakeholders currently identified and the proposed methodologies for consultation, including maximising new technologies and social media where possible as well as our intention to produce an 'easy read' version


At this stage OSC is requested to comment on the draft document as part of the development process. A formal request for a response to the consultation will be invited as part of the formal consultation when it commences in February 2012.

***Recommendations:***

**That Members receive the draft consultation document and make any comments on the content and structure of the document.**

**Contact Officer:**

Anne Baines  
Director of Strategy  
Walsall Healthcare NHS Trust

 . 01922 721172 ext 7059  
[anne.baines@walsall.nhs.uk](mailto:anne.baines@walsall.nhs.uk)

**Draft Sections for Consultation Document**

**Walsall Healthcare NHS Trust – The Next Steps**

**Introduction from Ben Reid OBE, Chair**

**Who we are - Our services**

**Who we are - Our staff**

**Our Vision**

**Our Values**

**Our Priorities**

**What is a Foundation Trust?**

**Why we need your help**

**Why we want to be a Foundation Trust by Richard Kirby, Chief Executive**

**Membership**

**Governors**

**What the Council of Governors will look like**

**Constituencies**

**Stakeholder Governors**

**Board of Directors**

**What happens next?**

**Questionnaire**

**Get in touch**

**The next steps**  
**By Ben Reid OBE, Chair**  
**PIC OF BEN REID**

Welcome to Walsall Healthcare NHS Trust's consultation document for Foundation Trust status.

Since April 2012 we have been one integrated organisation responsible for Walsall's hospital based services and community healthcare and we are well on our way to achieving our vision of providing first class, integrated healthcare for the people we serve, in the right place, at the right time.

We are proud of our new facilities - in 2010 we opened the new £170 million Walsall Manor Hospital redevelopment and last year, the £5.5 million Palliative Care Centre – and the teams who work hard to deliver the best in care.

There's no denying there have been some huge changes in the past few years but this is just the beginning of our journey.

Foundation Trust status will mean that we can make the best use of our buildings, equipment and money to ensure seamless care for our patients. We recognise that we don't always get things right but we believe that by listening closely to our patients, staff, partners and communities we can make the experience for the people that use our services the best it can be.

By becoming a Foundation Trust, we will be able to develop our services and build on our reputation as a patient-focussed organisation.

We have talked for some time about our plans for Foundation Trust status and now, with our integrated services and new facilities, the time is right to take that next step.

We are already operating in line with NHS Foundation Trust business requirements so we are confident that we will be able to achieve FT status during 2013.

Walsall Healthcare NHS Trust is firmly founded in the communities we serve and we can only improve with the help and involvement of the people who make us what we are.

That's why we are asking for your thoughts on these proposals, and we hope many of you will get further involved by becoming members and Governors. All the information is contained in this document including details of how you can get involved and how you can get in touch with our consultation team. We hope our plans will inspire you to do just that.

Together we can take those next steps to assure the best quality healthcare for one and all.

## **Who we are**

### **Our services**

Walsall Healthcare NHS Trust was formed on 1st April 2011, following the integration of Walsall Hospitals NHS Trust and NHS Walsall Community Health.

By bringing together the hospital services and the area's adult and children's community-based health care, we can focus on providing our patients with the best possible experience - moving them smoothly through the different stages of treatment and care, as well as supporting them to manage their health through promoting and supporting healthy lifestyle choices.

2010 saw the completion of the award winning, £170 million redevelopment of Walsall Manor Hospital. High-tech and ecologically-friendly this new building brings all of the hospital's services under one roof. We have more single rooms than previously with the rest in single-sex bays, all with en suite. Our operating theatres, treatment areas and equipment are state-of-the-art.

As well as the full range of services expected of a district general hospital we are also as one of the designated regional centres for bariatric surgery to aid weight reduction in obese patients.

Also newly built in 2011, at a cost of £5.5 million, the nearby Palliative Care Centre is our base for a wide range of palliative care and end of life services.

In our communities we provide high quality, friendly and effective health services at a variety of health centres, GP surgeries and locations across Walsall. Multi-disciplinary services, including rapid response and home based care, help the elderly and those with long-term conditions remain in their own homes to be cared for.

In partnership with Walsall Council we provide support for children with disabilities, at home and in community settings, and universal children's health services, providing support to families through health visiting and school nursing.

An extensive Lifestyle Management service promotes healthy lifestyles across all areas of the Trust including healthy smoking cessation, drug and alcohol support, a Physical Activity team and a Health Training service.

These past few years have seen many milestones for Walsall Healthcare NHS Trust: now is the right time to take the next step on our journey by becoming a Foundation Trust.

## **Who we are Our staff**

Our greatest asset is our staff. Walsall Healthcare NHS Trust employs around 3,500 staff covering a whole range of roles.

We are committed to being a great place to work and we have a duty to ensure our teams are healthy, happy and empowered to face the challenges of their demanding roles. Our workforce strategy reflects our vision, values and priorities as we move ahead as an integrated organisation.

The 'For One and All: Improving your Experience' programme has been designed and delivered to unify our staff around the delivery of a great experience for the people who use our services and this we believe gives all our staff, in every role, greater pride in the important work that they do.

Results from the annual national NHS Staff Survey are taken very seriously. It continues to provide a useful benchmark for the Trust to measure performance as well as giving an indicator of progress from one year to another.

Our staff turn-over is exceptionally low, and sickness levels are falling - decreasing the need to rely on temporary staff. Staff continuity is good news both for workforce and patients.

To deliver our goals we rely on a high performing workforce delivering high quality services. There are a number of areas the Trust is focusing on in order to achieve this, including: ensuring staff have regular opportunities to discuss and review their performance with managers; Leadership Development programmes to support our leaders in seeking new challenges and expand and enhance their roles; and investing in information technology that can be used across the organisation to support our teams in achieving targets.

We have a strong relationship with all of the Trade Unions, and believe that a shared vision, common understanding and open communication will best meet challenges facing our trust.

In addition, we strive to create a positive learning environment in which staff can develop their skills and are proud of our dedicated facilities in the Manor Learning and Conference Centre, and the opportunities it can deliver to local people.

We recognise we are firmly rooted in Walsall and its communities. The rich cultural diversity of the local area is reflected in our staff and, as one of the largest employers in the area we understand the importance of the role we play locally. We have founded pioneering partnerships with Walsall College and the University of Wolverhampton to develop talent and offer students sustainable and rewarding careers in the NHS.

Our 200 volunteers also make a huge contribution to the patient experience. They come from all walks of life to offer their spare time to add those extra touches to the care that we give. Some have specific skills such as our complimentary therapists in the palliative care centre while many simply bring the invaluable gift of time.

Each and every member of our team plays a vital role in delivering a first class patient experience and we look forward to taking the next steps on our journey together.

DRAFT

## **Our Vision**

We have already seen a lot of changes to the Trust and the way we provide healthcare to the people of Walsall and beyond. For the first time ever, one organisation is responsible for Walsall's hospital and community healthcare and with our combined facilities and expertise we believe we can make every patient experience the best it can be. That's why we've set down our vision for the future of the Trust, it is a statement that shows all our staff, partners and patients where we want to be as an organisation.

Boxed text or graphic

### **Our Vision**

To provide first class, integrated health services for the people we serve in the right place at the right time.

DRAFT



## Our Values

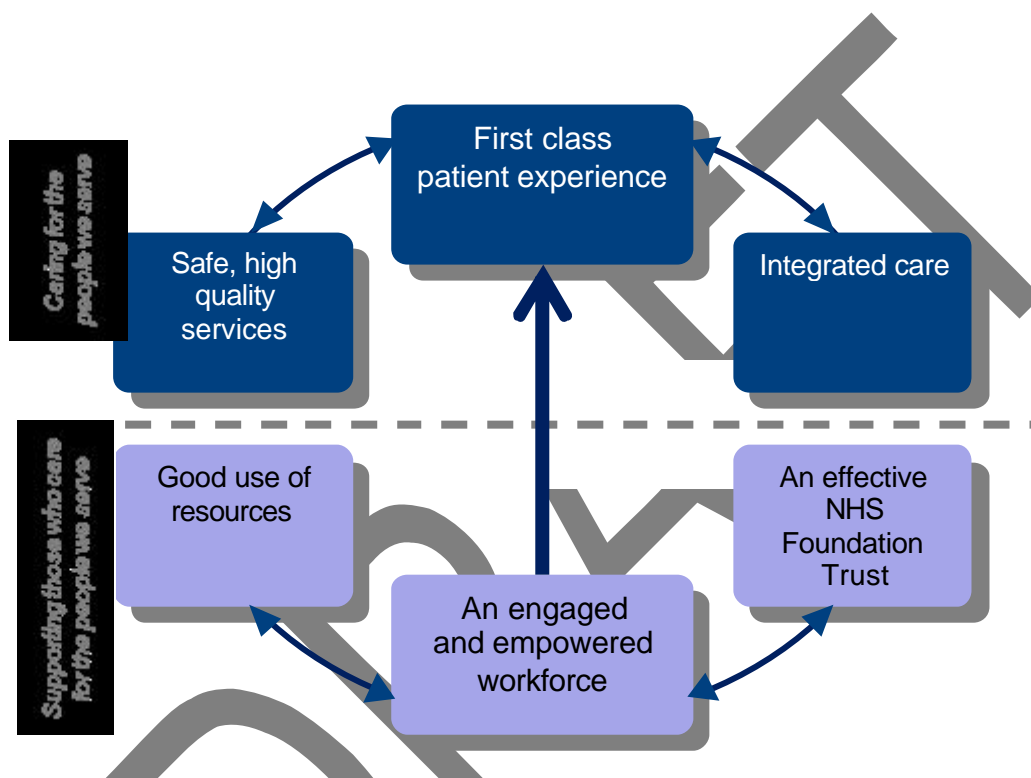
We know we're not perfect and to achieve our vision we must ensure that we have the right guiding principals. We've been listening to over 100 patients through our For One & All: Improving Your Experience initiative that was launched last year, and we've been speaking to staff too. Using that feedback we've come up with a draft set of values, the 'building blocks' that will guide us achieve our vision of the future of Walsall NHS Healthcare Trust.

We firmly believe that each and every member of staff should employ this set of values – many, of course, already do – and then we'll be well on our way to being the organisation we want to be.



## Our priorities

We have our vision, we know the values we need to use to get there and here are the areas we must focus on to achieve our goals. Focusing on each of our six priorities is important to how we succeed as an organisation but we recognise that providing, 'a first class patient experience' and 'safe, high quality services' are absolutely vital. There is no question, we must strive to get this right and we believe that becoming a Foundation Trust will give us new, flexible ways of working that will help us achieve that.



**A first class patient experience.** We want more people to choose – and compliment – our services. To ensure the highest care we must talk to and listen to the people who use our services, patients, their carers and the wider population.

We can do this in two key ways. Firstly by using feedback from patient surveys we will be able to build on our successes and target weaker areas; and by becoming a Foundation Trust we will have a better dialogue with the people who matter most to us – the people who use our services and our staff

In these ways we can focus on issues and improve patient experience quickly and effectively.

**Safe, high quality services.** As part of the NHS family we are subject to strict quality controls and standards. Our performance is variable across these and we need to focus our efforts from the front line to the board room on improving this. In the future we hope to have a greater flexibility in how we spend the money so that we're able to reinvest resources where they are needed the most.

Quicker investment decisions will result in issues being tackled more effectively and high standards maintained and exceeded.

**Integrated Care.** Walsall Healthcare NHS Trust was formed by integrating the services of the existing Walsall Hospitals Trust with NHS Walsall Community Health. For the first time we are able to provide a seamless transition for patients from hospital care to community services: a single organisation through each step of the journey. It is important to our patients that we provide accessible, responsive services that can deliver the right care in the right place at the right time.

Effective healthcare is about prevention as well as treatment and we will continue to focus on our lifestyle management services such as smoking cessation and *education about leading a healthy lifestyle*.

**Engaged and Empowered Workforce.** Our staff are our greatest asset so we want happy staff who feel listened to and supported. Their skills and experience are the key to our success and we want to help them build on this expertise.

Foundation Trust status is a big step for all of us and we want to ensure that our staff are fully informed on – and feel empowered by – the process.

**Effective use of resources.** Walsall Healthcare NHS Trust is in a healthy financial position and, with we envisage that Foundation Trust status will give us a greater independence and the ability to invest surplus revenue to service areas that need it most.

We will have greater freedom to innovate, developing healthcare programmes and services that are tailor-made for our patients. Speedier decision making will help us react to the needs of patients and partners with first class, integrated healthcare.

**We believe we can be an affective NHS Foundation Trust. The remainder of this document will take a closer look at what that means for all of us, and how you can help in making it happen.**

DRAFT

## What is a Foundation Trust?

Foundation Trusts were created in 2004 and have become an established part of NHS healthcare provision. There are currently more than 140 NHS Foundation Trusts across the country.

Foundation Trusts are:

**Independent.** Free from central government control but still subject to NHS standards, Foundation Trusts provide care paid for by the NHS, to NHS patients.

**Accountable.** Local people, patients, service users and staff can become members or Governors. The Governors have a duty to appoint non-executive directors to the Trust Board, enabling local ownership and service influence whilst maintaining local accountability.

**Part of the NHS Family.** Foundation Trusts are providers of healthcare according to core NHS principles: free care, based on need and not ability to pay. For our patients we will continue to deliver the high quality of service our communities rely upon and for our staff, working for an FT will not involve any change in status or pay structures.

**Free to develop services.** Able to retain and build up surpluses that they generate, Foundation Trusts can decide how to use these funds for the benefit of patients, service users and the communities they serve.

**Subject to strict standards.** Foundation Trusts are subject to NHS standards and performance ratings; they are regulated by Monitor, the Independent Regulator of NHS Foundation Trusts, and inspected and reviewed by the Care Quality Commission.

## Why we need your help

Over the next few pages we will lay out our plans for Foundation Trust Status. Our consultation period will run for three months, until mid May 2012 and during this time we'll be asking the public, our staff and partners for their views on our proposals.

You can make your views heard by attending a public meeting, completing a questionnaire or contacting us direct, all the details can be found at the end of this document.

## **Why we want to be a Foundation Trust By Richard Kirby, Chief Executive**

### **PIC OF RICHARD KIRBY**

Our vision for Walsall Healthcare NHS Trust is to provide first class, integrated healthcare for the people we serve, in the right place, at the right time.

Becoming a Foundation Trust will enable us to achieve our vision for the future. We believe the move will make us a more effective, flexible organisation that can deliver this promise to every single patient.

By working together with our members and Governors we will have a dialogue with the people who know us best: shifting the power from Whitehall to Walsall.

We already know we can learn so much from our patients. Last year, we launched For One & All: Improving Your Experience to help us deliver our number one organisational priority - to make every patient's experience with us, the best it can be.

As part of this ongoing project, we were privileged to hear individual stories from over 150 people during the In Your Shoes sessions. We were humbled to hear about some wonderful examples of care, and also chastened to hear other stories about care that has not been a standard we aim to provide.

Thanks to these sessions we can make the right changes, the ones our patients really want to see. By becoming a Foundation Trust that open dialogue will be part of the fundamental structure of how we run our services.

We also propose to have closer links to our partner organisations – in particular NHS Walsall, Walsall Metropolitan Borough Council, the University of Wolverhampton and United Walsall Commissioning Group – so they can better help us deliver seamless, integrated care across the region.

By 2014 all NHS Trusts are required to seek Foundation Trust status; during the bid process it is essential that we can show that the Trust can benefit from working independently. We strongly believe we can do just that.

We propose that, once granted, we will become known as Walsall Healthcare NHS Foundation Trust.

Many may remember that several years ago the previous, Walsall Hospitals NHS Trust began the process for becoming a Foundation Trust but the application was withdrawn after the decision was taken to channel resources into the new hospital building. Today as we take this step, we do so as a larger, integrated organisation..

We have already detailed in this document not just our dreams for the future but how we can achieve that dream. Foundation Trust status is crucial to this, it will assure our future and help us make our vision a reality.

You can not only help us to achieve our vision but become part of it by joining as a member and supporting our bid for Foundation Trust status. Our proposals are set out in more detail over the next few pages and we hope you'll take the time to let us know your thoughts. Together we can shape the future of healthcare in Walsall for one and all.

DRAFT

## **Playing your part Members**

When we become a Foundation Trust our members will play a pivotal role in our organisation. By joining us as a member, you can have your say on the future of Walsall Healthcare NHS Trust. A strong membership means that the people who care the most about what we do, will have a say in what we do.

Patients, service users, staff and members of the public will all be able to join us to play their part and membership is free.

So what does membership mean? We propose that:

- Members will have the opportunity to take part in surveys, questionnaires and consultations that will shape the future of the Trust;
- Members will be invited to take part in focus, discussion, advisory or user groups;
- Members will be invited to open days, the AGM and other educational events such as 'Medicine for Members';
- Members will receive the Trust's twice-yearly membership newsletter, Membership Matters;
- All members can stand for election as a Governor or vote for another member as a Governor of their constituency;
- Members will be eligible to apply to be a Non-Executive Director on the Board of Directors;
- Members must be over 16 years of age;
- Members can come from anywhere in the country but we expect the majority will be from Walsall, Sandwell, North Birmingham and South Staffordshire;
- Membership does not give preferential access to our services. Foundation Trusts remain part of the NHS family providing free care, based on need.

Walsall Healthcare NHS Trust serves a broad spectrum of age groups, ethnicities and communities and, to be certain that we are providing the right service for all, we need to ensure our membership reflects our patients and service users. The same applies to our staff: we have a duty to ensure everyone is represented.

Our existing membership community has 13,500 members who have all told us they want to play their part in achieving Foundation Trust status. We propose that they will automatically transfer to the new FT membership scheme – join them today by completing the form available on our website [\(add link\)](#).

We intend to enrol all our staff as members to ensure they are a key part of the process from the very start. To date, around 3,000 staff have joined our existing membership scheme but anyone who does not wish to be a member would easily be able to opt-out.

## **Playing your part Governors**



Each of our members will have the opportunity to represent their communities on the Council of Governors

The Council of Governors will work with our Board of Directors – who are responsible for the day-to-day running of the Trust – to make sure we deliver high quality and consistent care in line with NHS standards.

We propose our Council of Governors will be made up of 25 people: 14 elected Public Governors, seven elected Staff Governors and four nominated Stakeholder Governors from local organisations we work with.

Elections will be organised by an independent body and only members will have the opportunity to vote. We propose that each Governor will hold the position for up to three years, and can be elected for a maximum of three terms or nine years in total.

Governors are responsible for representing their constituency's views, and maintaining a dialogue between constituents and the Board of Directors.

The flow of information between Governors, their members and community and the Executive and Non Executive Directors is the key to ensuring accountability, a key principle of Foundation Trusts.

Details on how we propose to structure the Board of Directors and what they do is covered in the following section.

What can the Council of Governors do?

- Appoint (or if appropriate remove) the chairman and the other non-executive directors;
- Approve an appointment of the chief executive;
- Decide the remuneration and allowances, and the other terms and conditions of office, of the non-executive directors;
- Appoint (or, if appropriate remove) the Trust's external auditor;
- Be presented with the annual accounts, any report of the auditor on them and the annual report;
- Provide their views to the Board of Directors when it is preparing the Foundation Trust's forward planning publications;
- Hold quarterly public meetings where they consider the quality, performance and financial status of the organisation as well as the strategic direction of the Trust;
- Contribute to Governor working groups such as Patient & Public Involvement, Membership Engagement and Communications, Annual Plan development, Quality Accounts etc.

**What the Council of Governors will look like**

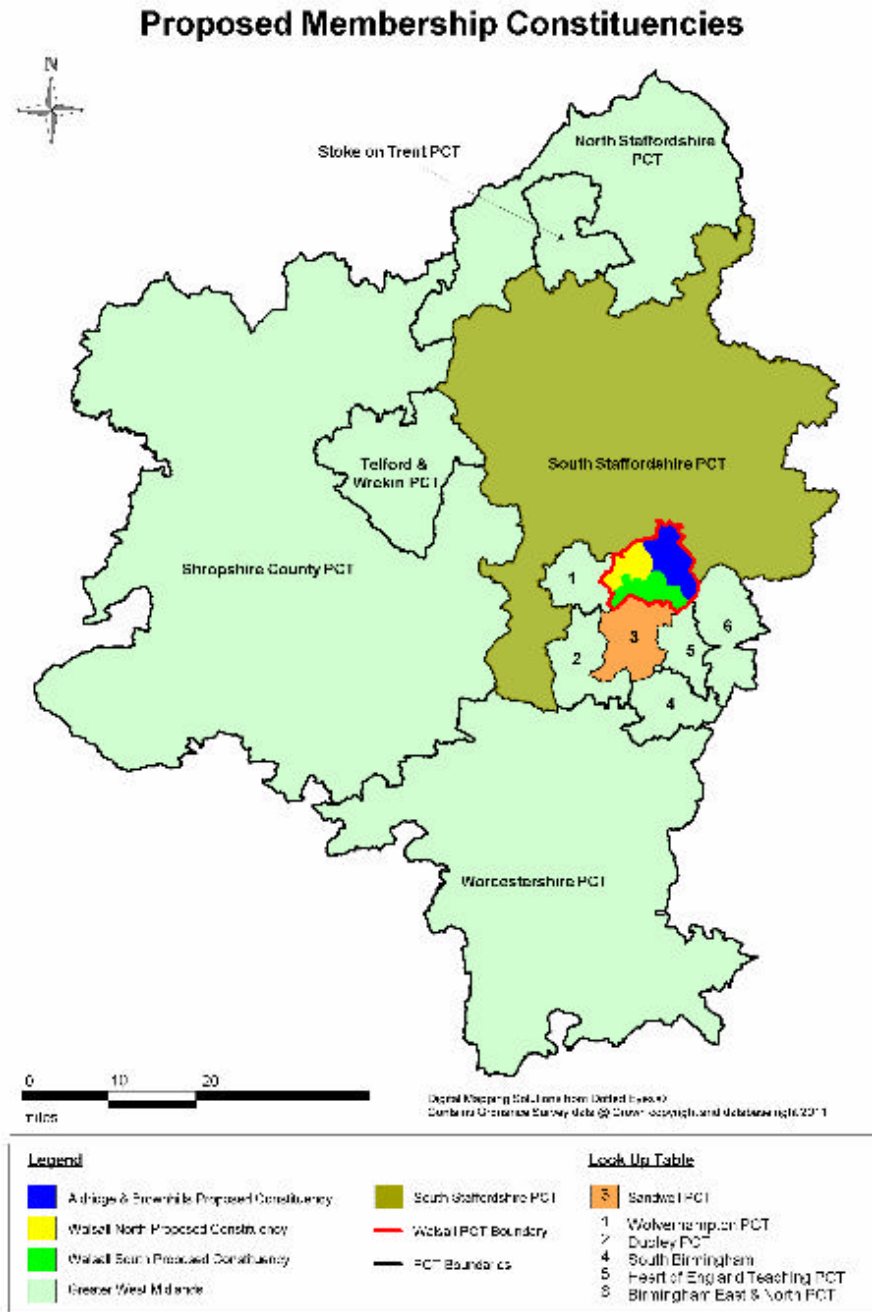
We have proposed that our Council of Governors will be made up of 14 elected Public Governors, seven elected from different staff groups and four nominated Stakeholder Governors from local organisations we work with.

This is how it will look:

| <b>Chair of the NHS Foundation Trust</b>   |   |   |
|--|---|---|
| <b>Public – elected</b>  | <b>Staff – elected</b>  | <b>Stakeholders - nominated</b>   |
| <p>14 Governors elected by constituency:</p> <ul style="list-style-type: none"> <li>• North Walsall - 4</li> <li>• South Walsall - 4</li> <li>• Aldridge and Brownhills - 3</li> <li>• South Staffordshire - 1</li> <li>• Sandwell - 1</li> <li>• Greater West Midlands - 1</li> </ul> | <p>7 Governors:</p> <ul style="list-style-type: none"> <li>• Registered medical practitioners and registered dentists -1</li> <li>• Registered nurses, registered midwives, health care assistants – hospital based - 2</li> <li>• Registered nurses, registered midwives, health visitors, health care assistants – community based - 2</li> <li>• Technical/scientific and therapeutic -1</li> <li>• Administrative, clerical and managerial - 1</li> </ul> | <p>4 Governors:</p> <ul style="list-style-type: none"> <li>• NHS Walsall - 1</li> <li>• Walsall Metropolitan Borough Council - 1</li> <li>• United Walsall Clinical Commissioning Group - 1</li> <li>• University of Wolverhampton - 1</li> </ul> |

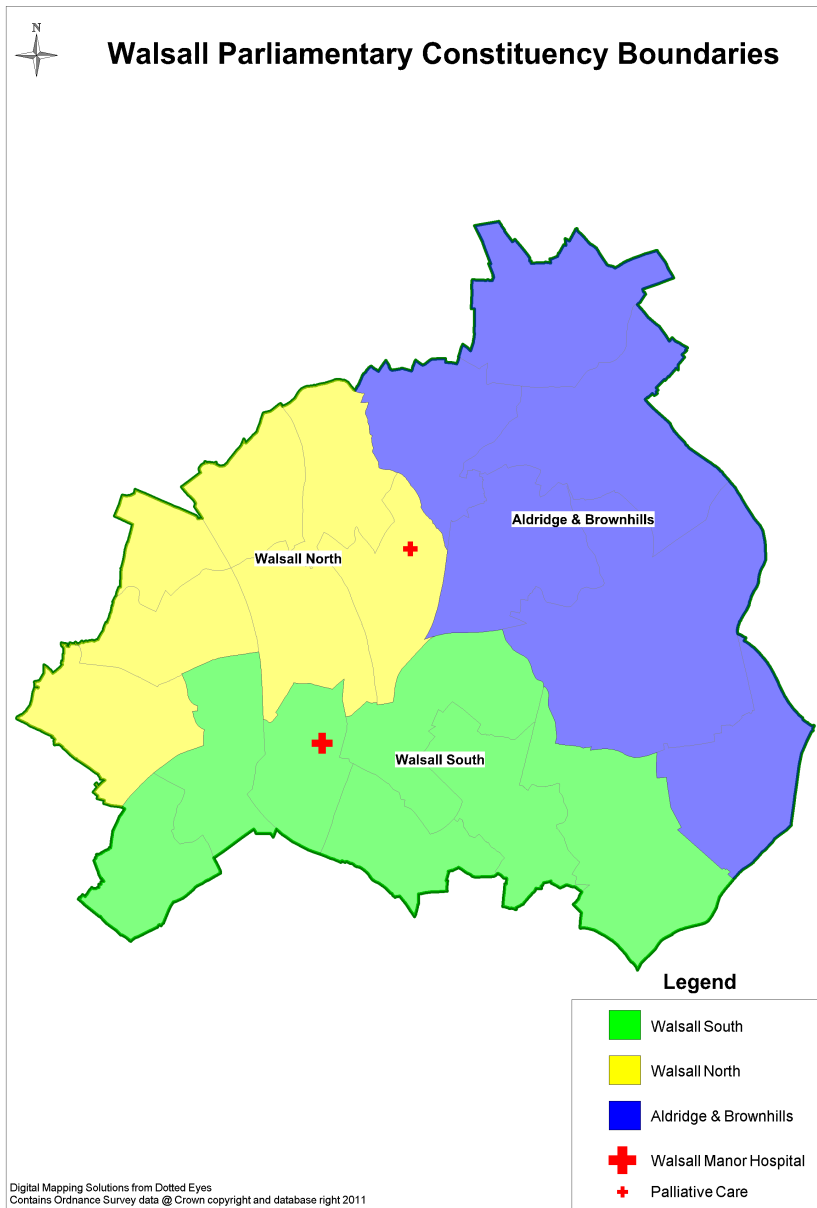
**Public Constituencies**

**Using maps below, one map to be produced to show clear geographical boundaries.**



**Figure 9.2.**

### Walsall Constituency Boundaries



**Make-up of Constituencies****NB Layout for guidance only, illustrations subject to change during design stage.**

|   |   |   |
|---|---|---|
| <p><b>Aldridge &amp; Brownhills</b></p> <ul style="list-style-type: none"> <li>• Aldridge Central and South</li> <li>• Aldridge North and Walsall Wood</li> <li>• Brownhills</li> <li>• Pelsall</li> <li>• Rushall Shelfield</li> <li>• Streetly</li> </ul> | <p><b>Walsall North</b></p> <ul style="list-style-type: none"> <li>• Blakenall</li> <li>• Bloxwich East</li> <li>• Bloxwich West</li> <li>• Birchills Leamore</li> <li>• Willenhall North</li> <li>• Short Heath</li> <li>• Willenhall South</li> </ul>           | <p><b>Walsall South</b></p> <ul style="list-style-type: none"> <li>• Darlaston South</li> <li>• Bentley and Darlaston North</li> <li>• Pleck</li> <li>• Palfrey</li> <li>• St. Matthew's</li> <li>• Paddock</li> <li>• Pheasey Park Farm</li> </ul> |
| <p><b>South Staffordshire</b></p> <ul style="list-style-type: none"> <li>• South Staffordshire</li> <li>• Cannock Chase</li> <li>• Lichfield</li> <li>• Tamworth</li> <li>• East Staffordshire</li> <li>• Stafford</li> </ul>                               | <p><b>Sandwell</b></p> <ul style="list-style-type: none"> <li>• Wednesbury North</li> <li>• Great Barr</li> <li>• Friar Park</li> <li>• Hateley Heath</li> <li>• Wednesbury South</li> <li>• Charlemont</li> <li>• Princes End</li> <li>• Tipton Green</li> </ul> | <p><b>Greater West Midlands</b></p> <ul style="list-style-type: none"> <li>• Wolverhampton</li> <li>• Dudley</li> <li>• Birmingham</li> <li>• Shropshire</li> <li>• North Staffs and Stoke</li> <li>• Worcestershire</li> </ul>                     |

## **Stakeholder Governors**

Four of our Governors will be drawn from organisations that help us deliver seamless, integrated care across the region. We already work very closely together and are confident that new, stronger ties will better help us achieve our vision for the future.

## **NHS Walsall**

NHS Walsall is our local primary care trust and they focus on improving the health of people living and working in Walsall.

Their role is: researching present and future health needs; planning services to meet those needs in a fair and sustainable way and commissioning those services and monitoring their quality. In our case they commission or buy hospital and community services from us.

## **United Walsall Clinical Commissioning Group**

Each time a GP refers a patient to Walsall Healthcare NHS Trust they are commissioning – or buying – that service from us. The United Walsall Clinical Commissioning Group brings together GPs who serve the same geographical area as Walsall Borough Council.

The newly formed group works together with the Trust to deliver the range and quality of healthcare that local people need.

## **Walsall Metropolitan Borough Council**

Around 225,900 people live within the Borough of Walsall. Walsall Metropolitan Borough Council is committed to serving these communities, making the area an attractive place to live and ensuring the health and wellbeing of its population.

Approximately 80 per cent of patients referred by their GP to our Trust are living within the Borough of Walsall and we work together with our local authority to provide integrated healthcare. For example, once an elderly patient is well enough to leave our hospital care, the council will source appropriate accommodation, be that sheltered housing or modifications to the patient's own home.

## **University of Wolverhampton**

The University of Wolverhampton prides itself on providing an 'entrepreneurial education'. Walsall Healthcare NHS Trust has developed pioneering partnerships with faculties to ensure that students are getting an education that results in real jobs and long-term careers within the NHS. Working together in this way not only meets the needs of students taking their first steps in a rewarding healthcare career but of the patients they will come to serve.

DRAFT

## The Board of Directors

The role of the Trust’s Board of Directors is to take responsibility for the organisation's strategies and actions.

The Chair and Non Executive Directors are lay people drawn from the local community and are accountable to the Secretary of State; Executive Directors are senior members of staff from across the Trust. There should be a balance of each type.

The Chief Executive is responsible for ensuring that the Board is empowered to govern the organisation and to deliver its objectives.

When we become a Foundation Trust, our Board of Directors will ensure the views of members are heard as well as feeding back information and outcomes via the Council of Governors.

The Directors’ role is to:

- Hear and understand the views of Governors as they set the NHS Trust’s strategic plans ;
- Set organisational and operational objectives and targets, assess achievement against these, and manage risks;
- Work in partnership with other health and social care organisations and make sure that the NHS Trust operates safely and legally, and work in partnership with academic organisations to further develop medical training.

Under the new proposals the structure of the Board will change slightly from its current format in that: the Director of Strategy position will have a place on the Board as an Executive Director; the number of Non-Executive Directors will increase to seven (excluding the Chair) and there will no longer be an Associate Non-Executive Director. So the new structure will look like this:

**Layout for guidance only, illustrations subject to change during design stage.**

|   |  |
|---|--|
| Chair of the NHS FT (a Non-Executive Director)            |  |
| Non-executive Directors:<br><br>7 Non-executive Directors | Executive Directors:<br><br>Chief Executive<br>Medical Director<br>Director of Nursing<br>Director of Finance<br>Chief Operating Officer<br>Director of Strategy |



## What happens next?

From February 15 until May 14 2012 we will be seeking views on our proposals to become an NHS Foundation Trust.

This consultation process will involve staff, patients, our community groups, healthcare partners and the general public. We have a responsibility to ensure that everyone involved with Walsall Healthcare NHS Trust has the opportunity to learn about our proposals and that we hear all views.

Details about how you can help are enclosed at the end of this document, which is available in a variety of formats.

Remember, we have begun the process to apply for Foundation Trust status, during this consultation period we are looking for views on how the new Foundation Trust will operate.

The attached questionnaire suggests the areas we want your feedback on but if you would like to comment on any other areas of our proposal then we would be delighted to hear your thoughts – use either the section at the end of the questionnaire, come along to one of our public engagement events or contact us direct. Walsall Healthcare NHS Trust's Consultation Coordinator is Anne Bains, Director of Strategy and her contact details are listed at the end of this document.

Following this consultation process our bid, complete with your feedback, will be fully, and stringently assessed by Monitor, the independent regulator of NHS Foundation Trusts.

We would expect to hear the final decision in mid 2013 and will let people know via our website, the local media and, if you have registered your email address with us, we can contact you direct.

## What do you think?

We'd like to hear from you on the following topics, click on each question to move to the relevant section in our on-line document. Access to our online questionnaire is here.

[Link to full questionnaire](#)

Do you agree with our plans and priorities as a Foundation Trust? [Link](#)

Do you agree with our approach to membership? [Link](#)

Do you agree with the make-up of the Council of Governors? [Link](#)

Do you agree with our constituency boundaries for Elected Governors? [Link](#)

Do you agree with our proposal for the partner organisations that will be represented on the Council of Governors? [Link](#)

*Do you agree with the changes to the Board of Directors?* [Link](#)

When we are granted Foundation Trust status we propose that Walsall Healthcare NHS Trust would become **Walsall Healthcare NHS Foundation Trust**. *Do you agree with our choice of name change when we become an NHS Foundation Trust?*

DRAFT

## Get in touch

Walsall Healthcare NHS Trust's Consultation Coordinator, Anne Baines and her team want to hear from you.

You can find out more information or let your views be heard in a variety of ways:

Fill out the online questionnaire by clicking here. [Link](#)

Send an email to [foundationtrust@walsallhealthcare.nhs.uk](mailto:foundationtrust@walsallhealthcare.nhs.uk)

Call on 01922 721 1172 ext 7533.

Write with your views to: add address

Find out the latest news and information on the consultation process at [www.walsallhealthcare.nhs.uk](http://www.walsallhealthcare.nhs.uk)

Attend one of our public meetings, full details available here. [Link](#)

A shortened, printed version of the document, including a questionnaire, is available in all patient areas, at one of our public events or by contacting the team (as detailed above).

If you require this publication in an alternative format and/or language please contact the Patient Relations Team Manager on 01922 656463 to discuss your needs.