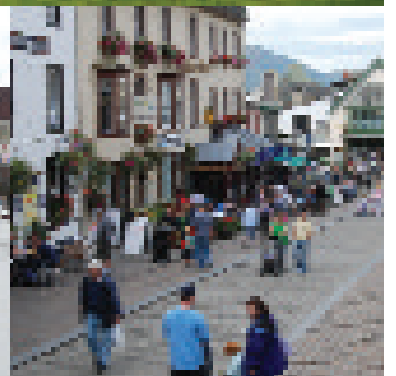
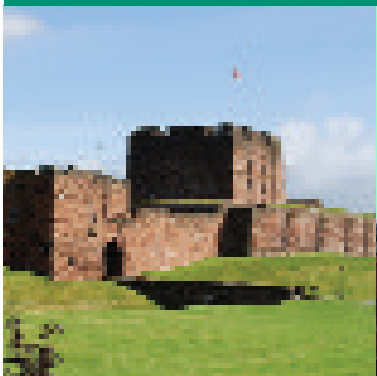


NHS Foundation Trust
Consultation Document

8 October 2007 to
7 January 2008



YOUR Health YOUR Cumbria YOUR Views

Consulting the public of North Cumbria on our plans
to become an NHS Foundation Trust



Chairman & Chief Executive's Address

Thank you for reading this document on our plans to become an NHS Foundation Trust.

These are exciting times for our hospitals – the Cumberland Infirmary and West Cumberland Hospital – as we move forward in the modernisation and development of health and social care throughout North Cumbria.

Our application to become an NHS Foundation Trust will strengthen our accountability to the local population. Alongside this, we will be seeking to become a university hospital trust that will enhance our ability to develop education and training programmes for our staff. This, in turn, will lead to the continued development of our services to you – our patients.

We are applying to become an NHS Foundation Trust from July 2008. This Consultation Document outlines our vision for the future of North Cumbria Acute Hospitals NHS Trust, our reasons for wanting to become an NHS Foundation Trust and how this will benefit the people we serve.

This document gives an overview of the governance and management arrangements we are proposing to put in place. This will make us far more accountable to the people we serve through our Membership Scheme and our new Council of Governors. A form to register interest in becoming a Member of our NHS Foundation Trust is at the back of this document and further information can be obtained from any of the contacts listed on page 3.

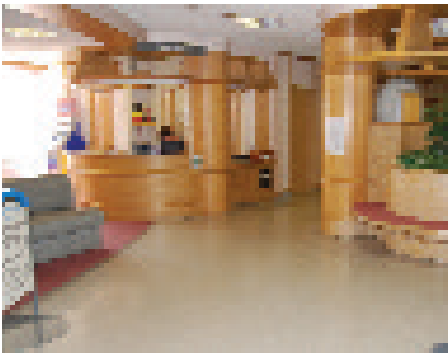
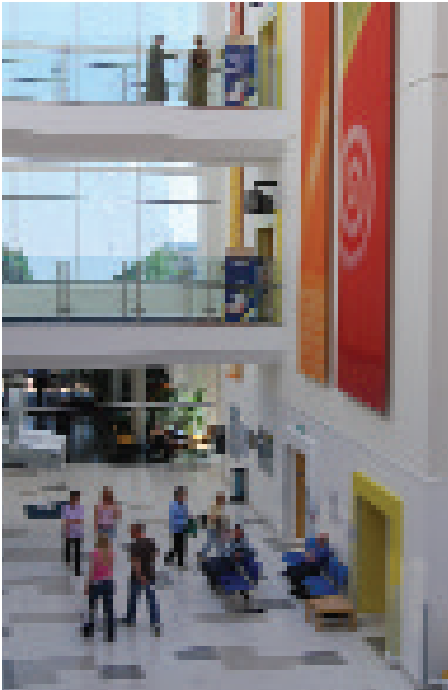
We are very keen to hear your views on our vision for the future, which forms part of Cumbria Primary Care Trust's plans for the future of health and social care in North Cumbria. This is called Closer to Home and details of how to be involved in this separate public consultation can be found on Page 9.

We hope as many people as possible will respond to our consultation and to help with this, we have highlighted some particular issues that we are consulting on. These have been drawn into a questionnaire that you will also find towards the end of this document.

May we both commend our plans to become an NHS Foundation Trust to you. We hope that you will consider becoming a Member of our new NHS Foundation Trust so that we can work together in the development of our hospital services in North Cumbria.

Marie Burnham
Chief Executive

Eric Urquhart
Chairman



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We would welcome your views on our proposals to become an NHS Foundation Trust. There are several ways you can do this:

- By Post - Complete our easy-to-follow questionnaire on pages 13-14 and return it to the address given
- By Internet – You will find lots of information and an on-line feedback section at www.ncumbria.nhs.uk/acute
- By Letter – You can write to our Foundation Trust Project Office – Mrs Jacky Stockdale, Head of Administration & Communications, Management Suite, Cumberland Infirmary, Newtown Road, Carlisle, Cumbria CA2 7HY
- By Email – You can email your comments to nhsfoundationtrust@ncumbria-acute.nhs.uk
- Face-to-Face – We would be happy to come and talk to your organisation or group. Please contact Mrs Jacky Stockdale as above



Our Mission, Vision, Values & Aims

Our Mission is

To provide the best care and highest quality of service to the maximum benefit of all our patients

Our Vision is

To provide healthcare to our population that is safe, effective, sustainable and responsive

Our Values are to

- Be honest and open in all that we do
- Deliver excellence at every opportunity
- Appreciate our staff and ensure they can reach their full potential
- Innovate to continuously improve our services
- Treat all our patients with respect and dignity
- Learn from our experiences and those of our patients

Our Aims as an NHS Foundation Trust will be to

- Engage fully with the people of North Cumbria in the future development of services
- Deliver responsive, sustainable and affordable healthcare now and in the future with the support of our new membership
- Enhance the training and development opportunities for all our staff to enable them to realise their full potential in delivering our services
- Work in closer partnership with our healthcare, social, economic and educational partners for the greater well-being of the residents of North Cumbria



Who We Are & What We Do

North Cumbria Acute Hospitals NHS Trust was established on 1 April 2001. We provide acute hospital services at the Cumberland Infirmary in Carlisle and West Cumberland Hospital in Whitehaven.

Our Trust is the main provider of acute hospital care in North Cumbria and offers a comprehensive range of specialist and general health services from both hospital sites, including accident & emergency provision. We also provide the Penrith Birthing Centre at Penrith Hospital, together with outpatient services at nine community hospitals.

The new Cumberland Infirmary, which replaced the old City General and City Maternity Hospitals, was the first hospital to be completed under the Government's Private Finance Initiative Policy and opened in April 2000 with 444 inpatient beds. Reiver House, a new step-down care facility, providing rehabilitation care, opened at the front of the hospital in July 2007. It provides a further 21 beds which increased overall bed numbers to 465.

West Cumberland Hospital, which was built in the late 1950s, was the first hospital to be commissioned after the Second World War and has 336 inpatient beds.

We serve a population of about 324,000 people who mainly live in Allerdale, Carlisle, Copeland and Eden. We also provide services to people living close by in South West Scotland, parts of Northumberland and parts of South Cumbria.

Over 97% of our care is provided to the residents of North Cumbria. More specialist and complex care is predominantly provided by Newcastle Upon Tyne Hospitals NHS Foundation Trust and South Tees Hospitals NHS Trust.

We employ around 4,200 staff, many of whom come from the local community and through the local training colleges. This makes us one of the largest single employers in the area.



During 2006/07 we saw	
62,984	inpatient admissions
24,374	day cases
68,653	emergency attendances
67,207	new outpatient attendances
140,167	review outpatient attendances



Our Recent Achievements

We achieved a Good Quality Healthcare Rating in the 2005/06 Healthcare Commission's Annual Health Check. The Healthcare Commission said: "There was evidence that the services provided by North Cumbria Acute Hospitals NHS Trust are of good quality."

Since our creation in 2001 we have

- Met our key targets for patients waiting for treatment. From December 2005, no patients have waited more than 13 weeks for an outpatient appointment. Our Trust has consistently met all cancer waiting targets
- Ensured that for more than 98% of the time, patients do not wait longer than four hours in our Accident & Emergency Departments
- Maintained our reputation for managing infection control issues and remained in the best 25% of Trusts in England for MRSA rates
- Received excellent ratings for food and for ensuring the level of privacy and dignity afforded to patients was high at the Cumberland Infirmary. It received a good rating for the level of cleanliness
- Received an excellent rating for ensuring the level of privacy and dignity afforded to patients was high and a good rating for the quality of food at West Cumberland Hospital. The hospital also received a good rating for cleanliness
- Improved the way we recruit and attract staff for key clinical services
- Broken-even financially at the end of each financial year and in the last two, we have achieved a small surplus
- Opened a new £1 million renal dialysis unit at West Cumberland Hospital in March 2007
- Provided new MRI and CT scanners at the Cumberland Infirmary costing £2 million in June 2007
- Improved our cancer services, providing a new Aseptic Unit for preparing chemotherapy treatments at West Cumberland Hospital and provided two new linear accelerators (for radiotherapy) at the Cumberland Infirmary in 2006
- Expanded and refurbished the Eden Breast Screening Unit at the Cumberland Infirmary in 2005
- Increased investment in patient information and diagnostic systems under the Connecting for Health Programme at a cost of £1.5 million in 2006/07
- Opened a new step-down care facility in July 2007 at the Cumberland Infirmary to ensure patients needing rehabilitation care receive this in the right place at the right time
- Won a national award in 2005 for developing and improving our emergency medical admissions wards - Patterdale and Pillar - at West Cumberland Hospital to improve our patients' experience
- Developed strong links with the new University of Cumbria to ensure that we continue to develop and train all our staff
- Achieved Practice Plus – the highest Improving Working Lives award in the NHS - in December 2005. This improved the work/life balance for our staff
- Started work on a new Dental Education Centre that will train new dentists for practice in North Cumbria
- Developed new and more productive working arrangements with our healthcare and social care partners



What is an NHS Foundation Trust?

NHS Foundation Trusts are part of the Government's modernisation plans for the National Health Service and aim to deliver a more locally managed service – one that is more responsive to the needs of the local community and more fully involves the local community. This ensures hospitals become much more patient and community-led.

NHS Foundation Trusts are a new type of independent organisation known as Public Benefit Corporations. They operate within a system of local social ownership - building on the sense of loyalty that many people feel about their own local hospitals.

NHS Foundation Trusts are given freedoms that allow them, working in partnership with Members drawn from their local community, patients and staff, to make decisions based on local need. They are accountable to their Members through their Council of Governors.

NHS Foundation Trusts are allowed to retain financial surpluses and can borrow capital to support the investment needed to develop and improve services, without having to seek external approval, as long as this is affordable.

Members of the public, patients and staff, can demonstrate their interest in their local Trust and local health services by becoming a Member of the Foundation Trust. They can play a vital role in determining the overall direction of the organisation by electing individuals from their number (or being elected themselves) to serve as Governors of the Trust. The Council of Governors will work with the

Board of Directors in setting the Trust's overall strategic direction. The Trust's Board of Directors will continue to be responsible for the day-to-day running of the organisation.

NHS Foundation Trusts remain part of the NHS and as such, are duty bound to uphold the traditions of the NHS – that is, providing free care at the point of delivery based upon need, not the ability to pay.

As an NHS Foundation Trust, North Cumbria Acute Hospitals would continue to be committed to upholding NHS values and principles and ensuring that our hospitals meet all national quality standards. We will also continue to be subject to all NHS performance ratings and systems of inspection.

NHS Foundation Trusts are overseen by an independent regulator – Monitor – and inspected by the Healthcare Commission, which will ensure that we meet all these obligations.

NHS Foundation Trusts are required by law to use their assets, such as land and buildings, to promote their primary purpose of providing NHS services to NHS patients.

In summary, becoming an NHS Foundation Trust means

- New freedoms to make decisions locally in Cumbria and not in London
- Greater and tangible involvement of local people
- More accountability to local people for decisions made on healthcare
- Services that are responsive to the needs of local people
- Greater financial freedoms to retain surpluses and raise funds for investment



Why Become an NHS Foundation Trust?

North Cumbria Acute Hospitals NHS Trust is applying to become an NHS Foundation Trust because we know that securing sustained improvements in the quality of care that we provide matters to the public. We also know that making the Trust a better place to work is important to our staff. This can be better achieved as an NHS Foundation Trust, which will allow our staff and the local community to have a bigger say in how we operate.

Patients and the Public

- There will be greater local ownership of hospitals and services by patients, staff and the public
- Local people who become Members of the Foundation Trust will have a key role in helping to shape the future of our hospitals and services
- Members will be able to elect from their number (or be elected themselves) to a new Council of Governors
- Key stakeholders and partners involved in the health care, social care, education and general well-being of North Cumbria will be represented on our Council of Governors

Staff Involvement

- Staff will be able to nominate and elect their own Governors and will have a larger say in the strategies of the Trust
- New workforce planning will enable us to be more flexible and innovative to attract and retain expertise
- We will be able to offer more training and development opportunities as we develop our services and work closer with our health and social care partners and with the new University of Cumbria

Improving Patient Care

- We will be able to base our decision-making on local need rather than through direction from Government
- Our new financial freedoms will enable our staff to develop our services much faster
- Our staff will have the freedom to innovate and develop their expertise

Access to Funding

- We will be able to keep our surpluses and to reinvest this money into local hospital provision
- We can borrow to support our capital investment programme and build new facilities and improve services

The Government has said it expects all Trusts to have the opportunity to become an NHS Foundation Trust. North Cumbria Acute Hospitals NHS Trust, alongside other Trusts, need to be in a strong position to maintain and develop services.

As part of our application to become an NHS Foundation Trust, we have begun to draw together a five-year business plan. This sets out our proposals for developing services to achieve our vision. Our vision is to be an NHS Foundation Trust that delivers clinical and operational excellence for the local communities we serve.



Our Vision for the Future

The following information broadly outlines our plans to develop our hospitals over the coming five years working in conjunction with Cumbria Primary Care Trust (PCT).

The PCT is also carrying out a public consultation called Closer to Home. Full details of its proposals are available in the PCT's formal consultation documents and available on their website www.closetohome.org.uk

We have a clear strategy to reshape acute healthcare delivery in North Cumbria. This strategy is based on joint working with our partners in health and social care to build truly joined-up services with full engagement with our staff and public, to deliver quality services that are responsive safe, sustainable and affordable.

Our plans are to deliver the highest quality secondary care from our two hospitals. These plans are based on Cumbria Primary Care Trust's preferred option to have two acute hospitals in North Cumbria and for each to have specific responsibilities, supported by comprehensive community facilities.

West Cumberland Hospital will be developed as a local acute hospital delivering high quality services, including accident and emergency, and retaining consultant-led maternity services. The Cumberland Infirmary will be developed as a sub-regional, regional and local acute hospital dealing with more complex surgery and trauma.

These proposals will be developed by bringing together doctors, nurses and other clinicians, along with representatives of patients and the public. Their task, in Care Stream Groups, will be to set standards that will ensure there is a common approach to health and social care that delivers 'best practice'. The work is being conducted in four Care Streams – Emergency Care; Planned Care; Ongoing Conditions; Children and Families.

We are currently heavily involved in training medical and other clinical staff. We will work closely with our two key university partners – The University of Cumbria and The University of Newcastle – towards becoming a University Hospital Trust.



How You Can Be Involved

A significant benefit of becoming an NHS Foundation Trust is that our patients, staff and the public can have a real say in the future of local hospital services. You can become involved by becoming a Member of our new NHS Foundation Trust.

Members of the Public

Public Membership of our NHS Foundation Trust means that patients and our local community get involved in the decision making process, helping us to develop and improve our services.

Becoming a Public Member requires no commitment financially or in terms of time. Our Public Members can choose how far they would like to be involved and how much time they wish to give.

How Do You Become A Public Member?

You can apply to register as a Member, as long as you are 16 years of age and over, by returning the application form at the back of this document, or by filling in the on-line form which can be found at www.ncumbria.nhs.uk/acute

Our aim is to recruit as many Public Members as we can, drawn from our catchment areas of Allerdale, Carlisle, Copeland and Eden. The more Members who join, the more representative we become of our local community.

Members of Staff

All staff who are employed by the Trust on a permanent contract of 12 months or more will be automatically included in the new NHS Foundation Trust. This will include our staff who work at different sites other than our acute hospitals. We will also include employees who work for companies providing contracted-out services such as domestic, portering and car parking services.

(Eligible staff do not need to return an application form as you will be contacted directly).

What Will Members Do?

Members will help the Trust by

- Advising on the needs and views of the local community
- Being consulted on plans for service developments
- Electing representatives to be on the Council of Governors

How We Will Run Our Hospitals

Public and Staff Members of our new NHS Foundation Trust will be able to elect Governors to represent them on a Council of Governors. They will be joined by other Governors appointed from the Trust's partners. Public Governors, elected by our Public Members will be in the majority. This Council of Governors will work closely with our Board of Directors who will be responsible for the day-to-day management of the NHS Foundation Trust.

What Do Governors Do?

Governors' duties and responsibilities include

- Giving views on Trust forward plans to the Board of Directors
- Appointing Non-Executive Directors and deciding on terms of employment
- Appointing or removing Trust Auditors

Governors will hold council meetings in public and will be expected to attend some other meetings at the Trust.

There will be some restrictions on who can be a Governor. For instance, if you are a partner or spouse of a Trust Board Director, a member of the local council's Overview and Scrutiny Committee, have been declared bankrupt or within the last five years, been convicted of, or sentenced to, prison for three months or more.

How Do You Become A Governor?

You will need to be nominated by one or more Members and appointment will be by election. Further details about this will be included in our new constitution.

The Board of Directors

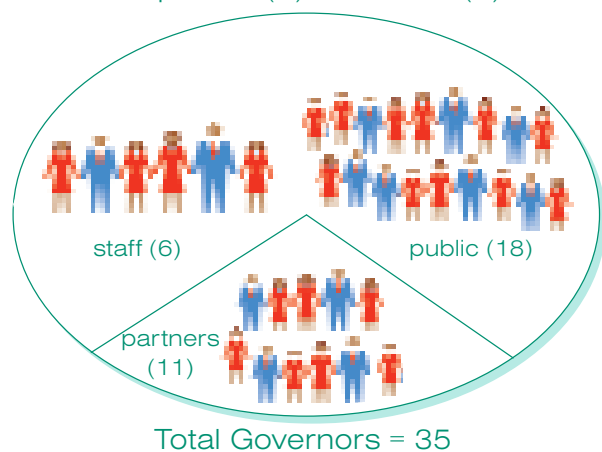
The Board of Directors will be responsible for the day-to-day running of the NHS Foundation Trust.

At least half of the Board of Directors, excluding the Chairman, will be Non-Executive Directors. Two non-voting Executive Directors will as now, operate at Board level and will participate fully in our Board meetings.

The Chair and Non-Executive Directors will be appointed by the Council of Governors. The Chief Executive will be appointed by the Non-Executive Directors and the appointment approved by the Council of Governors. The Chief Executive and Non-Executive Directors will appoint the Executive Directors.

Further details will be available in our new constitution.

There will be 18 elected Public Governors, chosen from the four catchment areas of Allerdale (5), Carlisle (6), Copeland (4) and Eden (3).



There will be six elected Staff Governors

- 2 nurses/midwives
- 1 allied health professional/scientist
- 1 doctor
- 2 from other staff groups

There will be 11 Governors appointed by key partners

- 1 from Cumbria Primary Care Trust
- 1 from Cumbria County Council
- 1 from each 4 District Councils
- 1 from Patient & Public Forum
- 1 from University Representative
- 1 from Voluntary Sector
- 1 from Local Regeneration Agencies
- 1 Youth Governor

Next Steps

We will be carrying out our Public Consultation on our plans for NHS Foundation Trust status for a 13-week period from 8 October 2007 until 7 January 2008

On the following pages you will find a Question & Answer section, which we are using as part of this Public Consultation. We will use the views we receive to shape our final application. We will also be consulting with the public and staff through a number of other channels in order to engage as widely as possible with the local community.



We plan to do this in a variety of ways

- We have provided contact details on page 3 of this document and would welcome your views and comments
- We have developed a new section called Foundation Trust on our website www.ncumbria.nhs.uk/acute
- This Consultation Document will be distributed across North Cumbria to our key partners, groups and organisations and will be available on request. It will also be posted onto a Foundation Trust section of our website
- A summary version of this document will be distributed throughout our proposed membership area - in Allerdale, Carlisle, Copeland and Eden - and will also be available on our website
- We will be working alongside Cumbria Primary Care Trust as it carries out its Public Consultation on its Closer to Home proposals for the reconfiguration of health services at a series of events.
- We will visit local organisations and groups, such as Neighbourhood Forums, to discuss our proposals
- We will be consulting Cumbria County Council's Overview and Scrutiny Committee and meeting with key partners and the voluntary sector
- We will also be using local media and press coverage to make our plans widely known

Transitional Arrangements

So that any disruption to the running of the Trust is kept to a minimum, we are proposing to put in place some transitional arrangements.

The current Non-Executive Directors, including the Chairman, will remain in post for a minimum of 12 months following the establishment of the NHS Foundation Trust, or until the end of their current tenure, whichever is the longer.

All the existing Executive Directors, including the Chief Executive, will be appointed to the NHS Foundation Trust's Board of Directors.

Questions & Answers

Public Consultation is a very important part of our application for NHS Foundation Trust status.

As part of this process, North Cumbria Acute Hospitals NHS Trust is keen to seek your views on the proposals that we have set out in this Consultation Document.

Our Public Consultation runs from 8 October 2007 until 7 January 2008. We would welcome your comments on any aspects of our plans and in particular, we would like to receive your views and responses to the following questions.

Question 1: Do you agree with our plans for NHS Foundation Trust status?

Yes No

Comments
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Question 2: Do you broadly support our Vision for the Future? (details are on Page 9)

Yes No

Comments
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Question 3: When we become an NHS Foundation Trust, we plan to change our name to North Cumbria University Hospitals NHS Foundation Trust. Do you like the name?

Yes No

If you think an alternative would be more appropriate, what would you suggest?

Comments
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Question 4: Do you agree with our membership proposals? (details are on page 10)

Yes No

Comments
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Question 5: Do you agree with the proposed catchment area for our public members?

Yes No

Comments
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Question 6: Do you agree with our proposals for the Council of Governors? (details are on page 11)

Yes No

Comments
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Do you have any further comments to make concerning our application?

Comments
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Please return your questionnaire to Foundation Project Office, Management Suite, Cumberland Infirmary, Newtown Road, Carlisle, Cumbria CA2 7HY

Foundation Trust Membership

Application Form (for non staff only)

Yes: I would like to become a member of the NHS Foundation Trust if the application is successful.

What is your Date of Birth:

Are you Male Female

Which is your ethnic group?

A White British
B Irish
C Any other White background

D Mixed White & Black Caribbean
E White & Black African
F White & Asian
G Any other Mixed background

H Asian or Indian
J Asian British Pakistani
K Bangladeshi
L Any other Asian background

M Black or Caribbean
N Black British African
P Any other Black background

R Other ethnic Chinese
S groups Any other ethnic group

T Not Stated

What connection do you have to North Cumbria Acute Hospitals NHS Trust

Current patient

Carer for a current patient

Former patient (in the last five years)

Carer for a former patient

Interested member of the public

Other (please give details)

Your contact details

Mr Mrs Ms

Miss Dr Other

First name

Family name

House number/name

Street

Town

Postcode

Telephone

Mobile

Email

If we do become an NHS Foundation Trust may we contact you by (tick one or more)

Email Yes No

Letter Yes No

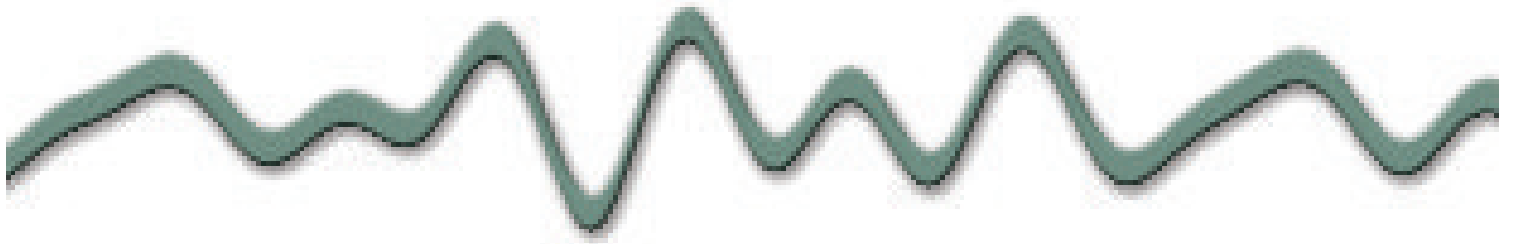
Telephone Yes No

Please register me as a prospective member if North Cumbria Acute Hospitals NHS Trust becomes a Foundation Trust. I am over 16 years old and I understand that if the application to become a Foundation Trust is approved I will become a Full Member automatically. I understand that if I submit false or misleading information it will lead to my membership being reviewed.

Signature Date

Please complete the form and send it to: Foundation Trust Project Office, North Cumbria Acute Hospitals NHS Trust, The Cumberland Infirmary, Newtown Road, Carlisle, Cumbria CA2 7HY or you can complete it electronically by filling out a similar form on our website www.ncumbria.nhs.uk/acute

This information will be stored and used in accordance with the Data Protection Act. We are required to keep a public register of members' name, constituency and class only. Do you wish to be included on the Register?



You can get a copy of this document in different formats such as large print, Braille, audio, or in a different language by calling 01228 814344

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Pode obter uma cópia deste documento em vários formatos, como por exemplo em Braille, áudio, ou numa outra língua. Para tal ligue para o 01228 814344

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