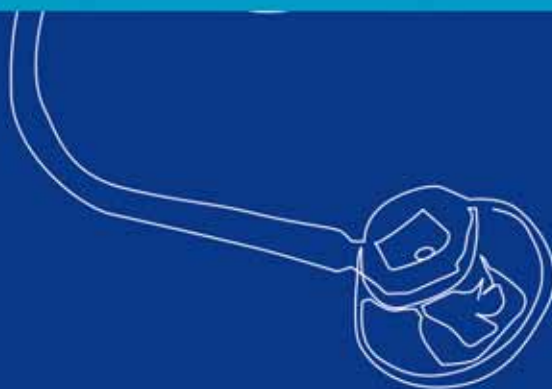


The Royal Liverpool and  
Broadgreen University Hospitals  
NHS Trust

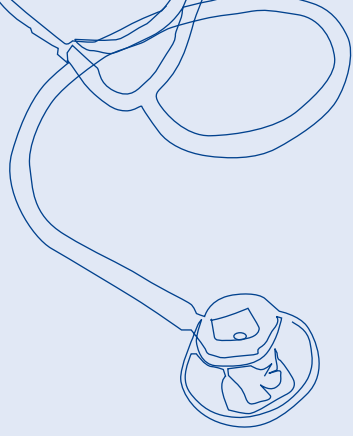


An NHS consultation on plans to  
become an NHS Foundation Trust



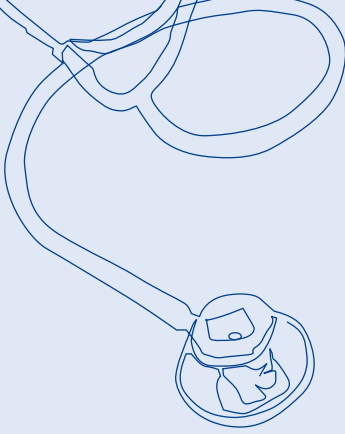
*Better  
together*





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## Better together: help to shape our future



Judith Greensmith: Chair

Our Trust is aiming to be among the best in the country, providing the highest standards of patient care.

We believe that becoming a Foundation Trust (FT) is the best way to fulfil our world class vision for our hospitals – benefiting our patients and our staff.

Becoming an FT means that many more people can have a say in what we do and how we provide our services.

This document describes why we are applying for Foundation Trust status. It tells you about our plans for the future – how we will involve staff and local people and become more accountable to the people we serve. Becoming an FT will give us more freedom to improve our services and control our finances, while remaining very much part of the NHS.

We have used the term ‘better together’ to describe our consultation. This is because we believe this captures our aim of involving patients and local people in order to achieve the best possible health services.

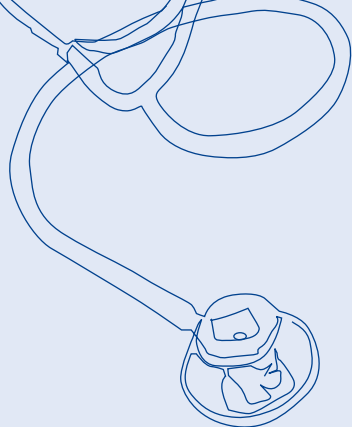
First, we would like to know what you think about our application to become a Foundation Trust. From Friday 5 February until Thursday 29 April we are consulting patients, relatives, carers, staff and members of the public about our proposals. We welcome your views and are keen to know what you think. There is a response form at the back of this document for you to return to us. Alternatively, you can come along to one of our public meetings, write to us or email us with your comments.

We would also like to invite you to join our Trust as a member. You can do this when you return your response form to us, by contacting our Membership Office on freephone 0800 694 0180 or emailing us at: [foundationtrust.office@rlbuht.nhs.uk](mailto:foundationtrust.office@rlbuht.nhs.uk).

We think becoming an NHS Foundation Trust is the best way forward for our hospitals – we hope you agree and take the opportunity to join us and help to shape our future.



Tony Bell OBE: Chief Executive



## Introduction to the Trust

The Royal Liverpool and Broadgreen University Hospitals NHS Trust is one of the largest and busiest teaching hospitals in the North West of England. With a budget over £370 million, we employ more than 5,500 staff, provide services to almost one million patients each year and have a total of 998 inpatient beds.

We are the major acute university teaching hospital for Merseyside and Cheshire and we have four main roles:

- to provide general hospital services to the adult population of Liverpool
- to provide specialist health services including cancer services for Merseyside, Cheshire and beyond
- to be a centre for biomedical, clinical and health services research
- to support teaching and training in the health professions

Our three hospitals provide general hospital services, emergency care and specialist dental hospital teaching services, specialist dental services and emergency care to our local community.

We host several nationally and internationally-regarded services, such as ophthalmology, hepatobiliary surgery/gastroenterology, pathology, vascular surgery and interventional radiology.

In addition, we are also a specialist regional centre of excellence for nephrology, renal transplantation, specialist cancer surgery, nuclear medicine, haematology, lithotripsy, dermatology, urology and dental services.

We offer a range of cancer services from our renowned Linda McCartney Centre which is based at the Royal Liverpool University Hospital. This means that we have the expertise to treat more complex illnesses than many other hospitals.

As a major teaching hospital, we have significant relationships with all the universities in Liverpool, in particular the University of Liverpool and its medical and clinical schools. We have an impressive record in research and development and host a national Biomedical Research Centre (one of only 12 nationally) in microbial disease, in collaboration with the University of Liverpool and the Liverpool School of Tropical Medicine, as well as a Biomedical Research Unit in Pancreatic Disease in collaboration with the University of Liverpool, (one of 16 nationally).

### Our mission, vision and values

#### Our mission

To improve the quality of life and care for patients by providing excellent, safe and accessible health care, supported by teaching, learning and research.

#### Our vision

World class services and hospitals, recognised as those of choice for the people of Merseyside, Cheshire and beyond.

#### Our values

- patients first
- quality and care
- teamwork
- learning and development
- innovation
- value for money

#### Our strategic objectives

We have a number of strategic objectives under the following headings:

- patient experience and quality of care
- delivering effective and efficient services
- delivering a professional and sustainable workforce with a positive 'can do' attitude
- guaranteeing the delivery of safe and efficient services
- ensuring financial health and good governance



An artist's impression of the hospital site might look once a new hospital has been built

## New hospital plan

The Trust is currently planning the redevelopment of a new hospital on the Royal site. The vision is that the new Royal Liverpool University Hospital will concentrate on providing emergency care and specialist treatment for more complex conditions, whilst Broadgreen Hospital will continue to focus on planned care and rehabilitation. In addition a variety of services will be provided within the community in line with Liverpool PCT's Outside Hospital Strategy.

You can find out more about our plans for a new hospital by visiting our website: [www.rlbuht.nhs.uk](http://www.rlbuht.nhs.uk).

## Proposed new name

As part of our plan for the future, we will need to rename our organisation to take FT status into account.

If we made the minimum amount of change to our name we would be called:

### **Royal Liverpool and Broadgreen University Hospitals NHS Foundation Trust**

We feel that this is a lengthy and rather unwieldy name and it does not represent all of our hospitals as it excludes the Liverpool University Dental Hospital.

We are currently considering a new, slightly different name. After considering a number of options, our proposal for a new name is:

### **Royal Liverpool University Hospitals NHS Foundation Trust**

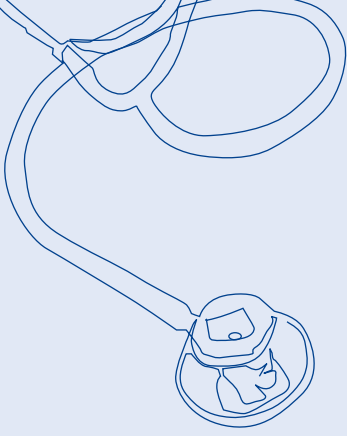
We prefer this name because it represents all three hospitals:

1. Royal Liverpool University Hospital
2. Broadgreen Hospital
3. Liverpool University Dental Hospital.

It is shorter than our current name making it easier to remember. In addition it enables us to retain the University and Royal titles which we are very proud of.

Each individual hospital will retain its own name. For example Broadgreen Hospital will still be called Broadgreen Hospital but it would be part of the Royal Liverpool University Hospitals NHS Trust. Our stationery would also reflect the individual hospitals that are part of our Trust.

We would like to know if you have any comments about our preferred new name. There is space for your feedback on the form at the back of this document.



## What is a Foundation Trust?

Foundation Trusts (FT) are still part of the NHS and have to meet NHS standards in providing high quality, free, health care based on need. But there are some major advantages to the way NHS Foundation Trusts, are run.



### How are they different?

One of the most important differences is that FTs are directly accountable to local people, patients and staff. This means that local communities can have a much greater say in how NHS Trusts provide services.

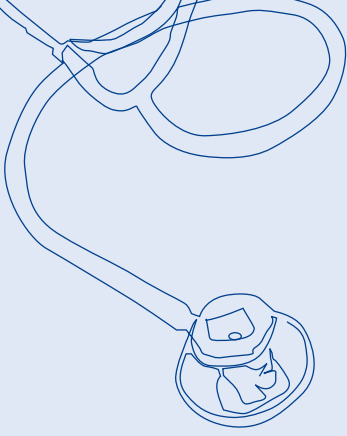
FTs are membership organisations which seek to recruit as many members as possible from among patients, staff and the public. More information about membership can be found later in this booklet.



There will be more freedom to explore different ways of developing our services, with new powers to enter into legal and financial agreements.

We will still be closely inspected to make sure we meet NHS standards. An independent body called Monitor regulates all FTs, and with the Care Quality Commission makes sure that they meet the required national standards of quality, care and financial sustainability. You can find out more about how Foundation Trusts are run and governed on page 9.

As an FT, we will have the freedom to develop new ways of working that reflect local needs and priorities. We will have greater flexibility in the way we manage our finances and will be able to retain financial surpluses for investment in patient services. This will enable us to develop services more quickly and effectively and be more responsive to local needs.



## Using FT status to help us develop services

We view FT status as a way of increasing the input that patients, staff and the local community have in developing services and the Trust's future vision. We have already made changes and see the involvement of local people as vital for taking this forward.

In 2009/2010, we brought in significant service improvements to improve patient experience. These included:

**Stroke services:** £3 million was invested to improve patient services by expanding the service to a seven-day-a-week rapid response service with two additional consultants appointed. Patients benefit from a more robust service and more have the chance of receiving a clot-busting drug which gives a better chance of recovery, decreasing the risk of disability and death.

**Community integration:** we now provide more services outside of our three main hospitals which means people can access treatment closer to their home. We work closely with local PCTs to plan and deliver these services to our patients in the local community so that they benefit from excellent care closer to where they live.

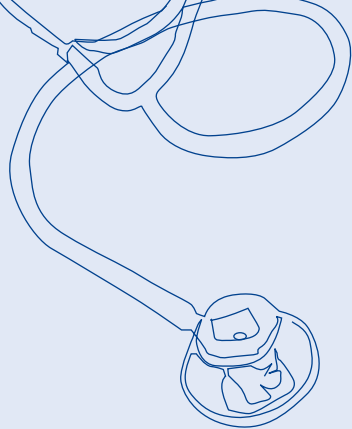
**Research and development:** we have created a stronger focus on research and development and have backed this up with greater investment. This is to help us innovate and develop new treatments for our patients. We want to translate the research from the laboratory bench into new or improved treatments at the bedside.

This work has seen improvements for patients – in direct care and in the way they will be cared for in the future. We want to build on this and bring about more service developments but crucially, we want our patients, staff and local community to be involved.

By working with our FT members – public and staff – we want to shape our future around the needs of our patients. This involvement will bring future service developments in line with what our members tell us they want and need. They will help us plan the right services, in the right way and at the right time.

FT members will not be the only people the Trust works with in this way. Local NHS Trusts, local councils, GPs, universities and the voluntary sector amongst others will all be asked to contribute to service development and future plans.

Strong involvement, with openness and opportunity at its heart, will build on existing networks, whilst forging strong new relationships for the benefit of services and patients. We hope that by working in this way we can innovate and improve our services to match the needs of our patients and our local community.



## How the Trust would be governed?

Foundation Trusts are organised and governed differently from NHS Trusts. With accountability and ownership moved from Whitehall to the local community, FTs are more focused on ensuring local people, patients and staff have a say in the delivery and development of local health care services

The new arrangements focus on three main areas:

- Council of Governors
- Board of Directors
- membership

### Council of Governors

A Council of Governors will represent the views of members and work closely with the Board of Directors.

The Council of Governors will meet in public several times a year to help feed back the views and opinions of members and governors to the Board of Directors.

The Council of Governors will:

- represent the views of members during discussions about the development of the organisation and its services
- give feedback to the Board of Directors on business and financial plans
- bring expertise from partner organisations
- receive reports on how the Trust has carried out its plans, including its financial accounts

- approve the Trust's annual report and accounts
- appoint (and if necessary, remove) the chair and non executive directors
- approve the appointment of the chief executive.
- appoint and remove the NHS FT auditor
- decide the remuneration and allowances and other terms of office for the chair and other non executive directors

The Council of Governors will be established as our application to become a Foundation Trust proceeds. Governor elections will be run by an external organisation to ensure they are held democratically and fairly. Only members are eligible to become an elected governor and they must be at least 16 years of age.

Governors will be elected to represent the two membership constituencies: public and staff.

Once elected, governors will normally hold office for up to three years (although they can resign at any time) and for no more than six consecutive years.

The Council will officially take up its role once the Trust is approved as a Foundation Trust. The Council of Governors will be chaired by the Trust chair.

### Our proposals

We propose to have a total of 31 Governors, of whom:

- 17 will be elected by public members from the public constituency
- 5 will be elected by staff from the staff constituency.

One governor will represent each of the following groups of staff:

1. registered medical practitioners and registered dentists
2. registered nurses
3. allied health professional and scientific and technical staff
4. non clinical/admin and clerical/management staff
5. all other staff (including Trust approved volunteers)



The remaining nine governors will be appointed by partner organisations. These are as follows:

- 1 PCT governor to be appointed by Liverpool PCT
- 1 PCT governor to be appointed by Knowsley PCT
- 1 local authority governor to be appointed by Liverpool City Council
- 1 university governor to be appointed by the University of Liverpool



Five partnership governors will be appointed by other partnership organisations such as a cancer organisation, voluntary organisation and other local universities.

### Public governors

Public governors will form the largest element of the Council of Governors – this has been written into our constitution to ensure patients and local people always have a majority input.



### Becoming a governor

Further details of the role of governors, how to stand for election and who can stand, will be made available nearer the time.

### Board of Directors

The Board of Directors will be responsible for the day-to-day running of the Trust. It will consist of executive and non executive directors and meet at least three times a year.

Our current Trust Board (which comprises executive and non executive directors) will continue in post once we become a Foundation Trust.

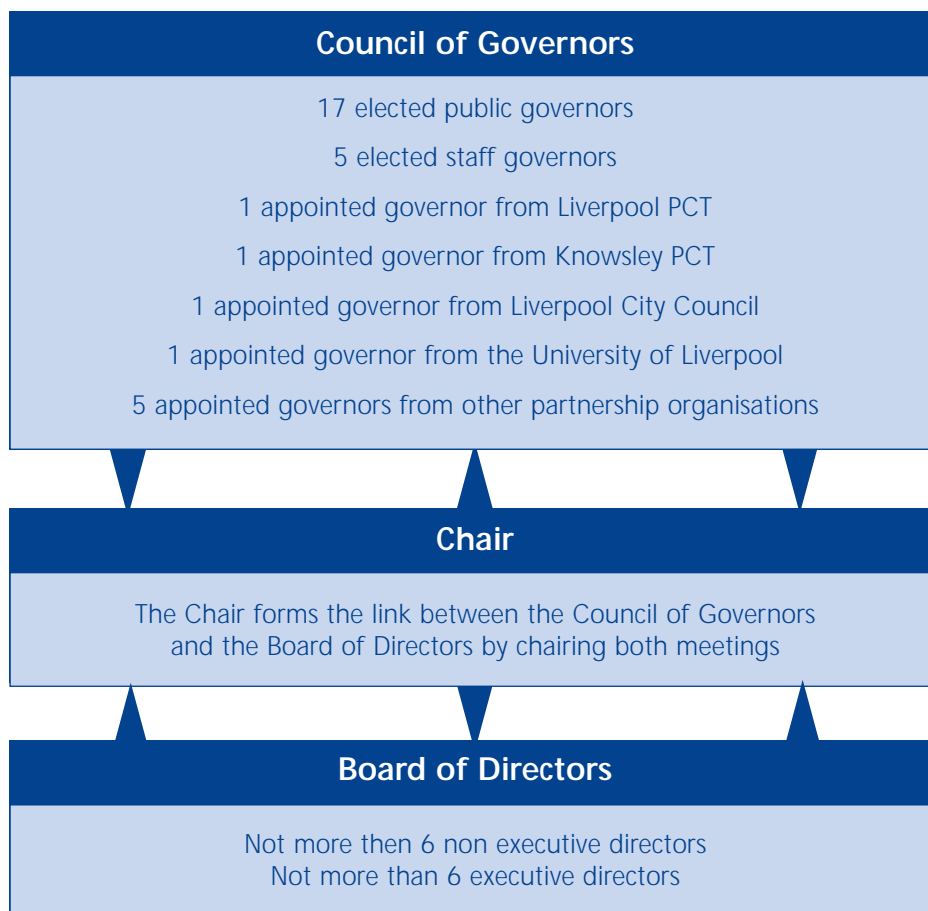
The chair and other non executive directors will be subject to appointment by the Council of Governors after 12 months or once their current term of office ends – whichever is longer.

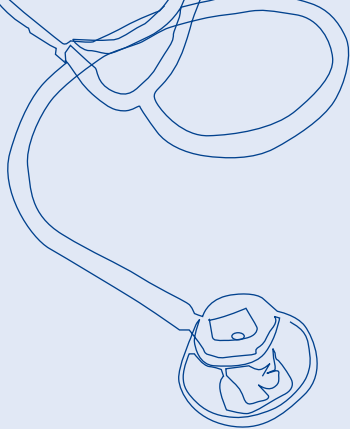
The chief executive, chair and non executive directors will appoint the executive directors. The chief executive will be appointed by the chair and non-executive directors with the approval of the Council of Governors. We propose the Board of Directors should comprise:

- a non executive chair
- not more than 6 non executive directors
- not more than 6 executive directors (providing that at least half of the Board, excluding the chair, comprises non executive directors)

The executive directors will include a chief executive; a director of finance; a registered medical practitioner or registered dentist; and a registered nurse or a registered midwife.

This diagram shows how the Council of Governors and the Board of Directors will operate:





## Membership

Membership of our Trust is open to anyone who lives in the area served by the North West Strategic Health Authority (see map on opposite page), the Isle of Man or North Wales.



Once we are approved as an FT, our members will have a number of important roles to perform. They can:

- reflect public opinion of our services
- give feedback on business plans, annual reports, newsletters and other documents
- participate in events, surveys, consultations and discussions about our services
- vote in the Council of Governor elections
- stand for election to the Council of Governors
- act as an ambassador of the Trust
- help recruit more members



Membership is free of charge and you are under no obligation to join. If you join, you can give as much or as little time as you like. You can join more than one FT so do not worry if you already belong to another FT.

Our members will receive regular communications from us to keep them in touch with developments and seek their views on any proposed changes.

As a member, you will have the opportunity to elect a Council of Governors which will work with the

Board of Directors to shape the future direction of the Trust and its services. If you choose to become a member, information will be sent to you about governor nominations and elections when the time comes.

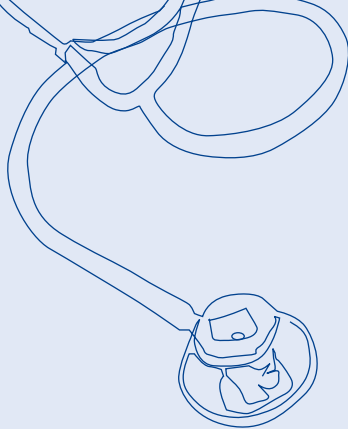
You can apply to register as a member by returning the application form at the back of this booklet, by visiting [www.rlbuht.nhs.uk](http://www.rlbuht.nhs.uk), or by contacting our Membership Office on 0800 694 0180 (freephone)

### Who is eligible to be a member?

We want to recruit as many members as we can - to ensure meaningful involvement, and to achieve a balance between different groups of people.

Although we are not yet a Foundation Trust, we can still begin to recruit members who will act in a 'shadow' capacity until we are approved as an FT. During this time, we will keep people up to date with Trust news and ask for views on proposed changes in services or new developments.





## What will happen next?

We are holding a public consultation on our plans to become a Foundation Trust. This will take place between 5 February and 29 April. During this time we want people to tell us what they think about our plans. We will consult as widely as we can and this will involve a range of activities which will include:



- circulating our detailed consultation document and summary leaflet widely and making them available in other languages or formats on request
- making information about the proposals available on our website
- presenting information to local groups including voluntary organisations
- holding a number of public meetings (see page 15).



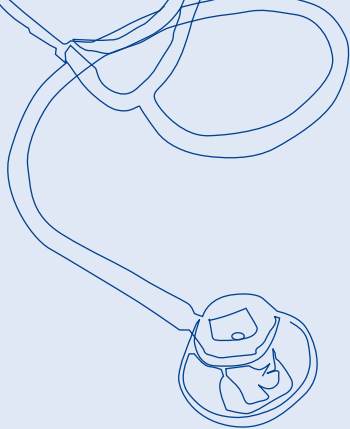
### Invite us to your meetings

We welcome invitations to attend local community, voluntary or support group meetings to discuss our plans. If you would like to invite a representative from the Trust to come to your meeting, please call: 0800 694 0180 (freephone) or email [foundationtrust.office@rlbuht.nhs.uk](mailto:foundationtrust.office@rlbuht.nhs.uk)

### Who is being consulted?

A wide range of groups and people will be consulted, including:

- local people
- patients and carers
- Local Involvement Network (LINKs)
- Patient's Council
- existing Foundation Trust members
- staff at the Trust
- trade unions (staff representatives)
- Members of Parliament
- local community, voluntary, minority and faith groups
- local authorities
- general practitioners and community based health professionals
- pharmacists
- dentists
- social services



## How to have your say

There are a number of ways you can share your views about our proposals to become a Foundation Trust. These are outlined below:



1. Complete the consultation response form at the back of this document and return it to the FREEPOST address below (this has no charge to you).
2. Visit [www.rlbuh.nhs.uk](http://www.rlbuh.nhs.uk) where you will find more information about the Trust and other helpful information.
3. Attend one of our public meetings. You can find out more about these including information about transport and special requirements by visiting [www.rlbuh.nhs.uk](http://www.rlbuh.nhs.uk) or by phoning our Foundation Trust office on 0800 694 0180 (freephone)
4. Provide a written response with your views, It is important that your written submission is clearly presented and follows the questions within the response form at the back of this document. You are encouraged to clearly use specific examples to support your points to enable the analysis to be as full as possible. Please post your response to:

Freepost RXXJ-STLG-ELKY  
Foundation Trust Office  
Royal Liverpool University Hospital  
Prescot Street  
Liverpool  
L7 8XP

All comments on our application to become a Foundation Trust must be received by Thursday 29 April 2010. Any comments received after this date cannot be considered as part of this consultation.

### Public meeting dates

**1 March 2010:**

**12pm - 1pm AND**

**6pm - 7pm**

**both meetings take place at:**

Lecture Theatre, Education Centre,  
Royal Liverpool University Hospital,  
Prescot Street, Liverpool, L7 8XP

**23 March 2010:**

**12.30pm - 1.30pm AND**

**6pm - 7pm**

**both meetings take place at:**

Lecture Theatre, Education Centre,  
Broadgreen Hospital, Thomas Drive,  
Liverpool, L14 3LB

If you would like directions or further information on the meeting venues please ring our FT team on 0800 694 0180 (freephone). If you would like to attend one of our public meetings and have any special requirements please contact us so we can make appropriate arrangements

Both meeting venues are accessible by public transport. You can telephone Merseytravel on 0871 200 2233 or visit their website at [www.merseytravel.gov](http://www.merseytravel.gov)



## The outcome

The Trust will consider all comments received and produce a report setting out the comments and how these will influence our plans to become an NHS Foundation Trust. This report will be considered by the Boards of Liverpool, Sefton and Knowsley PCTs. It will also be published on our website at: [www.rlbuht.nhs.uk](http://www.rlbuht.nhs.uk) and will be made available on request to the Foundation Trust membership office. We guarantee to read and consider all responses submitted. The summary of responses will be contained within the final consultation evaluation report, which will be available a short time after the consultation closes. The full set of responses will be filed and available for the public to inspect. We will not reply to individual responses given in this consultation.



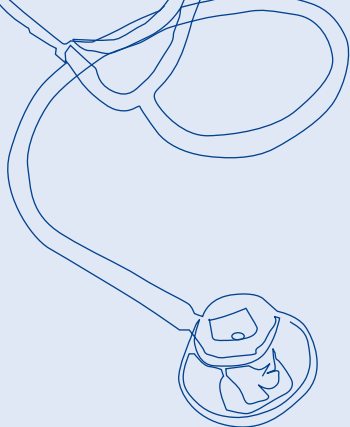
## Data protection

Any personal information provided as part of this consultation will be subject to the Data Protection Act (1998).

## Contact details

If you would like additional copies of this consultation document, copies of our summary leaflet, or copies of either document in other languages or formats, please contact our Foundation Trust Membership Office.

Our website ([www.rlbuht.nhs.uk](http://www.rlbuht.nhs.uk)) includes a section dedicated to our plans to become a Foundation Trust. This includes more detailed information, links to the Department of Health and to the independent regulator, Monitor, as well as other useful information.



# Consultation response form

## Section 1

Thank you for reading our consultation document. Now you are aware of the options being proposed by the Royal Liverpool and Broadgreen University Hospitals NHS Trust, please tell us your views by responding to the questions below and including any additional comments you might have. If you need more space please continue on a separate sheet, label it clearly and include it with your submission.

1. Do you support us in our application for NHS Foundation Trust status?

- Yes  No  Don't know

Please include any additional comments you have in the box below.

2. Do you support our proposed new name: The Royal Liverpool University Hospitals NHS Foundation Trust?

- Yes  No  Don't know

Please include any additional comments you have in the box below.

3. Do you think the proposals for public members are fair and appropriate for the population we serve?

- Yes  No  Don't know

Please include any additional comments you have in the box below.

4. Do you think our proposals for staff members are fair?

- Yes  No  Don't know

Please include any additional comments you have in the box below.

5. Do you think our proposals for the Council of Governors represent patients, the public, staff and our partners fairly?

Yes

No

Don't know

Please include any additional comments you have in the box below.

6. Do you support our proposals for the Board of Directors?

Yes

No

Don't know

Please include any additional comments you have in the box below.

7. Do you think our proposals for partner governors are appropriate?

Yes

No

Don't know

Please include any additional comments you have in the box below.

8. We propose that young people should be able to become members from the age of 16 and become a governor from the age of 16. Do you agree?

Yes

No

Don't know

Please include any additional comments you have in the box below.

9. How do you think we can best recruit members to our Foundation Trust?

Please write your suggestions here.

10. How do you think we can attract members from all areas and cultures of our public constituency, especially those from minority communities?

Please write your suggestions here.

11. How would you like us to work with you as a member?

Please write your suggestions here.

## Section 2: about you

Please provide us with the following information to help us understand who has responded to our consultation. You do not have to supply this information but it would be helpful for us if you did. All information provided will be used in accordance with the Data Protection Act (1998).

### I am responding to this consultation as:

- an individual  a representative of an organisation or group

Please provide the name and address of your organisation or group:

### Which of the following best describes you (please tick as many as you require)

- |  |  |
|--|--|
| <input type="checkbox"/> patient                         | <input type="checkbox"/> carer or patient representative                   |
| <input type="checkbox"/> local resident                  | <input type="checkbox"/> employee of the Trust                             |
| <input type="checkbox"/> employee of an NHS organisation | <input type="checkbox"/> other health professional                         |
| <input type="checkbox"/> other (please state)            | <div style="border: 1px solid #0056b3; width: 500px; height: 20px;"></div> |

**Are you:**  male  female

**Is the gender you identify with now the same as your gender at birth**

Yes  No  I do not wish to disclose

**Please select the option which best describes your sexual orientation**

lesbian  gay  bisexual  
 heterosexual  I do not wish to disclose this

**Which age group are you in?**

under 16  16-25  26-35  36-45  
 46-55  56-65  66-75  76 or over

**Which best describes your ethnic background?**

White

British  Irish  
 other white background (please state)

Mixed

White and Black Caribbean  White and Asian  
 White and Black African  other mixed background (please state)

Asian or Asian British

Indian  Pakistani  
 Bangladeshi  other Asian or Asian British background (please state)

Black or Black British

Caribbean  African  
 other Black or Black British background (please state)

Chinese or other ethnic group

Chinese  Any other ethnic background (please state)

**Please indicate your religion or belief**

- |   |                                   |                                       |
|---|-----------------------------------|---------------------------------------|
| <input type="checkbox"/> Atheism                        | <input type="checkbox"/> Buddhism | <input type="checkbox"/> Christianity |
| <input type="checkbox"/> Islam                          | <input type="checkbox"/> Jainism  | <input type="checkbox"/> Sikhism      |
| <input type="checkbox"/> Other                          | <input type="checkbox"/> Judaism  | <input type="checkbox"/> Hinduism     |
| <input type="checkbox"/> I do not wish to disclose this |                                   |                                       |

## Section 3: other information

Parts of this section include optional questions which you do not have to submit but which will be helpful to us. Your postcode will be especially useful as it will allow us to check that people from across the area we serve have responded to our consultation.

**How did you find out about this consultation?**

Name

Address

Postcode

Telephone number

Email address

Feedback to this consultation will be published in a formal report. If you want your feedback in this report to remain confidential so that you cannot be identified individually, please indicate by ticking the box:

### Are you interested in becoming a Foundation Trust member?

If you are interested in becoming a member of our Trust please make sure you complete Section 2 in full along with the questions below so that we can add you to our membership.

Date of birth

**Preferred contact method**    Email    Post    Text/phone    Any of the above

If you have not included your email on the previous page please write it clearly here.

To keep membership costs to a reasonable level we would like to contact as many of our members as we can by email.

**Do you consider yourself to be disabled?**

Yes    No    I do not wish to disclose this information

Please state the type of impairment which applies to you. If none of the categories apply, please mark 'other'. Please tick as many as you require.

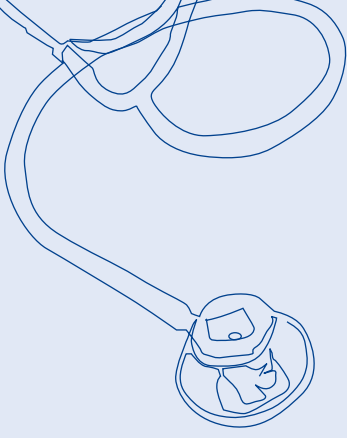
- physical impairment    learning disability/difficulty    sensory impairment  
 long-standing illness    mental health condition    other

**As a member I would like to**

- receive information/newsletters by post or email (if email is your preferred option please make sure you have added your email address in section 3).
- attend events or meetings
- become a volunteer or do work experience
- find out more about becoming a governor

**What are you interested in?**

Please tell us if you have any areas of specific interest e.g. being involved in or commenting on the planning of services, taking part in workshops or tell us about the particular services you are interested in e.g. accident and emergency or infection prevention and control.



## Translation and other formats

Translations are available on request from the address below.

若有需要時將會翻譯成中文。

**ستترجم عند الطلب**

অনুরোধ করলে এর অনুবাদ করানোর ব্যবস্থা করা হবে।

अनुरोध करने पर अनुवाद करने की व्यवस्था की जाएगी।

ਬੇਨਤੀ ਕਰਨ 'ਤੇ ਤਰਜਮਾ ਕਰਵਾਇਆ ਜਾਵੇਗਾ

**Marka la soo codsado ayaa la turjumi doona**

درخواست کرنے پر ترجمہ فراہم کیا جائے گا۔

**Tłumaczenie dostępne na prośbę**

**Mae cyfieithiadau ar gael trwy ofyn amdanynt yn y cyfeiriad isod**

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