

**Surrey & Sussex Healthcare NHS Trust**

**Foundation Trust **Consultation** Plan**

**v0.5**

## **1. Background**

As part of proposals for Surrey & Sussex Healthcare NHS Trust (SASH) to become a foundation trust in 2014-15, there is a statutory requirement to undertake a public consultation with those bodies referred to in Section 35(5) of the 2006 Health Act.

This document outlines proposed activity to support the consultation with key stakeholder groups including the public and staff.

## **2. Public consultation timescales**

Subject to confirmation and agreement from the Trust Development Authority (TDA), the public consultation is due to take place between over the winter of 2013/14 and must last a minimum of 12 weeks and involve those parties specifically identified in S35 (5) of the legislation that are:

- Individuals who live within the proposed public constituencies of the Trust
- Any local authority that would be authorised by the proposed constitution to appoint a governor to the Council of Governors
- Any persons prescribed by the regulations – this would include all stakeholders identified by SaSH, in particular those who will be offered a nominated place on the Council of Governors
- Staff

## **3. Topic of public consultation**

The public consultation must consult on the following key elements of the Integrated Business Plan:

- The Trust's strategic objectives and future vision The rationale and benefits of FT status, including stating how this will impact the community and the opportunities FT status will provide for increased engagement and involvement
- The governance proposals e.g. criteria for membership; membership constituencies and composition (nominated and elected) of the Council of Governors;

The legal requirement of the consultation process is to demonstrate that the organisation has formally engaged and sought to reach local agreement on issues such as the intention to become an FT; membership and governance arrangements and the trust's overarching strategic direction. It is not a consultation on specific service developments etc.

For SASH the consultation process is a superb opportunity to communicate the work and purpose of the organisation as well as its Values. It will provide a platform to demonstrate the value of working with the Trust and that taking part in the consultation is just the beginning of being involved in shaping the future of a dynamic, community focussed organisation.

A key objective for the consultation will be to ensure that all key stakeholders understand what this means for them and the people they represent, and they clearly understand how they can get involved, particularly with regard to becoming a member or governor of the FT.

#### **4. Consultation process and focus**

The Trust must demonstrate to the TDA and Monitor that the consultation has sought to engage with the key stakeholders outlined in the regulations. In addition it must consult as widely as possible across the catchment area; as well as demonstrating that work has been undertaken to engage with minority and harder to reach groups in the community.

A range of opportunities to respond to the consultation must be offered and these mechanisms are outlined in this plan.

A stakeholder map to identify and map key stakeholders for the organisation is attached as Appendix 1. It summarises the proposed consultation method for each stakeholder group / organisation.

A key focus for the consultation should be the organisation's vision for the future and how all stakeholder groups can play a part.

An additional objective for the consultation will be to recruit members to the proposed FT. The Membership Strategy outlines that the organisation expects to recruit around 9000 members by the time of authorisation as an FT.

A post consultation report, including a summary of responses will be prepared following consultation and will be made publicly available. Hard copies of the post consultation report will be required but to keep print volumes low the report will be published in pdf format on the SASH website

## 5. Consultation activity

Activity and engagement for the consultation exercise will focus around all SASH stakeholders. These are categorised as follows:

1. Surrey and Sussex public and patients,
2. Key partners (including voluntary and community sector)
3. Staff

For each group, the purpose of the consultation exercise and key messages and activity are outlined below.

### 5.1 1. Public and patients

Key purpose:

- To formally consult with the public and patients on our proposals
- To raise awareness of what SASH does and our Values
- To enable the public feel part of our activity knowing that with increased involvement and engagement they have the ability to influence the future direction of the organisation
- To encourage the public to become members and consider standing for election as a governor for the FT

Key messages:

- Surrey and Sussex Healthcare NHS Trust is working toward NHS FT status with the intention to involve staff, patients and the public in the delivery of our services
- We want people across Surrey and Sussex to get involved and have their say on our proposals – everyone's views count and we'd like to increase how much individuals get involved with our organisation and be more responsive to your views
- Become a member of the FT – this brings an opportunity to make a difference and stand for election to the Council of Governors (this also links to our membership strategy objectives)

**Activity:**

- A number of SASH organised public events in key areas – although attendance might vary [dates to be advertised on website and local press, invitations sent to relevant groups] [details in table – appendix 2]
- Surrey & Sussex County Councils / relevant borough councils wider events and public gatherings to have presence wherever relevant, [details being collated in table (appendix 2)- Christmas light switch-on celebrations, Christmas markets, pantomimes]
- Local advertising [e.g. TV screens in GP surgeries]
- Adverts in Council magazines
- Leaflets in Crawley & other local hospitals and health centres
- Posters for health centres, GP surgeries – all NHS health and other social care locations in Surrey & Sussex
- Consultation booklet for partner organisations e.g. CCGs, Surrey & Sussex City Councils, health orientated charities and voluntary groups
- Updates to SASH website including consultation information and online form to sign up as a member as well as
- Updates on Twitter account for online followers
- Press releases: to launch consultation and provide updates throughout consultation period as well as to mark the closure of the consultation and report back key findings/ radio interviews
- Radio Redhill interviews and information
- Letters and membership form enclosed in patient letters (system to ensure don't get further letters once responded)
- Staff publication and information – so staff can confidently talk to patients and visitors – key staff briefing eg. Porters, reception, switchboard
- Digital screen information and supporting information available in waiting rooms around ESH

Included in the wider public are Surrey & Sussex voluntary and community groups. Activity for these groups include:

- Letter to key community groups with a request to come to them / their established meetings with a short presentation
- Using third parties / established links to reach certain groups e.g. religious communities, and others i.e. travellers
- Visits and events at educational establishments

A standard 15 - 20 minute presentation has been created that can be delivered at meetings and events by the Director team, including Non-executive directors, who will be 'on the road' throughout much of the consultation period attending discussions with these groups as well as with staff from SASH.

A 'scribe' will attend these meetings with a specific remit to support the direct delivery of the presentation by noting down key points and feedback as well as general support to ensure the meeting runs smoothly. Templates to record details of all consultation events and meetings will be provided to ensure information is gathered systematically and uniformly.

[Arrangements will be made for translations to be available, on request, in Chinese, Gujarati, Urdu and Polish – via PALs]

## 5.2 2. Key partners

Key partners are identified as:

1. Organisations that SASH has invited to provide a nominated Governor on the Council of Governors
2. Key health, social care, education and general community contacts in Surrey and Sussex. This includes CCGs, GPs, Surrey and Sussex County Council, HOSC, MPs and local councillors, other NHS organisations in Surrey and Sussex, universities, voluntary / third sector providers [formal list being determined based on Constitution].

Key purpose:

- To formally consult with key partners on our proposals
- To raise awareness of the work of SASH including our Values and portfolio of services
- To express our desire to work closely with partner organisations and to enable them to understand how we can work better together
- To encourage partners to accept nominated positions on Council of Governors (as relevant) or to become public members / stand as public governors for the FT – as well as sharing this information throughout the organisations and with friends, relatives etc

Activity:

- partner / stakeholder event – focus on care for the elderly [6 Nov 2013]
- attend regular meeting or committee [details of invites/requests being collated in a table – appendix 2]
- Information submitted for organisation's bulletins to cascade the consultation and membership information throughout stakeholder organisations
- Consultation booklet sent to key partners [full list identified in a table – appendix 1]

### 5.3 3. Staff

#### Key purpose:

- To formally consult with staff on our proposals
- To enable staff to understand how they can play a key role in the future direction of the organisation, what this change means for them  
To gain staff support to encourage responses from others (including service users, friends and family) to consultation and to support membership recruitment

#### Key messages:

- Surrey and Sussex Healthcare NHS Trust is working toward NHS FT status with the intention to involve staff, patients and the public in the delivery of our services
- We want our staff and people across Surrey and Sussex to get involved and have their say on our proposals
- Everyone's views count and being a member of the FT brings an opportunity to make a difference
- We'd like staff to work as ambassadors: talk to everyone they meet; friends, family and services users – about our plans including the benefits of having their say and what being a member is about. (Put copies of the consultation leaflets on display) and if you're out and about visiting patients please talk to them about our plans and encourage them to respond and become a member.

#### Activity:

- Staff events held in consultation period to keep staff fully briefed
- Consider holding staff events throughout to continue momentum
- Utilise other existing communication channels – SASH Window, All Staff Meetings, Senior Leaders Meetings, Team meetings and create dedicated intranet page with background information, ebulletin, and CEO weekly message, appoint FT Champions/point of contact in each division
- Helpline number to call for more information
- A briefing for the PALS team will also be undertaken in case they are contacted as this is an established contact route for some patients
- Message in wages slip

## 6. Operational issues

## 6.1 Documents to support the consultation and member recruitment

A number of documents are required to be developed to support the consultation exercise as well as to recruit members to the FT.

Consultation document:

- Full document
- Large print version of full document and summary document [produce in-house]
- Summary document in alternative languages [available by request]
- Braille or audiotape/CD produced on request – or as standard depending on groups visited / needs identified and budget
- leaflet for staff

Membership leaflet:

- Summary about benefits of membership - includes freepost membership form and contact details for more information.

Other resources to consider

- Arrange for translators or signers for certain large events or events in certain communities / community groups
- Scribe to record details of all face to face events using prepared templates - this will be vital information to be included in the post consultation report
- Photography at key events for use in post consultation report
- Consultation posters – for health centres, GP surgeries and staff bases
- Information for digital screens
- Banners
- Branded bags
- Toolkit for managers to present about our FT plans at their team meetings
- Powerpoint Presentation

## 7. Consultation document content

Suggested content as follows:

- The public consultation process and why we are consulting
- Background to the trust
- Details of what an FT is and the benefits of becoming a FT for SASH
- The Trust's vision and values, future plans
- An outline of our proposed governance arrangements, membership and who can become a member
- The questions we are consulting on and response template
- **Details of where responses and post consultation report will be published / made available – to add**

Plus:

- Include opportunity to come and meet community groups
- **Key contacts – including independent contact for complaints or comments about the process – to add**
- Details of where alternative versions can be found
- Information about becoming a member and membership form

### 7.1 Process for responses

Formal responses to the consultation exercise will be necessary to demonstrate that the consultation has sought to be extensive and all attempts at meaningful engagement have taken place. It is good practice to offer a choice of mechanisms for stakeholders to feed back their comments. Suggestions include:

- A pre paid response form with the consultation document and summary document – perforated tear off section with gummed edges
- Responses by email to FT Office inbox: [foundationtrust@sash.nhs.uk](mailto:foundationtrust@sash.nhs.uk)
- Responses by letter to FT Office: [Freepost \(RRGU-LBSY-HCSL\), Foundation Trust Office - AD55, East Surrey Hospital, Canada Avenue, Redhill RH1 5RH](#)
- Comments posted via website: [www.sash.nhs.uk/ft](http://www.sash.nhs.uk/ft)
- Comments made at face to face events

Focus should be directed toward mechanisms in written form as this offers the most significant evidence base for the post consultation report.

### 7.2 Recording consultation activity

All activity undertaken as part of the consultation exercise must be accurately and comprehensively recorded. This will be required for the post consultation report that will be produced for the TDA and Monitor as part of the FT application process.

This will need to cover:

- All events hosted or attended including details of who attended, key issues raised, comments made and any actions and their follow-up regarding an event or activity
- All advertising, advertorials and media campaigns (paid-for)
- All press coverage (no payment)
- All locations where consultation information has been made available e.g. health centres, hospitals, GP surgeries, one-stop shops / council premises, local businesses
- All responses including comments at events; written responses by email, fax and letter or through any consultation document pre-printed response mechanism

The consultation report also needs to demonstrate:

- Robust public consultation has been undertaken and a representative membership base has been developed
- Staff and stakeholder involvement in the development of the relevant elements of the integrated business plan has been actively sought and considered
- The organisation can demonstrate a continued commitment to expand and progress the wider culture change and social responsibility required to operate as an NHS Foundation Trust

This template will cover themes such as:

- Formats the consultation document was produced in and meetings held
- The number of responses received from stakeholders and the public
- The tone or content of responses received and the main themes that attracted comments
- Specific responses to questions posed on vision and strategic objectives; membership constituencies; minimum age for members; composition of Council of Governors etc
- Consultation with the relevant Overview and Scrutiny Committees
- Staff engagement

Preparation for consultation needs to ensure all aspects that need to be reported on are addressed ahead of the start of the consultation and that mechanisms are in place to collect and record all activity conducted as part of the consultation.

## **8. Consultation outcomes**

There are a number of outcomes and objectives that need to be considered to ensure the consultation can be determined to have been a success.

The objectives for the consultation process are to ensure that all key stakeholders understand what the move to SASH becoming a FT means for them and they clearly recognise how they can get involved with the work and future direction of the organisation and to ensure that all stakeholders appreciate how being involved can have an impact on the future direction of the organisation.

This will be determined by the volume and quality of responses received from stakeholders and their willingness to put forward people to occupy places as nominated governors on the Council of Governors, as well as their overall support for the consultation process e.g. information in their publications, putting up posters and sharing leaflets / information.

It will also be important for the consultation activity to demonstrate that every effort has been made to engage widely whilst also attempting to consult with groups determined as harder to reach, e.g. due to language, cultural or ethnicity or those identified as not traditionally engaging with health services. This can be recorded on the Monitor consultation reporting template.

SASH will also need to ensure that the consultation addresses all the reporting requirements for the TDA and Monitor. This information will be recorded in the supplied Monitor template as outlined in the Recording consultation activity section above. The ability for SASH to populate this template in detail with robust examples will also be considered a measure of a fruitful consultation process.

The consultation process provides an opportunity to begin to recruit members to the FT. The engagement and understanding gained through the consultation process should result in patients the public and staff joining as members from November 2013.

The Trust's Membership Strategy expects around 9,000 members by authorisation. If this figure is met, this will be a good indicator of strong engagement throughout the consultation exercise.

There are also gains to be made on a wider and perhaps more strategic level should SASH secure positive dialogue with key stakeholders during the consultation period. Increased levels of direct stakeholder engagement should result in enhanced awareness of the work of the Trust and how its services and vision can contribute to the delivery of high quality, cost effective services for the health and social care economy in Surrey and Sussex.

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## Appendix 1: Summary of key stakeholders and consultation approach

Stakeholder	Contacts	Consultation approach
<b>Patients and public</b>		
SASH Patients Council	Chair	Consultation document Offer of 1:1 meeting Offer of presentation
East Surrey League of Friends		
Crawley League of Friends		
Horsham League of Friends		
Health Watch West Sussex	Chair Chief Officer	Consultation document Offer of 1:1 meeting with Chair / Chief Officer Offer of presentation
Health Watch Surrey		
West Sussex Patient / Public Council	Stuart Henderson	Consultation document Offer of 1:1 meeting with Chair / Chief Officer Offer of presentation
Carers support	Jennie Musgrove; Steve Large	Consultation document Offer of presentation
Councils for Voluntary services		Consultation document and summary leaflets Offer of presentation (targeted organisations only)
Community Groups (check with PALS)		
Patient / User groups / forums		
Younger peoples forums		
Public Meetings	Redhill	At least one meeting in each area.  Market place type 'health check' events with short presentation and Q&A; display stands, consultation
	Reigate	
	Crawley	
	Horsham	

	East Grinstead	literature; membership application. Activities to attract mix of community. In addition, consider stands in shopping centres / other locations with good footfall
	Croydon; Chichester [other] ? TBC	
CCG Patient Reference Groups		Consultation document Offer of presentation – no dates on websites?
<b>Partner Organisations</b>		<b>Consultation approach</b>
East Surrey CCG	Chair Chief Officer	Consultation document 1:1 meeting Request presentation to CCG Board
Horsham & Mid Sussex CCG		
Crawley CCG		
Surrey Downs CCG		
West Sussex County Council	Leader CEO Chair HOSC – Surrey Chair HASC – W Sussex Director of Adult Services Director of Children’s Services Health & Wellbeing Boards Surrey local committee – Reigate & Banstead	Consultation document 1:1 meeting Date requested from W Sussex HASC, and Surrey HOSC [request sent to Health and Wellbeing Boards]
Surrey County Council		
Mid Sussex District Council	Leader CEO	Consultation document Offer of 1:1 meeting and / or presentation
Horsham District Council		
Crawley Borough Council		
Reigate & Banstead Borough Council		
Tandridge Borough Council		

Mole Valley Borough Council		
East Grinstead Borough Council		
Town and Parish Councils	Leader	E-mail consultation document
	CEO	
MPs	Crispin Blunt	Consultation document 1:1 meeting (AM / MW routine meetings – SB to check dates)
	Sam Gyimah	
	Henry Smith	
	Chris Grayling	
	Francis Maude	
	Nicholas Soames	
	Paul Beresford	
LTEB / Deanery		E-mail copy of consultation document
GP Practices / Health Centres	Practice Manager	Consultation document
Ashford St Peters NHS Trust	Chair	Consultation document Offer of meeting / presentation
Brighton and Sussex University Hospital NHS Trust	Chief Executive	
East Sussex NHS Trust		
Frimley Park NHS Trust		
Queen Victoria NHS Foundation Trust		
Royal Surrey County Hospital NHS FT		
SEC Ambulance Trust		
Surrey & Borders NHS Trust		
Sussex Community Trust		

First Community Health and Care		
Central Surrey Healthcare Surrey		
Sussex Partnership Trust		
Brighton and Sussex University Medical School	Dean	Copy of written consultation document Offer of meeting / presentation
<b>Staff</b>	Trust Board	Updates and briefing
(info needs to include arrangements for opting out of membership)	Chiefs / Divisions	Updates and briefing – Management Boards and divisional meetings
	Senior / Departmental Managers	Newsletter. Toolkit presentation for mgrs. for team / departmental meetings
	Wards and Departments	
	Staff side / unions	Updates and Roadshows. Consultation document and staff leaflet
	Volunteers	Newsletter / briefing for cascade.
	All	Stands, posters and leaflets in main entrances, canteen, Summary leaflet in payslips All staff emails Screen savers linked to digital information screens Info on intranet – summary consultation document; feedback form
<b>Other / General</b>		
Hospital facilities	East Surrey Hospital	Stands in entrances, clinics etc; summary consultation leaflets; membership forms
	Crawley Hospital	[Stands in entrances, clinics etc; summary consultation leaflets; membership forms – ?need permission from site landlords????
	Horsham Hospital	
	Queen Victoria Hospital	
	Caterham Dene Hospital	

Trust web page		Generic info about FTs; summary consultation document – with link to full document; feedback and membership forms
Libraries	Towns as for public meetings	Posters / leaflets
Media		Press release, interview opportunities, feature ‘package’ paid-for advertising for consultation events.

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**Appendix 2: Summary of key meetings for potential consultation activities**

DATE	MEETING	LOCATION	TIME	INFO AND CONTACT DETAILS
6 Nov	SASH Hot Topic – Care of the Elderly and FT	PGEC ESH	1845 - 2100	Eloise Clarke x6199
15 Nov	All staff mtg	Lecture Theatre - ESH	1200 - 1300	
21 Nov	West Sussex Health and Wellbeing Board	County Hall, Chichester, PO19 1RQ	2.15pm	<a href="mailto:suzanne.t.thompson@westsussex.gov.uk">suzanne.t.thompson@westsussex.gov.uk</a> 033 022 22551
21 Nov 2013	Snr Leaders	ESH	1100 - 1200	
25 Nov	<i>SASH Public Consultation 'health checker' event</i>	<i>Dorking Halls, Dorking. Masonic room.</i>	<i>1100 - 1300</i>	<i>Provision date – NOT CONFIRMED</i>
28 Nov 2013	SASH Board Mtg	ESH	1000 - 1300	
29 Nov	<i>SASH Public Consultation 'health checker' event</i>	<i>Oxted Community Centre</i>	<i>1200 – 1545 available</i>	<i>Provision date – NOT CONFIRMED</i> <i>or <b>Thursday December 12<sup>th</sup></b> anytime between 9.30am and 3.45pm</i>
2 Dec	Reigate and Banstead Local Committee	Reigate Town Hall	1400	The Local Committee currently consists of 10 County Cllrs and 10 co-opted Borough Cllrs, and meets 4 times a year. <a href="mailto:sarah.quinn@surreycc.gov.uk">sarah.quinn@surreycc.gov.uk</a> 01737 737695

3 Dec	SASH Public Consultation 'health checker' event	Meridian Hall, East Grinstead	1200 - 1400	Provision date – NOT CONFIRMED
12 Dec	The Surrey Health and Wellbeing Board	County Hall Penrhyn Road Kingston upon Thames Surrey KT1 2DN	1300	The Surrey Health and Wellbeing Board is the place for the NHS, public health, social care, local Cllrs and user representatives to work together to improve the health and wellbeing of the people of Surrey. Huma Younis. 020 8213 2725 <a href="mailto:huma.younis@surreycc.gov.uk">huma.younis@surreycc.gov.uk</a>
13 Dec	All staff mtg	Crawley	1200 - 1300	
19 Dec	SASH Public Consultation 'health checker' event	Harlequin Theatre, Redhill	1200 – 1400 (panto starts at 1400)	Provision date – NOT CONFIRMED
9 Jan	SASH Public Consultation 'health checker' event	Drill Hall, Horsham	1800 - 2000	Provision date – NOT CONFIRMED  parking is free after 6pm.
9 Jan 2014	Surrey CC - Health Scrutiny Committee	County Hall Penrhyn Road Kingston upon Thames KT1 2DN	1000	Ross Pike or Victoria Lower  020 8541 7368 or 020 8213 2733  <a href="mailto:ross.pike@surreycc.gov.uk">ross.pike@surreycc.gov.uk</a> or <a href="mailto:victoria.lower@surreycc.gov.uk">victoria.lower@surreycc.gov.uk</a>
22 Jan 2014	West sussex CC - Health and Adult Social Care Select Committee	County Hall, Chichester	1030	

30 Jan 2014	West Sussex Health and Wellbeing Board	County Hall North, Horsham, RH12 1XA	2.15pm	<a href="mailto:suzanne.t.thompson@westsussex.gov.uk">suzanne.t.thompson@westsussex.gov.uk</a> 033 022 22551
?	<i>SASH Public Consultation 'health checker' event</i>	<i>Crawley Civic Hall</i>	?	<i>Provision date – NOT CONFIRMED</i> <i>Monday or Friday are the busiest days. (Sue 01293 438621)</i>
?	<i>SASH Public Consultation 'health checker' event</i>	<i>Reigate community Centre</i>	?	<i>Provision date – NOT CONFIRMED</i>
?	Surrey Downs CCG Patient Reference Group	Surrey Downs CCG Cedar Court Guildford Road Leatherhead KT22 9AE Tel: 01372 201500		
?	Crawley CCG Patient Reference Group			
?	Horsham and Mid Sussex Patient Reference Group			The CCG also has a Commissioning Patient Reference Group through which patient representatives from practices and other groups across Horsham and Mid Sussex meet together monthly to discuss local health services and the CCG's work.
? last meeting 6 June 2013????	East Surrey CCG Patient Reference Group	?	?	The role of the Patient Reference Group (PRG) is to help the Governing Body of

				NHS East Surrey Clinical Commissioning Group (ESCCG) make decisions about the services they commission and to ensure that these services meet the health needs of the local population.
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