

## **Summary**

The government expects that all NHS trusts will become Foundation Trusts or transition to an alternative sustainable form. Those NHS Trusts that have not yet attained FT status are accountable to the NHS Trust Development Authority (NTDA).

Mental health issues affect vast proportions of our population with one in four people developing a mental health issue within their life time. By becoming a Foundation Trust South West London and St George's Mental Health NHS Trust will be best placed to deliver excellent mental health services for our communities and tackle local issues head on. The result will be better mental health and wellbeing for our service users and local people.

Securing Foundation Trust status will enable:

- Greater freedom to improve the quality of care for service users and fewer restrictions on the disposal of assets to raise capital to reinvest in improving the Trust's estate and therefore delivery of service
- More flexibility to develop creative partnerships and joint ventures with other NHS Trusts and other organisations
- Increased accountability to our local communities through the Council of Governors and our membership
- Greater staffing flexibility and the ability to invest in additional staff development that will help SWLSTG become an employer of choice and reduce overall workforce costs

Alternative strategic options were considered by the South West London and St George's Mental Health NHS Trust Board: becoming a social enterprise, merging with another aspirant or existing Foundation Trust, and breaking up the Trust by selling assets to various organisations. Following detailed debate and analysis it was clear that none of these alternatives would benefit the local population, service users or carers, nor would they improve quality of care or value for money.

## **Recommendation**

South West London and St George's Mental Health NHS Trust requests that the Health Overview and Scrutiny Committee for Merton supports the Trust's proposed governance requirements at the point the Trust becomes a Foundation Trust through a letter of support or a minuted discussion.

## **Mission, vision and priorities**

South West London and St George's Mental Health NHS Trust aspires to be a cost efficient centre of excellence; a place where patients choose to be treated; where clinicians want to train and work; our stakeholders want to work with us.

South West London and St George's Mental Health NHS Trust strategic objectives are:

- Strategic Objective 1: Improve Quality and Value:  
'We will provide consistent, high quality, safe services that represent value for money.'
- Strategic Objective 2: Improve Partnerships:  
'We will develop stronger external partnerships and business opportunities that improve access, responsiveness and service range.'

- Strategic Objective 3: Improve Co-Production:  
'We will have reciprocal relationships which value service users, carers, staff and the community as co-producers of services.'
- Strategic Objective 4: Improve Recovery:  
'We will enable increased hope. Control and opportunity for our service users.'
- Strategic Objective 5: Improve Innovation:  
'We will become a leading innovative provider of health and social care services.'
- Strategic Objective 6: Improve Leadership and Talent.  
'We will develop leadership and talent throughout the organisation.'

Becoming a Foundation Trust is critical for South West London and St George's Mental Health NHS Trust to continue to develop as the mental health care provider of choice in our community, to enable us to deliver our six strategic objectives, to sustain a sound financial future and to become more open and locally accountable.

### **Membership**

South West London and St George's Mental Health NHS Trust membership is broadly representative of the population and constituencies we serve.

South West London and St George's Mental Health NHS Trust has set a target of 4,000 non-staff members by the date of Foundation Trust authorisation by Monitor. The Trust is working to ensure membership reflects the composition of the catchment area and a focused recruitment campaign is underway to achieve this.

Total membership to date, excluding staff – 2,903  
Target at the point of authorisation – 4,000

### **The Council of Governors**

All NHS Foundation Trusts have a Council of Governors who form an integral part of the governance structure. Governors are elected or appointed with a responsibility to represent the interests of their local community or a partner organisation. They do this by scrutinising the strategic direction of the Trust and holding the Board, including executive and non-executive directors, to account. The majority of the Council of Governors will be made up of members representing the five boroughs covered by the Trust; Kingston, Merton, Richmond, Sutton and Wandsworth. The remaining governors will be appointed from key local organisations, such as Clinical Commissioning Groups and councils.

The composition of the Council was approved following public consultation in 2012, resulting in an increase in the number of local service user governors.

## Composition of the Council of Governors

40 members representing 4 constituencies

Partner organisations	
Governor representing NHS England commissioners	● 1
Governors to represent CCGs 1 for each	●●●●● 5
Governors to represent local authorities 1 for each HOSC	●●●●● 5
Governor representing St George's University	● 1
<b>Benefits to commissioners and partners</b> <ul style="list-style-type: none"> <li>● Real involvement in the organisation, not just contractual transactions</li> <li>● A platform to build long-term relationships and partnerships</li> <li>● Accountability to local commissioners and councillors, through a powerful Council of Governors</li> </ul>	
Service users and carers	
Governors to represent carers	●●●●● 5
Governors to represent service users from the rest of the England and Wales	●● 2
Governors to represent service users from SW London residents 2 per borough	●●●●●●●●●● 10
Public	
Governor for residents from the rest of England and Wales	● 1
Governors to represent SW London residents 1 per borough	●●●●● 5
Staff	
Staff governors	●●●●● 5

The Trust believes this overall structure offers the most balanced representation between the interests of commissioners, service users, staff and local residents.

The election process for the elected posts is scheduled to commence in April 2014 and conclude in June. At this point, a Shadow Board of Governors will be elected, their full powers being applied at the point the Trust is authorised by Monitor to become an authorised foundation trust. This is currently forecast to be the end of December 2014.

### Public Consultation

During 2012 the Trust ran a formal public engagement consultation.

The purpose of this extensive public consultation was:

- To explain what a Foundation Trust is and how becoming one would benefit the community
- To share the proposed governance structure and obtain feedback
- To capture new ideas from the public to inform our development plans
- To recruit members

The Trust has taken account of the hundreds of responses from individuals and organisations in further developing its strategic objectives and in crafting the proposed size and composition of the Council of Governors. The overall outcome of the consultation was positively to support the application.

Extensive further engagement was carried out with key stakeholders, with more than fifty meetings held with key groups and organisations.

The purpose of these meetings was to:

- Share the Trust's Mission, Values and Draft Strategic Objectives and listen to the views and feedback of stakeholders
- Deliver a clear, consistent rationale of the benefits Foundation Trust status will bring to local people and the local health economy
- Provide all stakeholders with the opportunity to comment on our FT application and solicit their support

This identified a number of priorities for improvement and the Trust has made significant progress in a number of areas:

- In March 2012 the Trust had 15 Care Quality Commission (CQC) compliance actions all of which were fully addressed by August 2013. The Trust has zero CQC concerns today
- In June of this year the Trust participated in a Quality Summit with its Commissioners to demonstrate the progress that has been made over the last year and discuss plans for the future. The meeting was deemed to be very positive and the plans to continue to improve acknowledged
- There have been no overdue Serious Incident reports throughout 2013 and the Trust has developed new systems to embed learning across the organisation
- The Trust is in the process of renewing all of its section 75 agreements
- The Foundation Trust Steering Committee was adapted to include over 30 external stakeholders, including commissioners, service users and carers, to ensure transparency and involvement in the development of the strategies, Integrated Business Plan and FT application.
- Listening in Action was launched in the Trust earlier in the year and several staff listening events have been held and 10 staff project groups established to initiate internal change.

Great emphasis has been placed on stakeholder engagement as a key driver for current, and future, strategic planning and this takes place on a regular and systematic basis, including:

- Engaging with service users at a strategic level through the Service User Reference Group
- Regular surveys and consultations with Trust staff and the commencement of the Listening into Action programme
- Partner organisations provide regular engagement opportunities to the diverse ethnic and cultural communities we serve
- Individual consultants in community teams regularly meet with their aligned GPs to discuss the referral and care of service users. The associate medical directors attend the local medical committees to link in with wider group of GPs.
- The Medical Director and Director of Nursing meet monthly with clinical commissioners and quality leads of the CCGs to evaluate the quality performance of the Trust
- The Medical Director regularly meets with key personnel in other partner organisations in south west London, including the Medical Director of Kingston Hospital and academic leaders at St. George's University of London

## **Foundation Trust Timeline**

The Trust continues to progress through the NTDA application process to gain approval to proceed to the Monitor assessment. Current expectations are that, following the Chief Inspector of Hospitals visit in March 2014, the Trust will complete the NTDA process in July with a view to completing the rigorous Monitor assessment by the end of 2014.

This page is intentionally left blank