



Bolton, Salford and Trafford
MENTAL HEALTH NHS TRUST



NHS Foundation Trust

Consultation document
17th July - 9th October 2006

*We want to hear what you have to say about
Bolton, Salford and Trafford Mental Health NHS Trust's plans
to become an NHS foundation trust*



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This is a fantastic time to play a part in the way we here at Bolton, Salford and Trafford Mental Health NHS Trust move into the future.

The Trust is proposing to become an NHS foundation trust, because having looked at the options we believe this is the best way for us to provide the best mental health and substance misuse services to our communities.

This booklet will describe what an NHS foundation trust is and why we are so excited at moving in this direction. It also sets out how people like you, who have an interest in mental health and substance misuse services, can play a key role in our future.

We are consulting service users, carers, staff, colleagues from partner organisations, the voluntary sector and our local community from 17 July 2006 until 9 October 2006.

This booklet aims to give you a great deal of information about our plans to become a foundation trust. We welcome your opinions and comments because we believe that working together we can make great things happen.

► ***We believe that by becoming an NHS foundation trust we will work with members who are passionate about mental health and substance misuse issues. Our membership will be knowledgeable because we intend to have meaningful communications and provide our service users and members with informative and relevant information on a regular basis.***





Bolton, Salford and Trafford Mental Health NHS Trust is a specialist Mental Health and Teaching Trust. We were established on 1 April 2003 to provide mental health and social services to the 700,000 people living in the Bolton, Salford and Trafford local authority areas. We provide specialist and secure mental health services as well as substance misuse services for the people of Greater Manchester, the North West and even as far afield as Scotland.

The Trust has an excellent record as far as finances are concerned and has always met its financial targets. In the recent (2004-2005) HealthCare Commission star ratings we were awarded two stars.

Today we have a total of about 700 inpatient beds and provide community mental health and social care services:

- Adults of working age and older people services – in Bolton, Salford and Trafford
- Forensic and low secure services
- Young people's services

The Trust employs over 3,200 staff from a range of professions and disciplines and over 500 staff seconded from partner organisations across our 50 sites, which makes us one of the largest employers in the local area.

So you can see how far we have come in a short time, and we believe this is the foundation for us to build on towards even greater results. We know that by working with people like you, who also want to make a difference for our community, we will succeed.

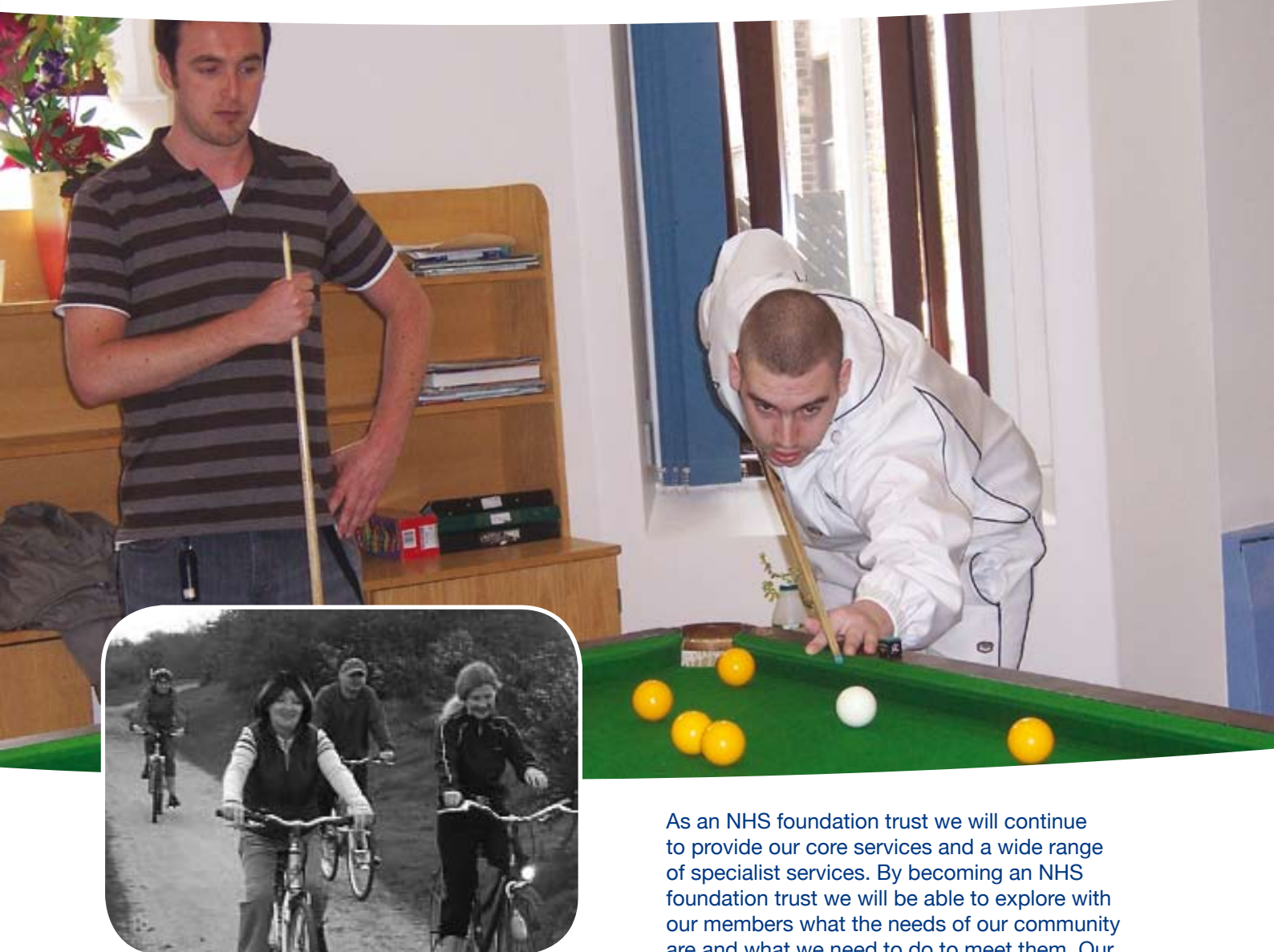


- Substance misuse services – alcohol and drugs, community services in Bolton, Manchester, Salford, Trafford and Wigan and in-patient services for Greater Manchester, Lancashire and Cumbria
- Services for Deaf people
- Psychotherapy services.

► *We will work with partner organisations to support our service users so they have greater opportunities, ensuring they have more choice by taking up options such as direct payment.*

3 What is an NHS foundation trust and why are we applying to become one?

Now you have read about where we are today you may wonder how becoming an NHS foundation trust could improve what we already do... well firstly to put your mind at ease, foundation trusts are still part of the NHS. This means the healthcare we provide will be free.



The major difference is the way we will manage and run our business. At the moment we are accountable to the Secretary of State for Health in London. By becoming an NHS foundation trust accountability will move away from London and will be put firmly here in the North West, to be even more exact at the heart of our Trust across the communities we serve. While we will no longer be accountable to London, we will still be closely inspected to make sure we meet NHS standards and performance ratings.

A new statutory organisation called Monitor has been created and along with the Healthcare Commission makes sure that NHS foundation trusts meet the required standards.

As an NHS foundation trust we will continue to provide our core services and a wide range of specialist services. By becoming an NHS foundation trust we will be able to explore with our members what the needs of our community are and what we need to do to meet them. Our members could tell us that we need to provide more education to help overcome the stigma attached to mental ill health. It could be that our members believe there are other services this Trust should be providing or providing in a different way that will improve the recovery of our service users and meet the needs of carers.

The really exciting news is that we want people from our communities to become members and help govern our organisation. That means our service users, carers, staff, partner organisations, voluntary organisations and local people, who have a keen desire to work with us, can play an important part in our future.



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We are aware that, having greater financial freedom, being responsible for our own finances does bring some risk. But as a Trust we have always met our financial targets and believe this risk is manageable.

What do you think of our reasons for becoming an NHS foundation trust? Would you support our application?

We believe that our service users, carers, staff, partner organisations, voluntary organisations and local people should have more say in and control over the way we provide and develop our services.

Our staff work here for all the right reasons, they want to make a difference, and they want to help our service users to recover. We believe that by becoming an NHS foundation trust, our staff will not only continue to provide services but also by becoming members they will have a greater input into service delivery and service development.

After all if we all have desire to make a difference and see changes in the way mental health services are delivered just imagine what a difference we can make together.

The Trust has been successful in achieving all of its financial targets. By becoming an NHS foundation trust we will have more freedom in how we use our money. If we need to introduce a new type of service in a new environment we will be able to invest accordingly. We will also be able to borrow and invest our finances as we see fit. With the changes in the NHS and more competition from the private sector we want to provide more choices for our service users and carers. By being an NHS foundation trust we will be in a stronger position to provide services in this competitive market.



► ***Being an NHS foundation trust will bring challenges for our motivated, valued and well-equipped workforce. We will support them to work differently and take on new roles to meet market changes.***

4 Our vision for the future - strategic direction

The Trust has a strong strategic vision for the future and we believe that the opportunities from becoming an NHS foundation trust will support us in achieving our vision and objectives.

Our vision is:

“Improved lives and optimistic futures for people affected by mental health and substance misuse problems.”

Our objectives: by 2010 we intend to:

- Be working in partnership with knowledgeable, assertive and influential users of services to deliver more flexible, responsive and innovative services
- Be working closely with key partners and in systems locally, regionally and nationally to promote recovery, social inclusion and reduce inequalities
- Be a mental health and substance misuse services provider of choice, increasing the proportion of service users choosing to be treated by the Trust across Greater Manchester and attracting more service users from beyond
- Be a UK leader organisation providing excellence in mental health and substance misuse services
- Be a successful NHS foundation trust with strong partnerships, service networks and decisions rooted in our local communities
- Be employing staff who feel valued and prepared to adapt to change, embrace new ways of working and better meet the needs of service users
- Be delivering creativity and innovation in our practice and services by developing international partnerships with ‘world class’ mental health and substance misuse organisations and universities
- Be providing all services in premises that are welcoming and comfortable, that are clean, that feel friendly, and that promote privacy and safety, and where appropriate are secure.

What does this really mean and how will being an NHS foundation trust help us achieve these?





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The Trust has developed a three year Equality Strategy which sets out our commitment to addressing issues of equality and mental health in respect of age, disability, ethnicity, gender, race, religious faith and sexual orientation.

The Trust's vision for equality and diversity is that by 2007 we will be an organisation that:

- Has the confidence and respect of patients, carers, communities and partner organisations
- Provides high quality services that meet the needs of all our diverse communities
- Is fully representative of our diverse communities
- Has equality and diversity embedded in its culture.

We believe that NHS foundation trust status will strengthen our ability to deliver the objectives of the Equality Strategy and provide better services by enabling greater inclusion and involvement of diverse groups of people.

What do you think of our vision for equality and diversity? Are there any ways in which our achieving NHS foundation trust status might be advantageous or disadvantageous to any groups of people?



We have three main aims:

- We want a membership made up of service users, carers, staff, voluntary organisations and local people, who reflect the diversity of our community
- We want a Council of Governors who are strongly connected to local people and community organisations and will have a powerful voice in helping set the direction of the Trust and its services
- We want the Board of Directors to have a clear focus on the way the Trust delivers its business responsibilities.

So who could be a member?

We would like to establish three groups of members from people who have a keen interest in mental health and substance misuse issues:

- Public members – this will be open to anyone living in Bolton, Salford and Trafford local authority areas and the wider area across the North West of England
- Service user or carer members – open to anyone who has used our services during the past five years or who has cared for someone who has used our services during the past five years. Service users and carers can choose whether to join as public members or service user/carer members
- Staff members – open to people who work in the Trust.

These members will receive information and give their views on the Trust and its services and elect the NHS foundation trust's Council of Governors.

The Council of Governors

The NHS foundation trust members elect governors. Other organisations such as primary care trusts, local authorities and local universities will also appoint a number of governors.

The Council of Governors will:

- Advise the Trust on the needs of the local community



- Receive reports on how the Trust has carried out its plans
- Influence how the Trust develops
- Appoint the Chair and Non-Executive Directors who sit on the Board of Directors.

We plan to establish a Council made up of 43 governors, of whom:

- 12 will be elected by public members of the Trust:
 - 3 from Bolton
 - 3 from Salford
 - 3 from Trafford
 - 3 from other places in the North West of England
- 10 will be elected by service user or carer members of the Trust:
 - 4 by users of services for adults of working age or older people
 - 2 by users of services for younger people
 - 2 by users of substance misuse services
 - 2 by carers of service users
- 8 will be elected by staff members of the Trust:
 - 4 by health care clinical staff
 - 1 by social care staff seconded to the Trust
 - 1 by managerial staff
 - 2 by administrative and clerical, support and related staff



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- 13 will be appointed by external partner organisations:
 - 1 each by the Primary Care Trusts and Local Authorities in Bolton, Salford and Trafford
 - 1 by Manchester University
 - 6 by other local organisations.

The public, service user and carer members of the Trust will elect 51% of the governors.

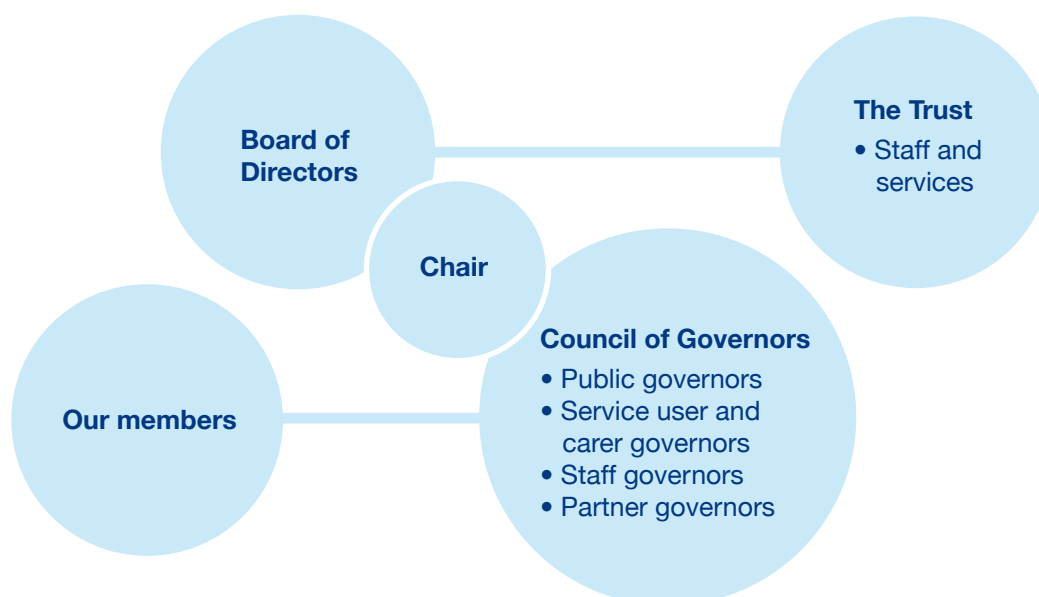
The Board of Directors

The Board of Directors will be responsible for running all aspects of the Trust's services on a day-to-day basis. It will be made up of the Chair, Non-Executive Directors, the Chief Executive, and Executive Directors. It will meet monthly, normally in public.

The Board of Directors will:

- Develop and maintain a strong strategic direction, that increases the contribution of the Trust to the health and social well-being of the people it serves, and makes the most of business opportunities to develop and improve the services it provides
- Monitor services and financial performance to ensure the successful delivery of the services we provide under contract
- Be accountable for the quality and appropriateness of the services we provide, resource use, risk management and organisational operation, in relation to national standards, performance targets and financial requirements established by Monitor and others
- Report to the membership through the Council of Governors on the running and performance of the Trust.

What do you think of our plans for managing the NHS foundation trust? Let us know your views.



We have talented and committed staff in all roles and from all disciplines – mental health and social care - who work here for all the right reasons. They want to make a difference, and they want to help our service users recover. We want them to help build the future of the Trust.

By becoming part of an NHS foundation trust, our staff will not only continue to provide services but as members they will have a greater input in service delivery and development.

For the foundation trust to deliver and achieve its promises we will ensure we have the right numbers of staff in place with the right skills and knowledge.

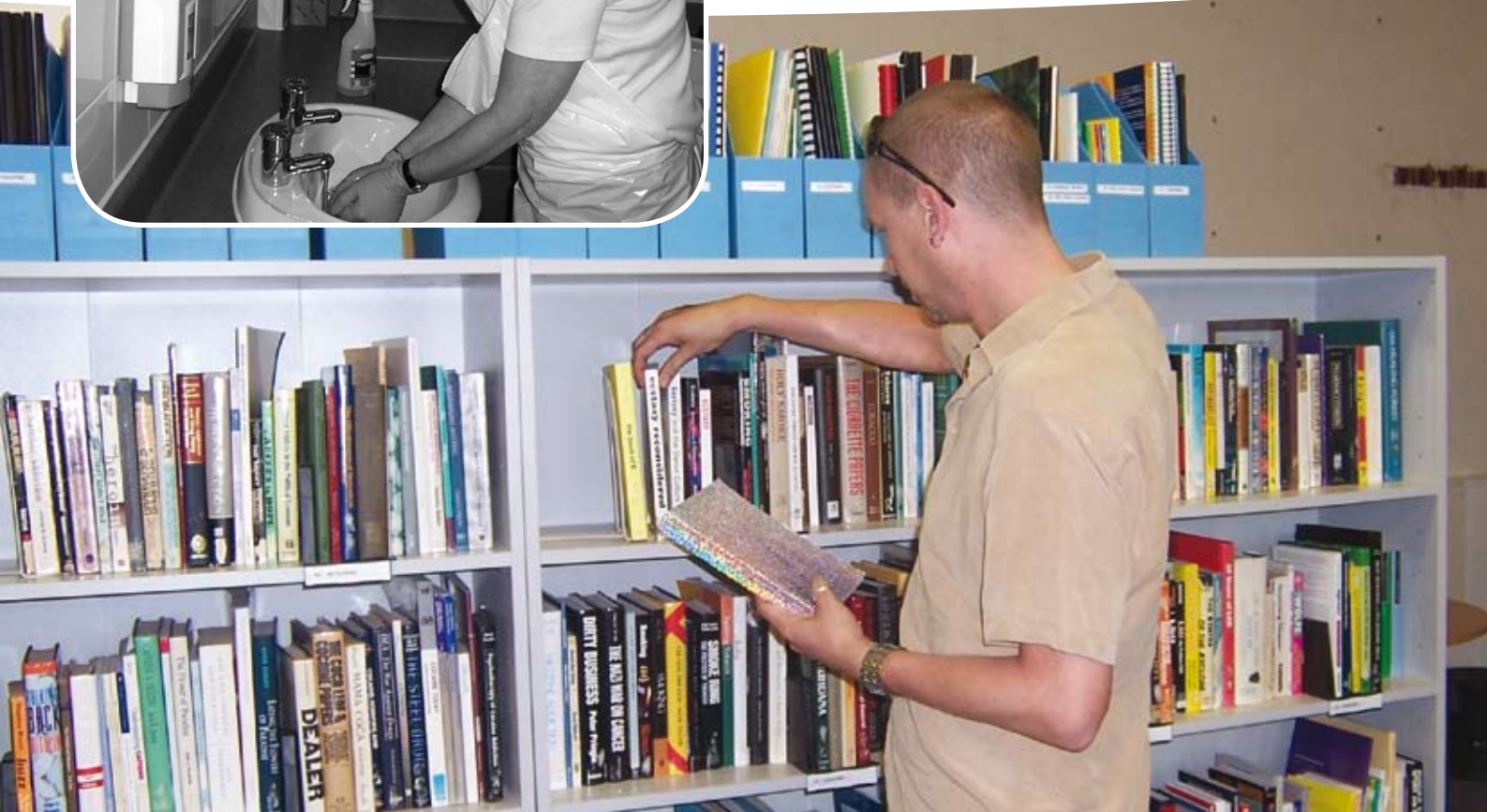
The benefit to staff of being an NHS foundation trust will be that the Trust will be able to use its freedoms to explore more inventive approaches to a range of workforce issues. We will create new ways of working and local initiatives such as incentives to attract key staff.

Combined with the initiatives already introduced such as Agenda for Change, the new Consultant Contract and Modernising Medical Careers, becoming an NHS foundation trust means that we will be able to recruit the best staff and provide a positive and forward-looking working environment, so that all our staff want to continue to work with us.

Being an NHS foundation trust means:

- All our staff – mental health, social care, volunteer staff, full time, part time and seconded – will be members of the NHS foundation trust unless they choose not to be
- The Trust will involve staff more fully in the development of services and will account to them as members
- The Trust will have freedoms to develop new rewards and incentives for staff who contribute to a successful organisation and services.

What do you think of our staffing plans? Let us know your views.



7 Service changes and developments – using NHS foundation trust freedoms



Our aim is “Improved lives and optimistic futures for people affected by mental health and substance misuse problems”.



► *Being an NHS foundation trust will bring challenges for our motivated, valued and well-equipped workforce. We will support them to work differently and take on new roles to meet market changes.*

We aim to use NHS foundation trust freedoms to:

- Improve the quality of integrated mental health and social services for the people of Bolton, Salford and Trafford
- Strengthen specialist services
- Develop the psychological and other therapeutic services we provide in primary care and other community settings to promote the recovery of people with mental health problems

Becoming an NHS foundation trust will help us:

- To be more responsive to service users, carers and the public in the services we provide
- To work more closely through the governors and members with community organisations outside the NHS to promote recovery and the wider mental health agenda
- To use financial surpluses generated by efficient working in the Trust for re-investment in service innovation and development
- To access central government and local authority regeneration monies to develop mental health promotion and social inclusion initiatives.

As an NHS foundation trust we will continue to provide all the core local and specialist mental health and social care and substance misuse services that we currently provide. Becoming an NHS foundation trust will encourage innovation and flexibility in the way we develop and provide services. This will help us provide better services for service users, carers and the public.



► *In becoming an NHS foundation trust we want to make use of public members and governors to help improve our services*



- Explore the opportunities of working with other organisations in the development and provision of local child and adolescent mental health services
- Develop our mental health services for older people in Bolton, Salford and Trafford, in response to the increasing number of older people in the population
- Develop and provide substance misuse services in areas and settings outside our traditional boundaries
- Develop new specialist mental health services for people with complex problems who at present may have to be treated a long way from their homes or in private sector hospitals.

What do you think of our service plans? Let us know your views.

► *We recognise that people with mental health and substance misuse issues are often disadvantaged and discriminated against both as a cause and a consequence of their problems.*

Poverty, social isolation, poor quality housing, homelessness, lack of education, and violence can all have a negative impact on mental health and well being. We want to work closely with our partner organisations to put systems in place to see these problems reduced and disappear.



We welcome your comments on any aspect of our proposals and look forward to hearing from you. We will consider everybody's comments before making a decision about applying to become an NHS foundation trust.

Following the formal consultation, we will make a decision about sending our plans to the Secretary of State for Health and to Monitor, the independent regulator, for approval to become an NHS foundation trust.

► ***Our staff work here for all the right reasons, they want to make a difference, and they want to help our service users recover. We believe that by becoming an NHS foundation trust, our staff will not only continue to provide services but by becoming members they will have a greater influence over service delivery and development and the direction of the organisation.***



► *We will listen to the views of our members and act on them. This will help us make sure we are the trust people needing mental health or substance misuse services choose to use.*

This document is part of a public consultation to seek your views on our proposal that Bolton, Salford and Trafford Mental Health NHS Trust should become an NHS foundation trust. We hope that it gives the information you need to comment.

This is the right time for us firmly to put mental health and substance misuse services on the map here in the North West. We are considering a change of name and as the advert says 'it does what it says on the label'. We believe that we should have a name to be proud of and are suggesting The North West Centre for Mental Health and Substance Misuse NHS Foundation Trust. We would like to hear your opinions on this and would be pleased to hear your suggestions.

We want your views about:

- The NHS foundation trust application
- The proposed arrangements for running the Trust
- The services we will provide as an NHS foundation trust
- The proposed name change to the North West Centre for Mental Health and Substance Misuse NHS Foundation Trust.

If you need further information please contact Jackie Jackson on 0161 772 3625 or visit www.bstmht.nhs.uk



► *We will put the needs of our service users at the heart of our care planning; we will listen to our service users to understand what is important to them and put care plans in place to meet their individual needs.*



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There are forms at the back of this booklet which you can use to give us your comments and to register your interest in becoming a member of the NHS foundation trust.

The formal consultation runs from 17 July 2006 until the 9 October 2006 and involves:

- Wide distribution of this consultation booklet summarising our plans
- Stakeholder events to discuss our proposals and gain feedback
- Meetings with staff to share our proposals and plans and get feedback
- Public meetings to share our proposals and plans and get feedback
- Publicity in local media
- Attending existing meetings to share our proposals and plans and gain feedback.

Please let us have your view at meetings or in writing to:

FREEPOST

Trust Headquarters

Bolton, Salford and Trafford Mental Health NHS Trust

Bury New Road

Prestwich

Manchester

M25 3BL

Email: FT@bstmht.nhs.uk

The closing date for receiving your responses to this consultation is Monday 9 October 2006 at 5pm.



My comments on Bolton, Salford and Trafford Mental Health NHS Trust's plans are:

Becoming an NHS foundation trust

- Do you agree with our proposals to become an NHS foundation trust? ☐ Yes ☐ No
- Have we correctly identified the benefits and risks of becoming an NHS foundation trust? ☐ Yes ☐ No
- Are there other benefits or risks that we should take into account?

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Running the NHS foundation trust

- Do you agree with our proposals for the membership of the Trust? ☐ Yes ☐ No
- Do you agree with our ideas for working with the members of the Trust and for the role of the Council of Governors? ☐ Yes ☐ No
- Do you agree with our proposals for the constituencies for electing the Council of Governors? ☐ Yes ☐ No
- Do you agree with our proposals for the number of members and composition of the Council of Governors? ☐ Yes ☐ No
- Any other comments you would like to make on the running of the Trust?

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Implications for staff

- Do you agree with our proposals for staff membership of the Trust? ☐ Yes ☐ No
- Do you agree with our proposals for staff governors of the Trust? ☐ Yes ☐ No
- Do you agree with our proposed use of the staffing flexibilities available to foundation trusts? ☐ Yes ☐ No
- Any other comments you would like to make on implications for staff?

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The development and future of services

- Do you have any comments or suggestions about the Trust's vision and values and strategic direction for the next five years?

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Please turn over

To return your feedback form please tear along this perforated line



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- Do you support the Trust's priorities for service change and development over the next 5 years and how we plan to use NHS foundation trust freedoms to achieve them? ☐ Yes ☐ No
- Are there any other changes to services over the next five years that you would particularly like us to introduce?

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Name change from Bolton, Salford and Trafford Mental Health NHS Trust to North West Centre for Mental Health and Substance Misuse NHS Foundation Trust

- Do you support the name change? ☐ Yes ☐ No
- Do you have an alternative?

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Other issues

- Any other comments or suggestions?

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I am a: ☐ service user/patient ☐ carer
☐ member of the public ☐ member of the Trust's staff

Name (optional):

Address (optional):

Postcode:

Telephone:

Email address:

- ☐ I am interested in becoming a member of the new NHS foundation trust.
 Please tick the box or fill in the application form on the next pages and send it back.

Where to send the completed form

Please complete the form, and send it to:

**FREEPOST, Trust Headquarters, Bolton Salford and Trafford Mental Health NHS Trust,
 Bury New Road, Prestwich, Manchester M25 3BL**

Or you can complete it electronically by filling out this form on our website at:

www.bstmht.nhs.uk/ft



10 Bolton, Salford and Trafford NHS Foundation Trust membership application form

This information will help us to make sure that people from all backgrounds are involved with the Foundation Trust and have a say in the way we develop services.

Yes: I would like to become a member of Bolton, Salford and Trafford Mental Health NHS Foundation Trust.

How old are you?

- | | | |
|----------------------------------|----------------------------------|----------------------------------|
| <input type="checkbox"/> 14 - 15 | <input type="checkbox"/> 16 - 24 | <input type="checkbox"/> 25 - 44 |
| <input type="checkbox"/> 45 - 64 | <input type="checkbox"/> 65 - 74 | <input type="checkbox"/> 75 plus |

What is your gender?

- ☐ Male ☐ Female

What is your Ethnic Group?

White

- ☐ British ☐ Irish
☐ Any other white background (please state):

Mixed

- ☐ White & Black Caribbean ☐ White & Black African
☐ White & Asian
☐ Any other mixed background (please state):

Asian or Asian British

- ☐ Indian ☐ Pakistani ☐ Bangladeshi
☐ Any other Asian or Asian British background (please state):

Black or Black British

- ☐ Caribbean ☐ African
☐ Any other Black or Black British background (please state):

Chinese or other ethnic group

- ☐ Chinese
☐ Any other ethnic background (please state):

What connection do you have to Bolton Salford and Trafford Mental Health NHS Trust?

- | | |
|---|---|
| <input type="checkbox"/> Current service user | <input type="checkbox"/> Former service user (in the last five years) |
| <input type="checkbox"/> Carer for a current service user | <input type="checkbox"/> Carer for a former service user |
| <input type="checkbox"/> Interested member of the public | <input type="checkbox"/> Member of staff |
| <input type="checkbox"/> Other (Please give details): | |

Are you a member of any health related organisations or campaign groups?

- ☐ No ☐ Yes (please specify):

Are you interested in any particular mental health services?

- | | | |
|---|---|--|
| <input type="checkbox"/> Adults of working age | <input type="checkbox"/> Older People | <input type="checkbox"/> Forensic (Secure) |
| <input type="checkbox"/> Child & Adolescent | <input type="checkbox"/> Substance Misuse | <input type="checkbox"/> All Services |
| <input type="checkbox"/> Other (Please give details): | | |

Join Today!

To return your membership form please tear along this perforated line



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Would you be interested in becoming a Governor?

☐ Yes

☐ No

Which local authority area do you live in?

☐ Bolton

☐ Salford

☐ Trafford

☐ Other (Please give details):

Your contact details

☐ Mr

☐ Mrs

☐ Ms

☐ Miss

☐ Dr

☐ Other (Please State)

Given name:

Family name:

House number :

Street:

Town:

City:

Post code:

Telephone:

Mobile:

We may wish to contact you via SMS/text message. Is this ok?

☐ Yes

☐ No

Email address:

We will want to send you emails containing updates on our application. Is this ok?

☐ Yes

☐ No

If we are successful and become an NHS foundation trust, as a member we will need to contact you. How would you like us to contact you?

☐ Email

☐ Post

Where did you first hear about our NHS foundation trust application?

☐ Local press

☐ Our website

☐ From a member of staff

☐ From a leaflet we sent you

☐ From a leaflet which you saw in a public building (Please say where):

☐ Other (Please say where):

Please register me as a prospective member of Bolton Salford and Trafford Mental Health NHS Foundation Trust. I am over 14 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.

☐ Please tick

Where to send the completed form

Please complete the form, and send it to:

**FREEPOST, Trust Headquarters, Bolton Salford and Trafford Mental Health NHS Trust,
Bury New Road, Prestwich, Manchester M25 3BL**

Or you can complete it electronically by filling out this form on our website at:

www.bstmht.nhs.uk/ft

Data Protection Statement: The information which you supply on your membership application will not be passed to any third party under any circumstances and will only be used by the Trust for the purposes of informing, consulting or involving foundation trust members. The personal information you provide about your age, gender and ethnicity will be used for anonymous reporting so we can monitor the make up of our membership and try to make sure it reflects the communities we serve.

11 Next steps - what happens next?

Our proposed timetable is:

• 17 July 2006 – 9 October 2006	Public consultation
• June 2006 onwards	Continue to gain interest in membership
• October 2006	Comments and views will be considered by the Trust Board
• October 2006	Trust Board decides whether or not to apply to Secretary of State and Monitor to become an NHS foundation trust
• November 2006	Application to Secretary of State for Health
• January 2007	Secretary of State considers application and makes decision
• Spring 2007	Decision by Independent Regulator (Monitor)
• April 2007	Bolton, Salford and Trafford Mental Health NHS Trust becomes an NHS foundation trust

While the Secretary of State and Monitor are considering the application, we will go ahead with recruiting members of the NHS foundation trust, setting up the Council of Governors and preparing for the Board of Directors. So when we get approval the new NHS foundation trust can start work without delay.

This is a consultation document about Bolton, Salford and Trafford Mental Health Trust's application to become an NHS foundation trust. If you would like this information in another language or format, please contact 0161 772 3625 or email: FT@bstmht.nhs.uk

هذه وثيقة استشارية فيما يخص عرض أمانة بولتون وسالفورد وترفورد الصحية NHS لكي تصبح أمانة تأسيسية لـ NHS.

إذا رغبت في الحصول على هذه المعلومات بلغة أخرى أو بشكل آخر، رجاء اتصل برقم تليفون 01617723625 أو أرسل بريد إلكتروني على FT@bstmht.nhs.uk

این یک نوشتار مشاوره ای در خصوص پیشنهاد تبدیل اتحادیه سلامتی روانی NHS بولتون (Bolton)، سلفورد (Salford) و ترفورد (Trafford) به یک اتحادیه بنیاد NHS می باشد.

اگر مایل به دریافت اطلاعات به زبان یا فرمت دیگری هستید، لطفاً با شماره تلفن 0161 772 3625 یا آدرس ایمیل FT@bstmht.nhs.uk تماس حاصل فرمایید

આ બોલ્ટન (Bolton), સેલફર્ડ (Salford) અને ટ્રાફોર્ડ (Trafford) માનસિક સ્વાસ્થ્ય NHS ટ્રસ્ટના NHS ફાઉન્ડેશન ટ્રસ્ટ બનવા માટેની દરખાસ્ત વિશેનો સલાહમસલત દસ્તાવેજ છે.

જો તમને આ માહિતી અન્ય ભાષા અથવા સ્વરૂપમાં જોઈતી હોય, તો કૃપા કરીને 0161 772 3625 નંબર પર કૉલ કરો અથવા FT@bstmht.nhs.uk પર ઇમેઇલ કરો.

ئەمە بە لێگەنامەیەکی راویژکارییە دەربارەی پێشنیاری دەزگای NHS ی تەندروستی بۆلتن، سالفۆرد و ترفۆرد کە بێژتە دەزگای بنچینەیی NHS.

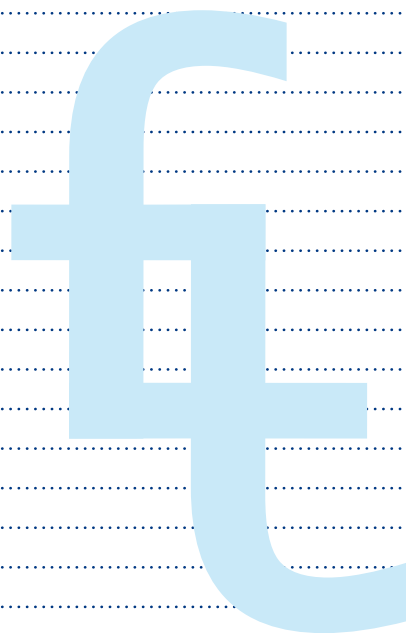
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這是一份關於博爾頓 (Bolton)、索爾福 (Salford) 和特拉福德 (Trafford) 精神衛生 NHS 基金會對於加入 NHS 基金會提議的諮詢文件。

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Bolton, Salford and Trafford
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NHS Foundation Trust

Trust Headquarters, Bury New Road, Prestwich,
Manchester M25 3BL

Telephone: 0161 772 3625

Fax: 0161 772 3522

Website: www.bstmht.nhs.uk

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working with service users at the Edenfield Centre

Telephone: 0161 772 3961 **Website:** www.firststeptrust.org.uk

