Ashford and St. Peter's Hospitals NHS
NHS Foundation Trust

COUNCIL OF GOVERNORS
7th December 2011

TITLE	**Membership Strategy**
EXECUTIVE SUMMARY	As part of the preparation for Foundation Trust status the Trust produced a Membership Strategy. This has now been radically overhauled and has been discussed and endorsed at the Membership and Community Engagement Group. The Strategy covers: ▪ What is Membership- including the benefits we see for members and the benefits we will get from our membership ▪ Defining The Membership Community- What do we know about our Local Community ▪ Building the Membership base- future requirements ▪ Communicating with Members ▪ Evaluating Success ▪ Action Plan The Strategy has been written in accordance with the guidance from Monitor. Although it points to the possible transaction with Epsom it will need a further review should this proceed. The action plan is intended to help the Membership and Community Engagement Group oversee the work on membership, both with Governors and through the Membership Office. A key priority in the action plan is to increase member engagement. The second major focus of the action plan is to undertake targeted recruitment in the marginally underrepresented areas of Runnymede, Elmbridge, Hounslow and Richmond, to increase membership in the marginally under represented socio-economic classes C2 and D and to increase membership in the 14-16 age group. The plan will continue to evolve and be added to- for example the use of social media is now being considered.
The Council is asked to:	Agree the revised Strategy and action plan
Submitted by:	Jane Gear, Head of Corporate Affairs and Andrew Ryland, Chair of Membership and Community Engagement Group, and
Date:	18th November 2011
Decision:	For Decision

Ashford and St. Peter's Hospitals NHS
NHS Foundation Trust

Membership Strategy

2011

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MEMBERSHIP STRATEGY

1 EXECUTIVE SUMMARY

The Trust is committed to becoming a successful membership organisation and to building a positive relationship with its members. To use our membership effectively we need to be pro-active in seeking the views of our membership as representatives of our local population, our patients and carers, to shape and improve our services. This can be directly or via the Governors, who are elected by the membership or represent major stakeholders.

This Strategy sets out the approach and actions to support the Trust's Membership Objectives and build a successful membership.

2 WHAT IS MEMBERSHIP? - INTRODUCTION AND BACKGROUND

All foundation trusts are public benefit corporations and are based on a membership model. We have members drawn from our local populations, as defined in our Constitution. It is from our membership that we create our Council of Governors and appoint the Non Executive Directors.

The Trust is already part way through a transformational journey towards our mission of being 'one of the best healthcare trusts in the country'. Our Integrated Business Plan identifies how we will turn our vision and values through our strategic objectives into the reality of the delivery of our clinical strategy. It also identifies how we will realise our ambition to be a cornerstone of acute healthcare in Surrey through being the provider of choice for all general hospital acute services in our catchment area and developing specialist services with commissioner support

Through the Foundation Trust governance structure, we aim to create a cultural environment that is characterised by involvement, responsiveness and openness. As a Foundation Trust we are able to communicate directly with the communities we serve and the staff we employ.

Some of the benefits the Trust sees from having a membership are:

- Better access to the views of those who use the service in the local population. This will help us improve our patient experience.
- More representative feedback from the local population as a whole
- Wider engagement with the local community
- Individual or collective lobbying on behalf of the Trust on issues that matter to members and the local community
- A more engaged workforce with a clear understanding of the strategic direction of the Trust.

2.1 Membership Objectives

The aim of the Membership Strategy is to have a membership that is informed about the activities of the Trust and that individual members feel able to become

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engaged with the organisation and contribute to developing and improving our services. This will be achieved through the Membership Objectives which are to:

- Be clear about the role and responsibilities of becoming a member
- Achieve a membership base that is representative of the diversity of the local community
- Provide simple, accessible and well-publicised processes for becoming a member
- Publish details of opportunities for members to become involved and information about the Trust e.g. attending Council of Governors meetings, members events, *Members Matters*
- Encourage an active and involved membership in influencing service development
- Maintain a comprehensive and accurate membership data base that meets regulatory requirements and assists with developing the membership.

2.2 Who can be a member?

The members of the Trust are those individuals whose names are entered in the register of members. Every member is either a member of a public constituency or a member of one of the classes of the staff constituency.

Membership is open to anyone who:

- Is 14 years of age or older
- Is entitled under the constitution to be a member of a public constituency or one of the classes of the staff constituency; and
- Has completed a membership application form.

During the application process to become a Foundation Trust we reduced the age of membership from 16 to 14 in response to comments received. We did this because we recognise the value of our children's services and also the Trust feels strongly that the younger age group should be given the opportunity to participate as members and add their views to developing services and as the Trust's potential Governors of the future.

2.3 Restrictions on Membership

The Trust wishes to recruit members to ensure that its membership is representative of the local community and the patients it serves but some exclusion will apply:

- Members can only belong to one constituency or class.
- An individual who meets the criteria for membership of the staff constituency can only belong to the staff constituency.
- Members who are violent or aggressive to staff will not be tolerated

Further restrictions on Membership are described in the Trust's Constitution.

2.4 Membership involvement and benefits

Membership is free.

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Many residents will become members primarily as a signal of their support for the hospitals. Therefore not all members will wish to become actively involved with the Trust although we hope that many will wish to be actively involved and we will encourage this.

All members have the same benefits but it is likely that some will limit this to :

- Receiving information about the Trust and its plans, primarily through-
- Receiving a copy of the Trust quarterly membership magazine- Members Matters

More active members may also wish to do some or all of the following:

- Give feedback to the Trust via their Governor or via the membership office
- Actively feed their views to the Governors regarding the Trust's future plans and priorities
- Come to meetings of the Council of Governors
- Come to Health Events
- Come to the AGM
- Exercise their vote in elections for the Council of Governors
- Stand for election as a Governor
- Use the discount benefits available via the NHS Discount scheme as all NHS staff are able to do
- Become involved in consultations and questionnaires about aspects of the Trust's services or participate in focus groups
- Apply for appointment as a Non Executive Director or Chairman

2.3 Membership database

In order to run the membership and have accurate information on its makeup, a good data base is essential.

The Trust has contracted with a third party to run the database on its behalf. This will be regularly reviewed.

The Membership application forms have been developed to invite potential members to provide details of residence, age, gender and ethnicity. This data is stored onto the membership database which has the ability to provide analytical data per catchment area and to identify under represented areas and support analysis of how the Trust is best placed to market our recruitment campaigns.

3 DEFINING THE MEMBERSHIP COMMUNITY- WHAT DO WE KNOW ABOUT OUR LOCAL COMMUNITY?

The Trust is developing a membership which genuinely reflects our wider local community and which acknowledges the differences in relation to the needs and services of our local communities. The Trust's Surrey population is older than the national average with 27% of the population being over 60; this is predicted to rise to 30% by 2013 . 97% of the Surrey population describe themselves as white. The largest ethnic grouping is Indian and comprises 0.7% of the total population. This ethnic population is predominantly in Elmbridge, Woking and Spelthorne which are in the ASPH catchment. Hounslow has a far higher ethnic population and correspondingly lower white population (64%).

The Trust aims to understand the local population needs in a variety of ways.

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- By developing relationships with a wider range of community groups and religious leaders.

- Offering translation of all Trust publications with a focus on eight languages – Bengali, Farsi, Portuguese, Italian, Greek, Punjabi, Hindi and Urdu. Translation of all membership communications is also offered along with the provision of material in large print, Braille and audio versions on request.

The Trust's Communication and Engagement Strategy provides further details.

3.1 Public Constituencies

There are 9 public constituencies (see Appendix 1) based on electoral wards which reflect the area the Trust views as its natural catchment (c 380k population). Inevitably the Trust draws its patient base from a wider area and therefore the constituencies have been extended to include other adjacent wards which also reflects the Trust's position on the Surrey /London border.

Membership of the public constituency is open to individuals:

- Who live in the relevant area of the Trust aged 14 or over
- Who are not members of another public constituency; and
- Who are not eligible to be members of any classes of the staff constituency

The rationale for setting a minimum membership age of 14 years is to support the continuing growth and development of the Trust's children services. Although the members below 16 are not eligible to stand for election to the Council of Governors, the Trust feels strongly that the younger age group should be given the opportunity to participate as members and add their views to developing services.

3.2 Staff

All staff are automatically eligible to become Foundation Trust members and are members of the Trust on appointment, subject to their employment status. There are five classes detailed in Appendix 1.

Details of the technical criteria for staff membership are given in the Constitution.

The rationale for establishing these broad occupational staff groups was so that they would be constant, regardless of any future organisational changes. The Trust also considered the volunteer class equally as important due to the high number of volunteers (400) who support the Trust daily in an unpaid capacity.

Staff membership has been based on opt out. All new eligible members of staff have details included in their contract along with explanations of how they can opt out.

All staff members that leave the Trust will be invited to become public members.

4 RESOURCE IMPLICATIONS

The Membership Office is led by the Head of Corporate Affairs and comprises two staff (one part time administrator and one Membership Manager). The Membership Office will work closely with Human Resources, Communications and Marketing ensuring there are effective communication arrangements between Trust Board, the Council of Governors and the members.

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The Membership Office will identify and establish opportunities to engage members in Trust activities, maintain the membership data base provided by the appointed membership company and help the Governors implement the Membership Strategy. A reasonable budget will be allocated for staff costs, membership software, publishing and marketing costs.

The Membership Office will provide administration and support to the membership development activities including:

- Provide a single point of contact for the Membership and Governors
- Maintain and analyse the Membership data base providing membership reports
- Develop and coordinate plans for membership recruitment
- Ensure effective arrangements are in place for the Council of Governors and Trust Board to communicate with members.
- Develop and support a programme of membership activities , with input from the Council
- Providing support to Governors attending local community events through marketing materials and /or Trust liaison or speakers.

5 BUILDING THE MEMBERSHIP BASE- FUTURE REQUIREMENTS

The membership was established in May 2009 as part of the application to become a Foundation Trust**.** At this initial stage in the Foundation Trust's development recruitment was through the consultation exercise with road shows, participation in community events, presentations to groups and mail shots.

The Trust wishes to encourage and develop a strong sense of community involvement and ownership of Ashford and St Peter's Hospitals. It is committed to actively recruiting new membership in all categories. The aim is to have a membership that is informed and engaged in the activities of the Trust.

The typical range of activities associated with our recruitment strategy are as follows

- On line membership forms
- Hard copy joining forms available in Trust and other locations
- Press releases about the Hospitals and the Council
- Web site information
- Membership recruitment stands
- Membership forms in packs sent with new out patient appointments
- Identifying local key events and other opportunities to take Foundation Trust membership to the public
- Direct mailing.

5.1 Future membership target

Now the public membership is around 6,000 we will aim to grow our membership by 5% per year and this will be achieved by targeting areas identified as priorities.

Having studied the data on the Trust membership after the first six months, the Council of Governors' Membership and Community Engagement Group has agreed the following

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priorities:

- To increase membership in the marginally underrepresented areas of Runnymede, Elmbridge, Hounslow and Richmond
- To increase membership in the marginally under represented socio-economic classes C2 and D
- To increase membership in the 14-16 age group

In addressing these priorities, the Trust will be mindful of hard to reach groups.

The Trust is currently considering the potential to complete a Transaction involving Epsom Hospital. If this occurred in 2012 and Epsom Hospital became part of the Foundation Trust, a key objective would be to recruit an active membership from that area.

6 COMMUNICATING WITH MEMBERS

The Trust will:

- Acknowledge every new application for membership
- Provide a Membership Newsletter every quarter
- Provide information on the regular activities that members can attend e.g. dates of forthcoming Council of Governor meetings, invitations to attend the Annual General Meeting and other member activities including Health Events.
- Have a members' area on the Trust's website

In the future the Trust will consider with the Governors the benefits of introducing new social networking technologies such as the use of Text, tweeting and social networks.

Governors have an essential role in representing the views of the members, in particular when formulating suggestions and comments on the forward plans of the Trust. It is therefore essential that there are good two-way communication routes between the Governors and the membership.

6.1 Governors communicating with Members

Avenues to achieve this include:

- Members Health events where Governors can be identified to their membership. Ideally these events will be held in Constituencies with Governors helping source locations and hosting.
- Through articles in Members Matters
- Governors' Mail shots e.g. through Borough Associations of Voluntary Services, Local Authority publications, Community newsletters etc
- Attendance at borough events e.g. fairs

6.2 Members communicating with Governors

Avenues to achieve this include

- On line comment form
- Attendance at Members Health events
- Comments (phone or letters) forwarded through Membership Office
- Members coming to Council meetings and AGM

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7 PLAYING A KEY COMMUNITY ROLE

The Trust already has an active Local Involvement Network, League of Friends and volunteer service as well as a policy of staff involvement, all aimed to continuously improve the quality of its services.

The membership will strengthen the links with our local community, provide a mechanism for local accountability and increase a sense of ownership and involvement with the Trust.

The aim is to build on the Trust's success to date by increasing the community's level of involvement and participation through the involvement of partner organisations and by encouraging the active participation of members of the public, patients and members of staff in the work of the Trust.

The Trust believes that it has an important role to play in the local community, not only as the first choice provider of acute hospital services to local residents, but also as a large employer and consumer of goods.

The Trust is already a participant in the Local Strategic Partnerships (LSP) in Runnymede and Spelthorne and with a number of statutory and non statutory public services, local councils, volunteer organisations and carer groups.

Partnership working is important to the Trust and this will also be developed through the involvement of the partner organisations in the Governor body. Their representatives form part of the Council of Governors.

8 WORKING WITH OTHER MEMBERSHIP ORGANISATIONS

We have relationships with a range of membership based organisations with the local health and associated community. The Governors have joined the national Foundation Trust Governors Association, providing the opportunity to network with similar organisations as ourselves, hear about good practice and develop relationships with other Governors.

9 EVALUATING SUCCESS

We will use the following indicators to evaluate how successful the Membership Strategy has been:

- Year on year growth in the membership numbers
- Improvements in the constituencies highlighted to be targeted
- Levels of attendance at Members events
- Evidence that members are involved at service level in improving services
- Governors receiving feedback from members

The effectiveness of the Strategy will be reviewed annually, based on a calendar year and will be presented to the Council of Governors' first meeting of each year.

10 PLANS FOR FUTURE MEMBERSHIP RECRUITMENT

- Hospital staff will encourage patients and their families to become members of the Foundation Trust.

- The Trust will work with local press to publicise the Foundation Trust particularly around key times such as elections for the Council of Governors.

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- Internal and external web communications will be developed to encourage new membership registration.

- Embedding recruitment into everyday process of the Trust e.g. Discharge documentation, outpatient literature

- Governors to participate in recruitment e.g. via stalls in the hospital, attending local events, links to clubs etc.

- Targeted recruitment if the catchment area expands e.g. Epsom

- Direct mail will be considered, to reach geographic areas and groups of people that are under-represented. Regular analysis of membership data will highlight areas that need attention. (This will be the last resort as it tends to be expensive)

11 ACTION PLAN

The detailed action plan to achieve active membership and membership engagement with Governors is attached.

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Appendix 1

Public Constituencies

Elmbridge	Named wards
Guildford	Named wards
Runnymede	
Spelthorne	
Surrey Heath	Named wards
Woking	
Hounslow	Named wards
Richmond upon Thames	Named wards
Windsor and Maidenhead	Named wards

Staff Classes

Medical & Dental
Nursing & Midwifery
Ancillary, A&C, Managers
HCA's, AHPs Healthcare Scientist's
Volunteers

Further details are in the Trust Constitution available on the www

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Membership Action Plan

OBJECTIVE		ACTION	RESPONSIBILITY	DUE BY	PROGRESS / METRIC OF SUCCESS
Membership Strategic Objective 1 – Improve Member Engagement					
1.1	**Members involvement in service design**				
	1.1.1	Questionnaire to go to members on a specific item, for example the redesign of Ashford outpatients, where they think that it can be improved etc	Membership Manager	March 2012	One questionnaire with 100 returns
	1.1.2	One service area having set up a user group to members involvement	Membership Manager	March 2012	One service group to meet per year
1.2	**Two Way Communication**				
	1.2.1	Advertise the availability of the membership feedback form on the internet, through the membership magazine, and the way in which members can contact their Governor	Membership Manager	Quarterly	5 people contacting the Membership Office
	1.2.2	Article to go into Membership Matters detailing the annual planning process and asking members to contact Governors with their thoughts in time for next year's process.	Head of Corporate Affairs	September 2011	5 members contacting Governors.

OBJECTIVE		ACTION	RESPONSIBILITY	DUE BY	PROGRESS / METRIC OF SUCCESS
1.3	**Events and member involvement**				
	1.3.1	Host 8 membership health events over the coming year targeting the different constituencies and raising awareness about Governors.	Membership Manager / Head of Corporate Affairs	September 2012	8 successful events
	1.3.2	Governors to host a stand at the AGM. Will offer the members an opportunity to meet the Governor for their constituency and to feedback any issues they may have with the hospital at the time.	Head of Corporate Affairs / Governors	September (Annual)	Good stand hosted at the AGM
	1.3.3	Investigate current stands at the front of the hospital / main reception and see if the Trust can work alongside them with the distribution of membership literature.	Membership Manager	February 2012	Work with three different groups
	1.3.4	Host a stall in both Ashford and St. Peter's outpatients departments where Governors can help recruit and engage with existing members. Link this to timing of publication of Members Matters	Membership Manager / Governors	August 2011 Dec 2011 Quarterly	Two stalls hosted at both Ashford and St. Peter's each quarter.
Membership Strategic Objective 2 – Improve Member Communications					
2.1	**Improve membership literature for awareness raising and membership recruitment**				
	2.1.1	Design of a new membership form with key messages about what membership is, the	MEG / Membership Manager/ Head of	Sept 2011	New form signed off by MEG

OBJECTIVE		ACTION	RESPONSIBILITY	DUE BY	PROGRESS / METRIC OF SUCCESS
		benefits, “Your Hospital”	Comms		
	2.1.2	Design of new materials for going to events – including pop up stands and display boards	MEG / Membership Manager/ Head of Comms	Dec 2011	New materials signed off by MEG
	2.1.3	Magazine article written that can be distributed by governors to any community groups / organisations detailing the benefits of members.	MEG / Membership Manager/ Head of Comms	Dec 2011	Magazine article distributed to all governors/
2.2	**Members information on the Website**				
	2.2.1	Look at upgrading the current information around membership that is on the website and making it more accessible	Membership Manager / MEG	Feb 2012	Concise information around membership
	2.2.2	Include a calendar of events on the website so member can see what’s going on at the Trust that they may attend.	Membership Manager	Feb 2012	Easy access calendar for members on the internet.
	Consolidation of current good practice				
	2.2.3	Continue with quarterly Members Magazine, but seek an opportunity to ask in the magazine if there is anything extra that members might like to see in there. Involve MEG in content and design	Head of Comms	Quarterly	Quarterly magazines
	2.2.4	Continue with the monthly e-mail briefings to members detailing the times and dates of events, including the health events, Trust Board and the Council of Governors and hot	Membership Manager	Monthly	Monthly briefings keeping members updated

OBJECTIVE		ACTION	RESPONSIBILITY	DUE BY	PROGRESS / METRIC OF SUCCESS
		news.			
Membership Strategic Objective 3 – Improve Recruitment Numbers for Public Members					
3.1	**Overall objectives**				
	3.1.1	To increase the membership numbers by 300 through using the standard trust processes and targeting specified areas/groups in the strategy	Membership Office	March 2012	300 members recruited
	3.1.2	Dependant upon outcome of Epsom transaction - seek to recruit 2000 public members.	Membership Office	Mid 2012	2000 new members from new area recruited.
	3.1.3	Membership Manager to liaise with Head of Organisational Development over links with the Chambers of Commerce.	Membership Manager	Feb 2012	Link with Chamber of commerce
3.2	**Improve the number of members aged 14-16 years old.**				
	3.2.1	Work with the Head of Organisational Development and the Work Experience Coordinator to identify schools where the Trust could talk about membership and membership opportunities.	Membership Manager	March 2012	5 schools
	3.2.2	Governors to identify youth and community groups across the constituencies.	Governors	March 2012	5 community groups
	3.2.3	Work with the Work Experience Co-ordinator to target work experience students who come into the hospital.	Membership Manager	Sept 2012	100 members recruited

OBJECTIVE		ACTION	RESPONSIBILITY	DUE BY	PROGRESS / METRIC OF SUCCESS
3.3	**Improve the Number of Members in Elmbridge**				
	3.3.1	Use the newsletter advert to target specific community groups and organisations within the Elmbridge Constituency	Membership Manager / Governors	April 2012	Advert to go into 5 magazines
	3.3.2	Find one community event that the Membership office and Governor can attend within the Elmbridge constituency	Membership Manager / Governor	April 2012	10 members
	3.3.3	Initiate a membership stand on 2 occasions within the Elmbridge constituency, e.g. shopping centre, town hall etc.	Membership Manager / Governor	July 2012	40 members
	3.4.4	Target three large employers/community groups in Elmbridge where the trust makes contact with and can send literature to	Membership Manager / Governor	April 2012	3 organisations contacted
3.4	**Improve the Number of Members in Runnymede**				
	3.4.1	Use the pre written advert to target specific community groups and organisations within Runnymede	Membership Manager / Runnymede Governors	April 2012	Advert to go into 5 magazines
	3.4.2	Find two community events that the Membership office and Governors can attend within the Runnymede constituency	Membership Manager / Runnymede Governors	April 2012	20 members
	3.4.3	Initiate a membership stand on 2 occasions within the Runnymede constituency, e.g.	Membership Manager / Runnymede Governors	July 2012	40 members

OBJECTIVE		ACTION	RESPONSIBILITY	DUE BY	PROGRESS / METRIC OF SUCCESS
		shopping centre, town hall etc.			
	3.4.4	Target three large employers in Runnymede where the trust makes contact with and send membership literature to	Membership Manager / Runnymede Governors	April 2012	3 organisations contacted
	3.4.5	Mail shot with the RBVA with the advert and the new membership forms.	Membership Manager / MEG chair	Jan 2012	100 members
3.5	**Improve the number of members in Richmond**				
	3.5.1	Richmond Governor to speak to the Air Cadets about membership	Membership Manager /Richmond Governor	Jan 2012	10 members
	3.5.2	Find one community event that the membership office can attend within the Richmond constituency	Membership Manager/ Richmond Governor	April 2012	20 members
	3.5.3	Have a membership presence at a health related event in the Richmond catchment area	Membership Manager / Richmond Governor	June 2012	10 members
3.6	**Improve the number of public members in Hounslow**				
	3.6.1	Use the advert to target specific community groups and organisations within Hounslow	Membership Manager / Hounslow Governors	Feb 2012	Advert to go into 5 magazines
	3.6.2	Find two community events that the Membership office can attend within the	Membership Manager / Hounslow Governors	June 2012	20 members

OBJECTIVE		ACTION	RESPONSIBILITY	DUE BY	PROGRESS / METRIC OF SUCCESS
		Hounslow constituency			
	3.6.3	Initiate a membership stand on 2 occasions within the Hounslow constituency, e.g. shopping centre, town hall etc.	Membership Manager / Hounslow Governors	July 2012	40 members
	3.6.4	Target one large employer in Hounslow where the trust makes contact with and can send membership literature to.	Membership Manager / Hounslow Governors	Feb 2012	One large employer contacted
3.7	**Improve the number of Socio Demographic C2s**				
	3.7.1	Governors to highlight through the Membership Office key work / social areas within their constituency where a targeted membership recruitment campaign could take place	Membership Office / All Governors	On going	3 organisations contacted.