

**EAST KENT HOSPITALS UNIVERSITY NHS FOUNDATION TRUST****REPORT TO: BOARD OF DIRECTORS****DATE: 21 MAY 2015****SUBJECT: MEMBERSHIP STRATEGY****REPORT FROM: CORPORATE EVENTS AND MEMBERSHIP MANAGER****PURPOSE: Approval****CONTEXT / REVIEW HISTORY / STAKEHOLDER ENGAGEMENT**

- Annual Requirement
- Reviewed with Comms and Membership Committee (CoG)

**SUMMARY:**

- Increase value of membership
- Identify and engage established service support groups
- Continue to expand the virtual panel and the members' panel as a consultative tool for the Trust
- Fully implement online membership applications (cost saving)
- Fully implement online voting for elections (cost saving)

**RECOMMENDATIONS:**

To approve strategy

**NEXT STEPS:**

Continue review process with Comms and Membership Committee.

**IMPACT ON TRUST'S STRATEGIC OBJECTIVES:**

Objective 4 Ensure patients, carers, the public and staff has an increasingly significant role in the development and monitoring of the Trust's services.

**LINKS TO BOARD ASSURANCE FRAMEWORK:**

N/A

**IDENTIFIED RISKS AND RISK MANAGEMENT ACTIONS:**

N/A

**FINANCIAL AND RESOURCE IMPLICATIONS:**

Current budget will sustain present level of engagement  
Expected cost savings should allow for increased engagement

**LEGAL IMPLICATIONS / IMPACT ON THE PUBLIC SECTOR EQUALITY DUTY:**

Monitor requirement

**PROFESSIONAL ADVICE TAKEN ON ANY NOVEL OR CONTENTIOUS ISSUES****ACTION REQUIRED:**

To approve

**CONSEQUENCES OF NOT TAKING ACTION:**

Failure to effectively engage with members/public

# **EAST KENT HOSPITALS UNIVERSITY NHS FOUNDATION TRUST DIRECTORATE OF HR AND CORPORATE SERVICES MEMBERSHIP STRATEGY**

APR 2014 - MAR 2017

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## The Development of Membership Strategic Objectives

### 1. Background

- 1.1 East Kent Hospitals University NHS Foundation Trust has one staff and seven public constituencies; six of these are based on Local Authority Areas: Ashford; Canterbury; Dover; Shepway; Swale; and Thanet. In addition there is a Rest of England and Wales constituency, which allows non-East Kent residents, with an interest in the Trust, to become members and stand as a governor. There is no Patient constituency, that role being covered by the Rest of England and Wales public constituency.
- 1.2 Foundation Trust membership provides members with an opportunity to communicate through their elected governors and to be involved through this communication in the forward planning of the Trust's services.
- 1.3 Members are recruited from the local population. Recruitment is primarily undertaken by the membership office.

### 2. Membership Strategy overview

- 2.1 The Trust needs to continue to promote and increase the value of foundation trust membership within its communities. The challenge ahead is to ensure that EKHUFT membership is considered valuable by current members and attractive to prospective members.
- 2.2 During the past year, EKHUFT membership team has worked alongside the Health and Social Care Partnership Trust and the Kent Community Health NHS Trust. While the membership office has worked in partnership with both organisations on a number of recruitment events, it is important to engage effectively with our own members. The focus for the coming year is to concentrate on engagement rather than numbers.
- 2.3 The strategy presented here reflects the continuing importance of membership engagement and the intention of the Trust to involve members within the wider remit of public engagement. Members need to feel they are engaged and involved in their NHS. We must also acknowledge that 'seldom heard' communities have a right to be engaged and for this reason the membership team is planning a series of events tailored to each group's specific needs.
- 2.4 The Council of Governors consider the involvement of constituency members in their deliberations to be a priority and have requested that the Trust facilitate greater opportunities for communication to ensure that they are able to reflect the wishes and concerns of the wider membership in discussions with the Board. Recognising that many members are unable to participate in face to face engagement opportunities, the Council of Governors, in addition to the twice yearly members' magazine, are intending to solicit opinions and views from the membership via some new initiatives: meet the governor sessions, a comprehensive web

page [www.ekhuft.nhs.uk/members](http://www.ekhuft.nhs.uk/members) , a Governors questions email [ekh-tr.governorsquestions@nhs.net](mailto:ekh-tr.governorsquestions@nhs.net) and a consultative virtual Members' Panel which will ensure that members unable to participate in events and meetings are able to communicate their views and are kept up-to-date with the work of the Council on their behalf. The work of the virtual panel has been invaluable in feeding back on patient leaflets and on line surveys.

2.5 At the same time, the membership office with the help of the Council will continue to ensure that Trust staff are able to engage with interested members to help with service development and provide feedback through a series of consultative health matters events. The trust has a variety of patient groups, many of which are trust members.

### 3. Membership Size and Movements 2014/15

3.1 Public membership continued to grow throughout FY 14/15; however this has been set against losses to membership through deaths and members moving away ensuring that the database accurately reflects active membership numbers. In the year to 31/03/15 the membership office recruited **1138** new members but lost **793** giving an end of year total of **11517** public members.

3.2 Table 1, provides an analysis of membership by the public constituencies. This demonstrates that at present the Trust is continuing to retain and grow the membership across the constituencies with the preponderance of membership coming from the Canterbury constituency, which holds the largest population.

3.3 Table 1 - Membership by Constituency as 31 March 2015

Constituency	Public March 2014/15	Public March 2013/14
<b>Ashford</b>	1167	1093
<b>Canterbury</b>	3179	3190
<b>Dover</b>	1480	1353
<b>Shepway</b>	962	947
<b>Swale</b>	590	600
<b>Thanet</b>	2207	2093
<b>Rest of England and Wales</b>	1932	1896
<b>Total Public</b>	<b>11517</b>	<b>11172</b>
<b>Staff</b>	7212	7013
<b>Total Membership</b>	<b>18729</b>	<b>18187</b>

## 4. Analysis of Current Membership

4.1 Table 2 details total membership (though public and staff membership are separated) by various social and demographic signifiers. To ensure an accurate representation of the diversity of membership, the percentages have been calculated using total membership (i.e. public and staff) against the eligible population, as this figure similarly incorporates both. This demonstrates that the Trust is a significant employer of ethnic minorities as designated by the Monitor categories, and that the membership continues to grow its profile in terms of such minorities.

### 4.2 Table 2 – Membership Statistics to 31 March 2015

Membership Report for East Kent Hospitals University from 01/04/2014 to 13/02/2015			
Public constituency	Last year (2014/2015)	Population	Percentage
As at start (April 1)	11,172		
New Members	1,138		
Members leaving	793		
At year end (March 31)	11,517	705716	1.63%
Staff constituency	Last year (2014/2015)		
As at start (April 1)	7,013		
New Members	945		
Members leaving	746		
At year end (March 31)	7,212		
Public constituency	Number of members	Population	Percentage
Age (years):			
0 - 16	18	9154	0.20%
17 - 21	795	41788	1.90%
22+	7,913	654774	1.21%
Ethnicity:			
White	9,602	672462	1.43%
Mixed	160	9345	1.71%
Asian	504	16455	3.06%
Black	311	5341	5.82%
Other	64	2113	3.03%

<b>Socio-economic groupings *:</b>			
AB	1,044	97597	1.07%
C1	7,737	158664	4.88%
C2	1,609	82123	1.96%
DE	707	171702	0.41%
Unclassified	420		
<b>Gender analysis:</b>			
Male	3,472	350821	0.99%
Female	7,886	354895	2.22%
Not specified	159		
<b>Do you consider you have a disability?</b>			
Public	933		
Staff	101		

Source: Capita Membership Database as at 31 Mar 15. Note: the figures calculating the eligible population/total population are drawn from a number of different data sets, leading to some considerable variation.

## 5. Board Level Governance for Membership Growth and Engagement

5.1 The growth in Membership numbers against the agreed target is reported monthly as part of the Board Performance Report, as well as quarterly to the Trust Board as a measure of the achievement of Trust Strategic Objective 4 Ensure patients, carers, the public and staff has an increasingly significant role in the development and monitoring of the Trust's services. The Membership Strategy and a further report on progress with numbers and engagement, is also approved at the Trust Board as is the Annual Plan that includes a chapter on membership. It is important to note that there is no longer a membership target in relation to numbers.

## 6. Member and Governor Engagement 2014/15

6.1 Membership is a condition of FT status; Monitor places particular emphasis on membership engagement for governors. Governors through the committees of the Council of Governors have undertaken a number of initiatives this year.

6.2 The Patient and Staff Experience Committee undertook a number member' surveys either face to face or via monkey survey on the Trust website. <http://www.ekhuft.nhs.uk/patients-and-visitors/members/your-views-matter/>

6.3 The Communications and Membership Committee, working with the membership office organised and lead a number of "Meet the Governors" sessions, health awareness events and community engagement events during the year.

6.4 Governors regularly accompany members of the Trust Board on patient safety visits on all the hospital sites.



- 6.5 The membership office and governors were also involved in a number of recruitment and engagement events as outlined in Table 3
- 6.6 The Annual General Members' Meeting again attracted over 250 members in October 2014 to view exhibitions on the Trust's services and to hear reports and presentations from Trust staff and the lead governor of the Council.
- 6.7 In addition, the membership office has supported colleagues within the Trust on a number of engagement events and has initiated a number of consultations through the members' virtual panel with good response rates and will continue to identify and work with services to promote this method of consultation.

## **7. Governor Engagement and Communication Priorities 2015/16**

- 7.1 The council of governors wish to develop their engagement opportunities with individual members. After reviewing their current communication strategy the Council have decided to continue to communicate with the membership via a magazine which will be produced twice a year. In addition a third copy will be produced after each Annual Members Meeting. The Communications and Membership Committee will have editorial overview of the magazine content supported by the Director of Communications.
- 7.2 Staff governors are intending to expand their own internal engagement with staff through a newly formed staff engagement programme,
- 7.3 The membership office currently runs a virtual panel of members who review and provide valuable feedback to the Trust on both pamphlets and policies. The intention is to expand involvement with our staff incorporating research and development roles and specific patient groups.
- 7.4 The Council wishes to ensure that the panel is representative of the local populations they serve. An information sheet will be sent to all members with email addresses explaining the purpose of the panel and inviting them to participate. Members agreeing to be part of the panel will be asked to complete the Trust's equality and diversity information sheet which covers the nine protected characteristics; this information will be held by the membership office in accordance with Trust policies on Data Protection.
- 7.5 The Council will monitor the demographic profile of the panel to ensure representation through the local communities in line with the nine protected characteristics.
- 7.6 The Membership and Communications Committee of the Council will be facilitating four governor engagements events per year in the local community through attending meetings where they will be a guest speaker. While the membership office will offer support and advice, the committee is intending to ensure that governors are able to fulfil these engagements without the presence of membership office staff.

7.7 Table 3 - Council of Governors Communication and Engagement From April 2014/15

Month	Communication	Distribution
April	Questions to Virtual Panel	Public Meeting
April	Meet the Governors	All Members
May	Meet the Governors	All Members
May	Questions to Members Panel	Virtual Panel
May	Council of Governors Meeting	All Members
June	Meet the Governors	All Members
June	Questions to Virtual Panel	Virtual Panel
July	Membership Magazine including invitation to Annual Members Meeting	All Members
July	Council of Governors Meeting	Public Meeting
July	Meet the Governors	All Governors
August	Health and Well Being Events	All Governors
August	Questions to Virtual Panel	Virtual Panel
September	Meet the Governors	All Members
September	VCO engagement event	Voluntary Organisations
October	Annual Members Meeting	Public Meeting
October	Membership Magazine	All Members
October	Stoma Community Event	Governors
November	Council of Governors Meeting	Public Meeting
November	Meet The Governors	All Members
November	Governor Awareness Session	All Members
December	Governor Awareness Session	All Members
January	Election Ballots (when required)	All Contested Areas
January	Council of Governors Meeting	Public Meeting
February	Membership Magazine	All Members
February	Election (when required)	All Contested Areas
February	Pathology- behind the scenes event	All Members
March	Council of Governors Meeting	Public Meeting
April	Questions to Members' Panel	Virtual Panel

## 8. Membership Office Priorities for 2015/16

8.1 The Membership Manager has identified a number of priorities for the membership office for the coming year, agreed with the Communications and Membership Committee.

- Engage with seldom heard communities
- Identify and engage established service support groups
- Continue to expand the virtual panel and the members' panel as a consultative tool for the Trust
- Continue to identify cost saving opportunities to recruit members and develop partnership working with adjacent NHS Trusts

- Further develop interactive participation on the membership section of the website
- Identify opportunities and extend partnership work with the Communication Department, Patient and Public Engagement, Equality and Diversity, East Kent Hospitals Charity and Marketing Leads within the Trust.
- Fully implement online membership applications ( cost saving)
- Fully implement online voting for elections (cost saving)

8.2 The Membership Manager will continue to work with the Head of Engagement in involving members in patient groups and engagement events.

8.3 The membership office will continue to promote membership within the younger age groups although the focus for the coming year will be to recruit less transient members. The membership office attends a number of events at local universities and colleges; this will be reduced to four to ensure sufficient time is allocated to recruit from the wider community.

## 9. Volunteer Engagement

9.1 Research indicated that Volunteers are an important under-developed resource for membership engagement as they are already actively associated with the Trust. The membership office has taken over responsibility for the volunteer service and will be actively promoting the benefits of foundation trust membership to new and established volunteers who are all encouraged to become members. The membership team has been supporting and engaging with the volunteers across all sites which has been integral to the success of recruiting volunteers to foundation trust membership.

## 10. Future plan

Table 4 – Plan for 2015/17

Serial	Objective	Task	Sub Task	Complete by
1	Maintain membership figures	Continue to raise awareness of FT membership through the use of leaflets and publications produced by the Trust	Continue to identify events and venues for membership enrolment.	Ongoing
1.a	Raise awareness of membership in under-represented geographical areas	Identify voluntary groups / local agencies to promote membership in public areas.	Set up 4 community engagement events per year facilitated solely by Governors	April 2016
1.b	Identify and engage Trust's internal support groups	Target internal support/patient groups to recruit to FT membership and establish links between members and directorates	Use special interests to promote membership to available groups	April 2016
2	Produce Newsletter twice yearly	Produce a twice yearly newsletter for distribution to FT membership	Enable governor engagement with members by producing articles.	Ongoing

3	Enable governors to consult with membership on strategic plans	Use newsletter and virtual panel to monitor governor engagement on strategic priorities of the Trust	Governors to identify topics for members engagement via their Council agenda's	April 2016
4	Extend use of Virtual Panel	Build a programme to enable the Trust to consult with virtual panel members on key documents. Build on web based surveys for virtual panel members	Increase the panel numbers by 1000 to facilitate the increased involvement we plan for them.	April 2016
5	Engage existing membership	Membership magazine, Membership Engagement Events	Build on awareness events to include involvement with the Annual plan and Clinical Strategy	April 2016
6	Continue to develop website	Work with governors to provide more interactive content to promote members' engagement in decisions of the Council	Set up questionnaire templates for easy accessible content	On-going
7	Staff members	Provide staff membership events in line with survey results/ concerns and general service improvements.	To be included in the staff engagement programme.	April 2016

### Communications and membership Committee

This is a strategy on which there is, additionally, close engagement and involvement with the Council of Governors (CoG), through their Communication and Membership Committee.

The Committee has been, and is, undertaking a longer-term review of the strategy. They have concluded that it is broadly fit for purpose, but that it needs to be adapted to:

- reflect more accurately the communication and engagement initiatives approved by the CoG
- confirm that the priority for Governors is active engagement with the Trust's existing membership rather than the recruitment of new members
- detail plans to make greater use of electronic media for communicating - and communicating more regularly - with the membership
- detail plans for a more interactive membership portion of the Trust's website and greater use of social media (subject to delivery of the Trust's new IS/IT platform)
- recognise the need to increase the Trust's membership in clearer reflection of local demographic profiles.