



Gloucestershire Hospitals
NHS Foundation Trust

**Membership
Strategy**

2017 — 2020

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What does membership mean to us?

As a Foundation Trust, we are accountable to local people who can become members and governors.

Members are our staff, our patients and members of the public who either have a general interest in healthcare or are interested about a specific condition or speciality. Members can help the Trust develop services which will best suit the needs of the people we serve.

Members are represented by a Council of Governors comprising elected public and staff members (who are elected by members), together with representatives of partner organisations, local authorities and Commissioners in the local community. A representative and engaged membership will help our Trust to continue to maximise its potential as a Foundation Trust and is an important objective for the Council of Governors.

Public governors, like all governors, have a primary responsibility to represent the interests of the NHS foundation trust members who elected them as well as other members of the public. Public Governors provide an important link between the hospital and the local community, enabling us to gather views from local people and to feed back what is happening within the Trust. They reflect Members' interests and work on their behalf to improve health services for the future. By passing on ideas and suggestions Members also can help Governors carry out their role effectively.

Staff governors have the same role as public and patient governors in that they are responsible for holding the non-executive directors, individually and collectively, to account for the performance of the board of directors, and for representing the members of the staff constituency, the members of the NHS foundation trust as a whole, and the public.

As employees of the trust, staff governors bring a unique understanding of the issues faced by an NHS foundation trust, which they should seek to use in representing their members' interests and holding the non-executive directors to account for the performance of the board.

This membership development strategy 2017 sets out a series of objectives for the Trust to continue to maintain, grow and engage its membership, including the actions that it will take to meet these objectives. It also describes how the Trust will evaluate the delivery of the strategy. It should be noted that whilst this strategy is aimed at patients and public, the action plan will include staff engagement and involvement. The strategy will be delivered within the wider framework of Trust strategies, which address the issues of equality and diversity, public, patient and carer involvement, user engagement, and communications.

This strategy builds on the success of membership management to date and outlines the Trust's vision for membership over the period 2017-2020. It sets out the methods that will be used to identify and build an effective, responsive and representative membership body that will assist in ensuring that our Trust is fit for its future in the changing NHS environment.

This strategy was informed by the results of a workshop (23 March 2017) attended by a number of Governors and Trust staff. It also draws on the FT Code of Governance and best practice identified nationally. This strategy was approved by our Council of Governors on 19th June 2017 and confirms our objectives for the next three years for:

- » Recruiting and retaining members
- » Effectively engaging with members

Our membership objectives for 2017–2020

Objective 1: To build and maintain our membership numbers by actively recruiting and retaining members

Key objectives 2017–2020

- » To maintain an accurate membership database.
- » To successfully recruit and retain our membership numbers.
- » To take steps to ensure that our membership is representative of the diversity of the population that we serve.
- » To have planned targeted membership drives.
- » To establish a connection and a relationship between our Trust and the membership by communicating our strategic objectives clearly.
- » To develop and support potential Governors.

Objective 2: To effectively engage and communicate with members

Key objectives 2017–2020

- » To promote the work of the Trust and the Governors.
- » To identify opportunities for two-way communication between members and Governors.
- » To ensure that the views of the members are heard, understood and acted upon.
- » To ensure that a wide range of communication media and methods are explored to aid effectiveness
- » To offer gold, silver or bronze membership so that members can choose how much they wish to be involved.

All members are equal. However, we recognise that some members may wish to be more involved. We therefore ask members to indicate the level of involvement they wish to have.

Membership tiers

Bronze membership

Informed: one way communication

Receive newsletters and updates about the organisation.

Silver membership

Engaged: send in their thoughts and ideas

Want to be consulted, participate in surveys, attend events, open days, tours and workshops. Have time to review and pass comment.

Gold membership

Involved

Want to be consulted, participate in surveys, attend events, open days, tours and workshops. Have time to review and pass comment.

Roles and Resourcing Membership

Roles

Board - To support Governors and Trust staff in executing this strategy

The Trust Secretary role – membership manager

Governor's role – promotion and recruitment of members.

Patient Experience Improvement Team's role – engaging members to improve the patient experience

Communication Team role – production of information

Resources available to membership

- › Database annual fee - this is to provide a comprehensive record management system as provided by Membership Engagement Services (MES)
- › Events (catering, printing, venue, staff time) – these include seminars and tours and the Annual General Meeting.
- › Print costs for example leaflets and posters
- › Cost associated with attending events including materials



Delivering the Strategy

Recruiting and retaining members

Actions to achieve this include:

- » Targeted and regular recruitment drives within the Trust's Hospitals and externally (for example Forest Health Forum, Annual General Meeting (AGM), Clinical Commissioning Group (CCG), Community hospitals).
- » Review recruitment material at least bi-annually to ensure it remains relevant, and design/service site-specific posters.
- » Continue to use membership champions and governors to recruit members at key hospital locations and consider membership champions (volunteers) to assist in recruiting at hospital events.
- » Identify initiatives to raise the profile of membership in the local community e.g. advertising in local borough publications or attending local community events.
- » Develop strategies to identify and address under-representation, working with equality and diversity organisations (For example:- Star College, Barton and Tredworth Trust, Young Carers).
- » Continue visits to community groups to attract new members (this is also an opportunity for engagement). Provide support to Governors to achieve this.
- » Develop strategies to encourage youth members/ young carers to join the membership by attending schools/ youth groups, and hold specific events that would be of interest.
- » Increase membership in the public constituency to ensure more even representation across the County.

Communicating with members

Actions to achieve this include:

- » Make the membership webpage more accessible and visual (offer webinars, CEO video of welcome).
- » Organise a series of events that the Governors host called "An evening with..."
- » Use social media to communicate with members (#gloshospitalsmembers).
- » Organise a series of visits to GP surgeries and Community Hospitals to recruit new members (also an opportunity for engagement).

Effectively engaging with members

Actions to achieve this include:

- » Promote the work of the Trust and its Governors on the Trust's website and through Members' newsletter
- » Make opportunities for members to meet Governors e.g. at Trust Membership events – Governors to open and close event.
- » Provide all new members with relevant information about the Trust, the benefits of membership and the role of members by developing an e-welcome pack.
- » Provide opportunities for members to give their views on a range of issues.
- » Make Trust news and other membership publicity material available in other languages and formats as required through the Trust's membership engagement work.
- » Consider the needs of its diverse membership when assessing its methods of communication and aim to provide material in appropriate and accessible formats.
- » Increase opportunities for members to engage in Trust work e.g. ward observation work, recruit more membership champions (volunteers).
- » Identify initiatives where members can be used as a source of feedback on patient and quality issues.
- » Continue to encourage a high number of members to stand for election in future years.

- » Host a prospective Governor evening.
- » Invite members to engage in patient experience programmes in the Trust.
- » Survey the members to find out their views.
- » Ensure consultation opportunities are offered to membership.



Evaluating the strategy

The overriding objective will be to ensure the strategy is delivered. The Governing Body will monitor delivery of the objectives set out in the strategy through an action plan which will set out what steps will be taken to meet these objectives. In monitoring the effectiveness of the strategy, the Governing Body will ensure that it remains meaningful and relevant.

A progress report will be submitted to the Governing Body after 3-6 months after publication of this new strategy and will continue to be presented at least 12 monthly intervals thereafter.



