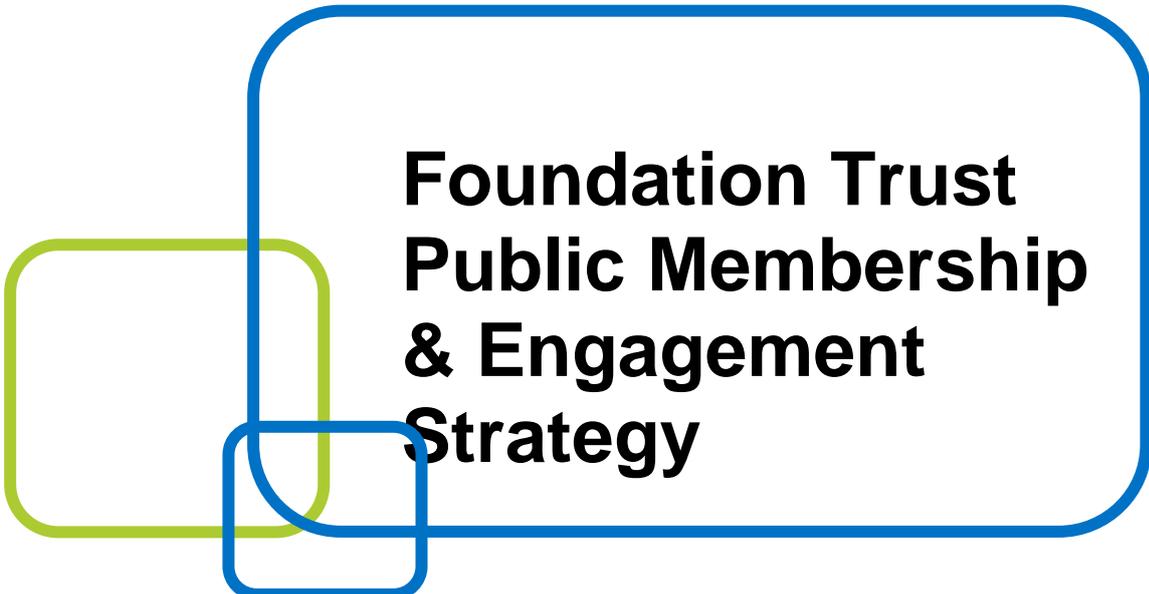


The Robert Jones and Agnes Hunt  
Orthopaedic Hospital



NHS Foundation Trust



**Foundation Trust  
Public Membership  
& Engagement  
Strategy**

*Delivering Outstanding Patient Care*

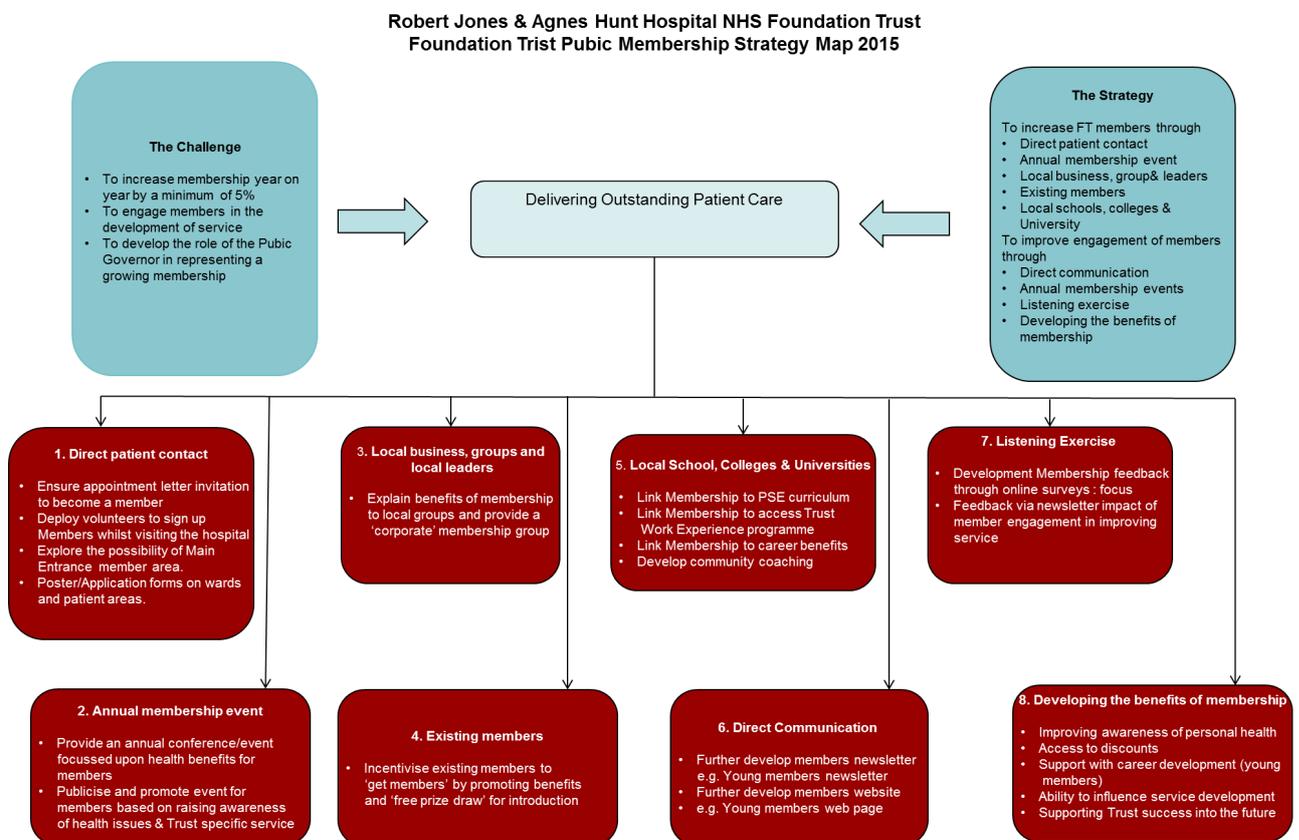
*May 2015*

## Contents

Executive Summary .....	3
Introduction.....	3
Members and defining the Membership Community.....	4
What is a member? .....	4
Current membership.....	5
What are the challenges and opportunities in developing foundation trust members?.....	5
The Strategy - How we aim to increase FT membership and improve engagement .....	6
Resourcing and organisation .....	8
Evaluating Success .....	8

# Executive Summary

1. The Robert Jones & Agnes Hunt Orthopaedic Hospital NHS Foundation Trust Public Membership Strategy has been developed to address the key challenges to the Trust in growing its public membership year on year and ensuring that FT members are engaged both directly and through their elected public governors, in the development of the Trusts services.
2. The Strategy Map, (below and reproduced in appendix 1), provides a simple summary of the challenges and strategic responses agreed by the Council of Governors, and which provides the framework and focus for membership activities for the coming years.
3. The strategy document explains each of the areas in more detail together with background information regarding our current public membership.



# Introduction

4. The Robert Jones and Agnes Hunt Orthopaedic Hospital NHS Foundation Trust is a nationally recognised centre of excellence providing orthopaedic and related services to patients. Located in Oswestry, close to the border of England and Wales, our surrounding geographical area includes Shropshire, Wales, Cheshire & Merseyside and the Midlands. We place strong value on our relationship links with this local community, who have shown strong support of the hospital.

5. In our annual performance rating from the Care Quality Commission we were awarded Excellent for the Quality of our Services. We are very proud that these ratings are backed up by the feedback we receive from our patients in the Annual Inpatient survey which, for 2014 put the hospital amongst the top NHS Trusts in England. We are a leading hospital because of the excellent care we provide and we want to build on this position of excellence by developing as an independent NHS Foundation Trust
6. This Membership Strategy has been revised with the agreement of the Council of Governors and represents current thinking about membership plans and development and will be reviewed at least annually by the Council.

## **Members and defining the Membership Community**

7. As a Foundation Trust the hospital is less answerable to the Department of Health, however this is counterbalanced by having additional accountability to its members. This is similar to the role of the members in the co-operative society. The Trust is determined that the purpose of ongoing growth of its membership will enable the development of a vibrant community of members who will play their role in the trust going from strength to strength. To this end the Trust's emphasis is on securing a membership with a true commitment to the Trust, rather than expand the membership "at all costs".

## **What is a member?**

8. Members are local people, patients, carers, volunteers and our staff who collectively have a stake in our hospital. Legally, as a Foundation Trust, we must have a registered membership which is reflective of the communities we serve in both England and Wales.
9. Members can be involved at different levels and give views on our hospital and its services. They can elect and be elected as Governors, as well as applying for vacant non-executive director posts on the Board of Directors
10. Members are extremely important to us. They will have an increasingly important role to play in shaping the future provision of our services. We believe our hospital is highly regarded in the local community and is also a major source of employment for local people. We therefore plan to develop a vibrant community of members within two main constituencies, a Staff constituency and a Public constituency.
11. We are committed to registering members from all backgrounds and strongly encourage people to become involved to help us improve our services.
12. Membership is divided into two different constituencies, Staff and Public.
13. To be a member of the staff community someone will have to be employed on a permanent contract or have been employed at the Trust for a year.
14. Public members have to be aged 14 years or over and live within the electoral areas of Shropshire, North Wales, Cheshire and Merseyside, Powys, or the West Midlands. There is also a constituency for the 'Rest of England & Wales' which allows representation from people who live outside of the above areas who wish to be involved.
15. Staff who are employed on a permanent contract or who have been employed at the Trust for a period of one year will automatically become members unless they request to opt out. To reflect the importance of, and longstanding contribution from, our extensive network of volunteers we also have automatic membership of our volunteers.

16. Our public constituency includes members of the general public as well as patients and carers who are aged 14 or over.

## Current membership

17. At March 15 our total membership was 5428 which consisted of 1068 staff members, and 4360 public members.

18. Staff membership is very consistent, as all staff automatically become foundation trust members unless they chose to opt out, with only 102 having currently opted out.

19. Where the trust has most influence to recruit and grow, is through our public members, and since authorisation as a Foundation Trust, we have grown our public membership by over 1,079 people.



20. Information regarding the composition of our public membership is regularly reviewed by the Council of Governors, and whilst membership is broadly representative of the communities to the Trust serves, we need to ensure continued growth of membership across all categories but particularly we should seek to grow membership from underrepresented groups as follows:

- Men
- Cheshire & Merseyside and West Midlands
- Aged 14-49

## What are the challenges and opportunities in developing foundation trust membership?

21. The trust is required to grow its membership year on year. We set ourselves a target of 5455 (including staff members) by April 2015, which has not quite been met but. The challenge we have now set ourselves is to continue to grow our public membership by 5% each year, which for the next three years would lead to a total membership of 6,140.

<b>Membership Target</b>			
	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>
<b>Staff</b>	1085	1085	1085
<b>Public</b>	4585	4814	5055
<b>Total</b>	5670	5899	6140

22. But membership is not just about numbers, it is about engagement and providing members with a real voice in the development of the services the trust provides. It is therefore critical that the trust, through the elected public governors increases both the number of members and the opportunities for members to influence and engage with the trust. As a result, the membership strategy will support the Trusts marketing strategy as a source of information to develop services demanded by the public and for attracting wider communities to the trust.

23. The way we aim to do this is through seven strategic themes as follows:

## **The Strategy - How we aim to increase FT membership and improve engagement**

### **1. Direct patient contact**

- Ensure appointment letters include invitation to become a member
- Deploy volunteers to sign up members whilst visiting the hospital

We have regular contact with thousands of patients and visitors each year, so we need to ensure that we are capitalising on this existing contact with the trust. Therefore, we will ensure that all patients are given an opportunity to become an FT member, through direct mailing (within patient appointment letters) and through friendly volunteers who will be make contact with visitors during in patient visits to the trust.

### **2. Membership events**

- Provided events focussed upon health benefits for members
- Publicise and promote event for members based on raising awareness of health issues & Trust specific services

We will offer FT members high quality events hosted within the Trusts conference centre, which will focus on relevant health issues which will be of interest and benefit to our members.

### **3. Local businesses, groups and local leaders**

- Explain benefits of membership to local groups and provide a "corporate" membership package

We intend to focus on developing local contacts with businesses, groups and local leaders, with a view to introducing a 'corporate' membership package in which the trust will align membership benefits to the needs of the local community groups and businesses.

We will particularly develop closer relationships with male dominated groups, such as some sports

#### 4. Existing members

- Incentive existing members to "get members" by promoting benefits and "free prize draw" for introductions

#### 5. Local School, Colleges & Universities

- Link membership to PSE curriculum
- Link membership to access Trust Work Experience programme
- Link membership to career benefits
- Develop community coaching programme for members within local community

#### 6. Direct Communication

- Further develop members newsletter e.g. Young Members Newsletter
- Further develop members website

#### 7. Listening Exercises

- Develop membership feedback through on-line surveys; focus groups; secret shopper volunteers
- Feedback via newsletter impact of member engagement in improving services

#### 8. Developing the benefits of membership

- Improving awareness of personal health
- Access to discounts
- Support with career development (younger members)
- Ability to influence service development
- Supporting Trust success into the future

groups, in order to increase the number of male FT members.

Again, we already have over 4500 public members, and we will ensure that we continue to engage with existing members to undertake recruitment of new members on our behalf. One way we intend to do this is through a six monthly free prize draw for introductions.

The Trust has worked well in recent years in developing links and programmes for local school students, and we regularly host students from local colleges and universities. In order to increase the number of younger FT members, we will work more closely with local schools, colleges and universities in order to highlight the benefits of becoming a young FT member both for individual students, their school or college and their wider family.

The Trust can do more around improving engagement with FT members through increased use of direct communications to FT members. Although we will continue to circulate our regular Connect newsletter, we will cautiously and prudently develop other direct communications via direct emails, and as and when appropriate via twitter and Facebook, which will allow members an opportunity to feedback instantly to the trust.

We will develop different methods for gaining feedback from our members. Whilst we will balance the use of electronic methods of engagement such as on-line surveys with direct methods such as focus groups, the public governors will be instrumental in receiving and representing the membership, and will take a leading role in developing this element of the strategy.

The major benefit to FT members is their ability to understand and influence the development of the services we provide in the community. We will however promote other benefits available to members and look to increase benefits whenever we can.

## **Resourcing and organisation**

24. The ongoing development and implementation of the strategy will be overseen by a sub group of the Council of Governors; the Membership Sub Group. The Trust Secretary will act as the lead on behalf of the Board and the Council of Governors, and will have responsibility for regularly updating the Council of Governors regarding the delivering of the strategy and ensure that it is adequately resourced.
25. It should be noted however, that resources dedicated to the development of the membership strategy will not be to the detriment of patients.

## **Evaluating Success**

26. The ultimate measure of success will be determined by the Governors and membership. The Council of Governors will monitor success through
  - Proportion of membership participating in on line questionnaires
  - The level of engagement of members
  - Numbers of members attending events
  - Increase in the number of members
  - Retention of members to fulfil a representative and fully engaged membership base
27. A review of the membership strategy will be undertaken annually by the Council of Governors together with the Board, who will approve any new approaches to recruitment and changes to the Membership Strategy. These will be jointly owned by the two parties.

**Robert Jones & Agnes Hunt Hospital NHS Foundation Trust  
Foundation Trust Public Membership Strategy Map 2015**

