



North Tees and Hartlepool
NHS Foundation Trust

North Tees and Hartlepool NHS Foundation Trust

Membership Strategy

2019 – 2021

Contents

| | |
|--|--------|
| 1. Introduction | Page 3 |
| 2. Aim of the strategy | Page 3 |
| 3. Membership | Page 3 |
| 3.1 Public Constituency | Page 4 |
| 3.2 Staff Constituency | Page 4 |
| 4. The value of membership | Page 4 |
| 5. Governors | Page 5 |
| 6. Building the membership base | Page 6 |
| 7. Membership strategy objectives | Page 7 |
| 8. Actions in support of the objectives | Page 7 |
| 9. Resource requires to deliver the Strategy | Page 8 |
| 10. Evaluation and monitoring | Page 9 |
| 11. Conclusion | Page 9 |

Appendix 1

Action plan 2019-21

Appendix 2

Membership data

1. Introduction

North Tees and Hartlepool NHS Foundation Trust is a successful forward thinking provider of integrated hospital and community-based healthcare to around 400,000 people living in East Durham, Hartlepool, Stockton on Tees and surrounding areas including Sedgefield, Easington and Peterlee.

It provides services from two main hospitals; the University Hospital of North Tees in Stockton on Tees and the University Hospital of Hartlepool and provides a number of outpatient and outreach clinics at our smaller community hospital in Peterlee, and in an increasing number of community locations.

The breast and bowel screening services extend further, across Teesside and parts of North Yorkshire and County Durham. The Trust also provides community dental services to the whole of Teesside and many of the other community services also reach beyond its geographical boundaries. In alliance with North East Ambulance Services (NEAS) and the local GP Federation the Trust successfully delivers Integrated Urgent and Emergency Care services at the Hartlepool and North Tees hospital sites. The Urgent Care Centres incorporate minor injuries and illnesses, GP services and emergency care practices, Accident & Emergency services are also provided at North Tees Hospital.

The Trust is an active partner in the development of the Integrated Care System, previously the Sustainability and Transformation Partnerships in the North East and North Cumbria in order to drive improvements to care, and work innovatively with key stakeholders and partners to tackle the health challenges of the local population.

As a Foundation Trust, we are accountable to our membership throughout the areas we serve. Members have an opportunity to elect Governors, whose role is to represent the views of the membership, and to hold the Non-Executive Directors of the Trust to account. In order to develop and deliver an effective strategy, it is important that the views are representative of the local population to ensure their needs are being fully met.

2. Aim of the Strategy

The aim of the strategy is to outline how the Trust will continue to maintain a representative membership which is given opportunities to be involved with and engage with the Trust's plans and services. The objectives to deliver this overall aim are outlined at section 7. The Strategy is supported by:

- an action plan to deliver the key objectives (Appendix 1A);
- relevant membership data (Appendix 2):

3 Membership

Foundation Trusts have a duty to engage with their local communities and encourage local people to become members taking steps to ensure that their membership is representative of the diverse communities they serve.

The Trust had a total of 11,169 members as at 1 April 2019 which included 5,664 public and 5,505 staff members. We propose to maintain our public membership at its current levels whilst being as inclusive as possible.

The Trust has two constituency areas from which members can be drawn;

- A public constituency divided into five voting areas; patients, carers, volunteers and the public, aged 16 years and over, who live within Hartlepool, Stockton on Tees, Easington, part of Sedgefield (the Trust's constituent areas) but also any other area in the rest of England;
- A staff constituency.

An individual cannot be a member of more than one constituency and a person who satisfies the criteria for membership of the staff constituency may not become or continue as a member of the public constituency.

A person can become a member by one of the following ways:

- by completing a membership application form;
- by joining 'online' via the Trust's website at www.nth.nhs.uk/joinustoday
- by e-mailing FTMembership@nth.nhs.uk.

Further details on membership, such as eligibility and exclusion, are outlined in the Trust's Constitution which is available on the Trust's website.

3.1 Public Membership Constituency Representatives

Patients, carers, volunteers and the public will be brought together into a single constituency and membership will be on an opt-in basis.

The Trust will ensure it has, as far as possible, a membership that reflects the varied communities it serves. The Trust will compare the demographics of the members recruited with census information relating to the demographics of the population that the Trust serves. The Membership Strategy Committee will review the demographic census data and agree an annual recruitment plan.

3.2 Staff Constituency

The Trust wants its staff to be fully involved and engaged in how services are developed in the future. Staff membership is open to individuals who have a contract of employment with no fixed term or a fixed term of at least 12 months with the Trust and/or a subsidiary organisation. Individuals working for, or providing services to the Trust have been brought together into one constituency. All members of staff automatically become members as soon as they join the Trust. unless staff notify the Trust that they wish to opt out.

4. The value of Membership

Members can make valuable contributions to the way in which the Trust manages and plans its services. There are many benefits of membership engagement:

For Members

- Members become more informed about services, about their own health and other health conditions.
- Members can participate in surveys, workshops, focus groups and other member events.
- Elect Governors to serve on the Council of Governors or stand for election themselves.

For the Trust

- Members understand the value of their membership and remain as members.
- Members become a valuable resource for the organisation, acting as ambassadors or becoming representatives on the Council of Governors.
- Members start to build relationships with the Trust and some get involved in its work.

Joint Benefits:

- Members perceive to have an increased local ownership of services through partnership working. This in turn leads to a mutual understanding of what can be achieved to improve health.
- Conversations can lead to more realistic expectations about health services.

5. Governors

The Constitution identifies that the composition of the Council of Governors should be:

- Public Constituency 21 Governors
- Other area Public Constituency 1 Governor
- Staff Constituency 6 Governors
- Appointed Organisations 8 Governors

Public Governors are elected by the Public membership and Staff Governors by the Staff membership. Appointed organisations nominate a representative.

The Council of Governors forms a link between the Trust's members, the Board of Directors, the public and partner organisations. Governors have two key statutory duties: to hold the Non-Executive Directors to account for the performance of the Board; and to represent the views of the membership and the wider public. Governors are supported with these duties through induction and training sessions in order for them to be fulfilled.

6. Building the Membership Base

The Trust's total membership is c. 11,000 (c. public 6,000 and c. staff 5,000). In keeping with the Membership Strategy, the Trust aims to ensure public membership is representative of the communities that it serves and that a majority of public members is sustained by addressing any natural attrition and membership profile short-falls with an active recruitment programme. The Membership Strategy is reviewed and refreshed every 2 years to ensure it remains fit for purpose and is reflective of the Trust's aims and objectives. The Trust's Membership Strategy Committee continues to promote awareness of the Trust; enable greater engagement with members, and develop and implement a strategy to increase membership numbers. The programme of member events for 2019 have been re-designed to allow shorter but effective sessions on a single topic, using a variety of methods of delivery as well as being at different times and days of the week. It is important to keep the sessions we provide fresh and interesting. We will widen our use of social media and other communication channels to attract a wider audience including potential new members.

The Trust will build on existing links with its stakeholders and utilise new opportunities to promote membership. This will include direct targeting of key groups such as:

- Local Schools, Colleges and Universities;
- The Trust's patients and carers;
- Community and support groups;
- The Trust's Patient and Public Involvement groups;
- Under-represented sections of the membership database.

The Private Office will:

- Offer membership to everyone in the qualifying constituencies;
- Provide a simple, accessible, well publicised process for becoming a member;
- Encourage staff and volunteers to be active members;
- Recognise members as a valuable resource in the planning and delivery of services;
- Take advantage of Trust events as a means of recruitment;
- Seek to achieve a membership that is representative of the varied communities we serve;
- Maintain a database of members that meets regulatory requirements and assists in developing membership;
- Keep patients, staff, local communities and the wider public informed about the Trust's work in order to promote understanding, partnership working and the recruitment of new members;
- Work with NHS partners across the local health economy to promote co-ordinated approaches when communicating with patients and the public, for example in relation to Integrated Care Systems/Integrated Care Partnerships;
- Review the profile of membership against demographic information on the communities served, and utilise the results to inform future membership recruitment and include in the Trust's Annual Report and Plan;
- Support the arrangements for membership.

The Council of Governors will:

- Through its sub-committee (Membership Strategy Committee) develop an action plan for maintaining and building up the membership;
- Identify initiatives for raising the profile of membership with staff, patients, carers and the community it serves. This will include:
 - Public events, including recruitment stalls at local events;
 - Membership information on the Trust's website;
 - Membership information via social media platforms;
 - On-going engagement with existing supporters and a range of community and support groups;
 - Engage with patients and carers through publicity throughout the hospital sites, clinics and community premises across its local community;
 - Recruitment events at the Trust's premises, Universities, Colleges, regional and local events.

7. Membership Strategy Objectives

The initiatives presented above will support the aim to develop and maintain a representative and active membership.

The 2019-21 Strategy focuses on the following three objectives. The actions required to deliver the objectives are contained in the Action Plan at Appendix 1.

Objective 1: to recruit those people that have an interest in healthcare and the work of the Trust, whilst ensuring the membership remains representative of the community;
Objective 2: to engage those members wanting to get involved in the work of the Trust through engagement activities and events; and
Objective 3: to seek the views from the Trust's members about the services provided by the Trust.

8. Actions in support of the Objectives

8.1 To look for opportunities to recruit as members those people that have an interest in healthcare and the work of the Trust, whilst ensuring the membership remains representative.

Although it has previously been determined that face-to-face contact with members of the public at events or in trust departments can be an effective way in which to promote membership of the Trust, this method of recruitment is labour intensive and time consuming and with fewer volunteers coming forward alternative methods have been explored. During 2019 stand-alone membership stations will be set-up throughout the Trust in areas and departments that receive a high throughput of people who may be interested in becoming a member. The stations will be portable which means they can easily moved to other areas to maximise the exposure of trust membership. The stations will contain leaflets and membership forms with directions given on how to apply. It is hoped this will be an effective and efficient way of gaining new members.

In order to ensure the public membership constituency is truly representative, an analysis of membership will continue to be undertaken and reported to the Council of Governors through the Membership Strategy Committee. Where appropriate, membership recruitment may focus on areas of under-representation among minority ethnic groups and target community groups in order to make sure that the membership message reaches these communities.

8.2 To engage those members wanting to get involved in the work of the Trust through engagement activities and events.

The purpose of membership is to influence the Trust's service provision and plans. In order to do this effectively, members require an understanding about those services or plans which they will gain through their own experiences and learning or through engaging with the Trust. Consequently, it is important they are provided with details about various engagement opportunities taking place across the Trust so that they can make an informed decision about whether or not to participate.

The Council of Governors is key to the Trust's engagement with members; the Governors have a duty to feed back to their communities. Governors are required constitutionally to represent the interests of both members of the Trust and of the public. Engagement with these groups can be facilitated in a range of different ways.

Trusts are required to hold an Annual Members meeting, where members will be presented with the annual report and accounts. The results of Governor elections and appointment of any new Non-Executive Directors will also be announced. In addition, it provides a forum for Governors to engage with members as well as the Board of Directors.

Member events will be held 3 – 4 times a year, the agenda and topics will be steered by trust service developments and new initiatives as well as feedback from members.

The events will provide opportunities for members, stakeholders and the public to listen to and talk directly to Governors and key representatives from the Trust.

Engagement sessions in clinical areas of the Trust and in community settings can be developed in order to provide a forum for Governors to hold scheduled sessions where they can engage, face to face, with patients and the public in order to promote the benefits of membership and encourage recruitment to those interested in becoming members.

The Volunteer Co-ordinator will, as part of the Volunteering Strategy, look at how engagement could be improved through better coordination, communication and a joining together of different groups, including alignment with activities undertaken externally under the volunteer banner.

8.3 To seek the views from the Trust's members about the services provided by the Trust

Governors have a statutory duty to represent the views of the membership as a whole and the public. The Membership Strategy Committee has considered ways in which those views can be captured and these are reflected in the action plan at Appendix 1.

9. Resource required to deliver the Strategy

Sustaining a meaningful membership base involves a significant commitment of time, resource and engagement. This can be aided by people at all levels throughout the Trust being willing to engage, and be involved with membership.

Communications, recruitment activity, membership events and the overseeing of the membership database will be managed by the Private Office, who also provides the main point of contact for Governors and members.

As the membership budget is limited, delivery of the Strategy is reliant upon:

- A programme of events being developed through the Membership Strategy Committee and the Private Office;
- Governors promoting membership at engagement events;
- All identifying possible recruitment and engagement opportunities;
- Staff promoting the benefits of membership to the people they meet during the course of their work.

10. Evaluation and monitoring

The Membership Strategy Committee will review and monitor progress and achievement of actions against plan, on a quarterly basis, and report to the Council of Governors.

11. Conclusion

The Trust's Membership Strategy needs to ensure its membership is meaningful and representative and that members are given every opportunity to engage with the Trust, should they so wish. This Strategy aims to address areas of membership recruitment, retention and engagement through the actions set out at Appendix 1.

Barbara Bright
Director of Corporate Affairs & Chief of Staff

Appendix 1- Membership Strategy Action Plan:

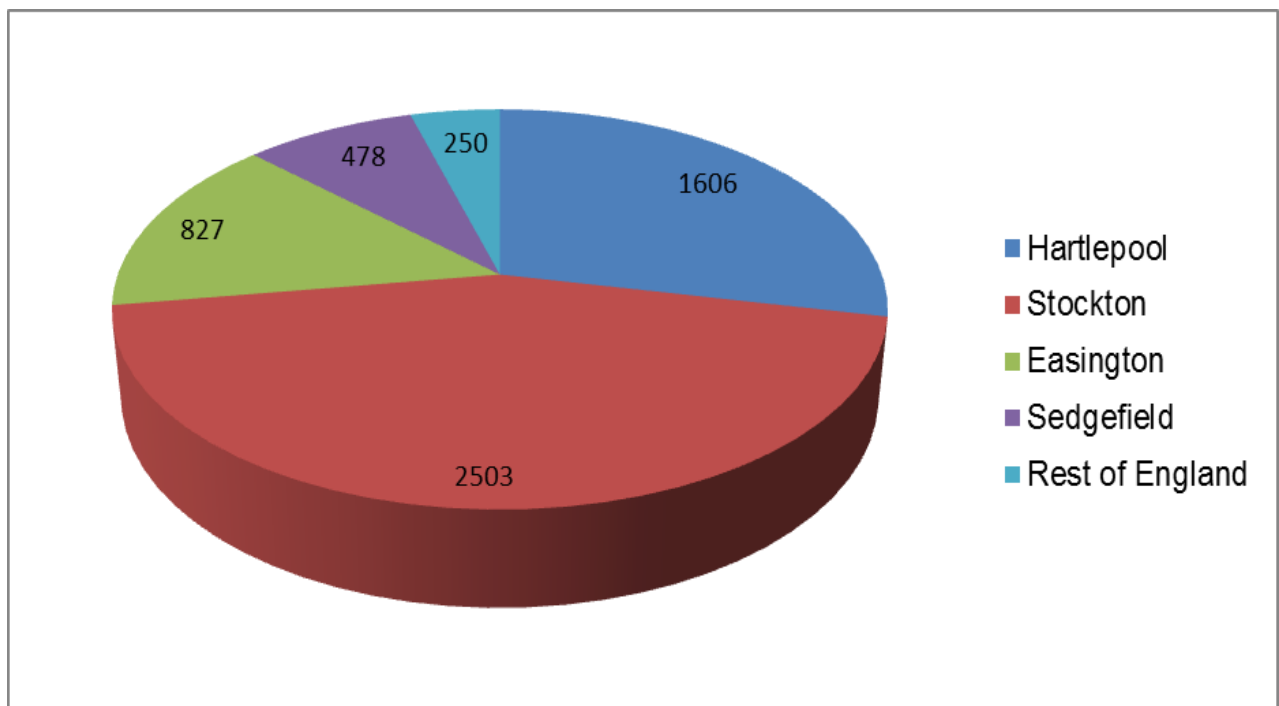
| Objective | Action required | Who to action | Deadline | Expected outcome |
|--|--|--|------------------------------|---|
| To recruit those people that have an interest in healthcare and the work of the Trust, whilst ensuring the membership remains representative of the community. | Promote membership and its associated benefits with healthcare students in further and higher education and with those undertaking health related studies. | Governors/Volunteer Coordinator/ Assistant Company Secretary | On-going | Young people and others with an interest in healthcare become members and/or volunteers |
| | Develop revised targeted and accessible promotional material which outlines the benefits of membership | Membership Strategy Committee/Communications/Assistant Company Secretary | May 2019 | New updated membership literature is accessible to promote membership in a variety of settings |
| | Utilise and keep up to date the Trust's website, communication material and social media to promote membership | Communications/Assistant Company Secretary | On-going | Current relevant information about membership is available via different communication channels |
| | Analyse membership data on a quarterly basis to identify any significant gaps and target membership recruitment events accordingly | Membership Strategy Committee | Quarterly committee meetings | Areas of under representation are identified and addressed |
| | Ensure membership is promoted at relevant events hosted by the Trust | Governors/Communications/ Assistant Company Secretary | On-going | Wider engagement will attract new members |
| | | | | |
| | Promote membership in core areas of the Trust utilising volunteers | Volunteer Coordinator/Volunteers | On-going | Membership is promoted with patients and the public accessing services. |
| | Promote membership via individual networks | Governors | On-going | Membership is promoted within the community |
| Objective | Action required | Who to action | Deadline | Expected outcome |
| To engage those | Encourage staff to invite | Staff Governors | On-going | Those people that |

| | | | | |
|---|--|---|--------------------------|---|
| members wanting to get involved in the work of the Trust through engagement activities and events | service users/patients/carers to become members of the Trust | | | experience the Trust's services become members |
| | Pages on Anthem to be reviewed and refreshed to incorporate specific Governor/member news | Communications Team/Company Secretary | Quarterly (each edition) | Anthem, social media and the Trust website promotes stories and benefits of membership and engagement with the Trust |
| | Explore opportunities to engage people from under represented groups in member events and activities of the Trust | Membership Strategy Committee/Volunteer Coordinator | On-going | People from under represented groups are encouraged to engage in health related activities. |
| | Engage members in the work of the Trust through a programme of member events. | Assistant Company Secretary | On-going | Members have an opportunity to learn about the work of the Trust, to meet with those people delivering care and to learn more about the NHS |
| Seek the views from the Trust's members and the public about the services provided by the Trust | Invite members and the public to meet their Governors at trust events and other settings of the Governors choosing | /Assistant Company Secretary/ Governors | On-going | Members and the public are able to meet their Governors and express their views |
| | Invite feedback from members at the Annual Members meeting and other trust events | /Assistant Company Secretary | August 2019 | Members are given an opportunity to engage with Governors at the Annual Members meeting and other forums. |

Appendix 2

Membership information at 31 March 2019

| | Number of Members | Percentage of Members |
|-----------------|-------------------|-----------------------|
| Hartlepool | 1606 | 28% |
| Stockton | 2503 | 44% |
| Easington | 827 | 15% |
| Sedgefield | 478 | 9% |
| Rest of England | 250 | 4% |
| Total | 5664 | |



Membership age range - 31 March 2019

Public members

