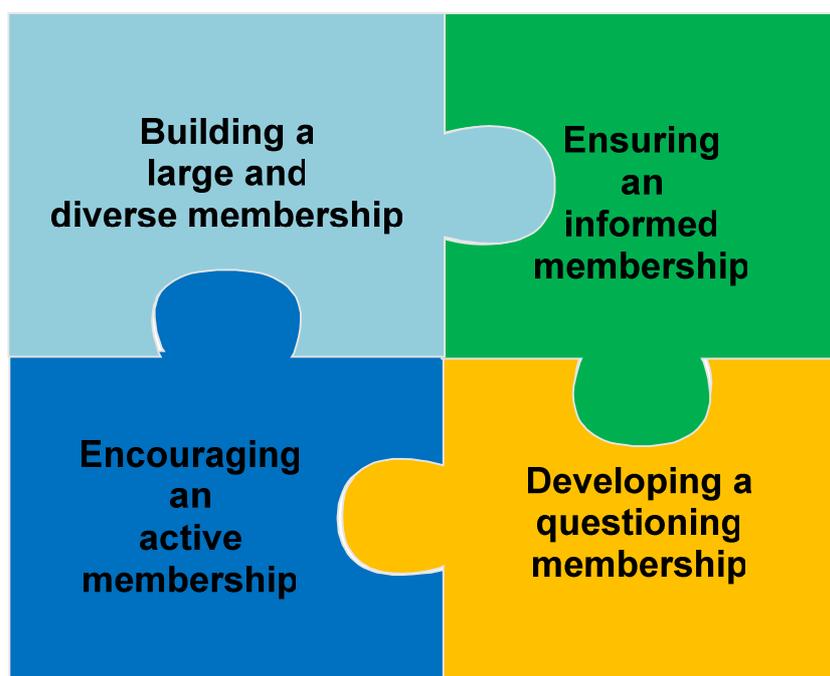


## Membership Strategy 2012 to 2015



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# 1. Introduction and Context

The Shrewsbury and Telford Hospital NHS Trust aims to develop an active and engaged membership of local people and staff in preparation for authorisation as an NHS Foundation Trust to ensure that the Trust is fully engaged with our staff and communities, bringing their views and aspirations to the heart of decision making in the NHS.

This document provides a framework around which The Shrewsbury and Telford Hospital NHS Trust will build and engage with its membership community during both the authorisation process and as a newly authorised NHS Foundation Trust. The Membership Strategy aims to set our vision for recruiting our membership to promote a responsive, inclusive partnership with the Trust. It sets out our framework to develop an active membership of people who want to be involved in helping to shape our future. Importantly, we will seek, in liaison with our Governors, to ensure that the membership is representative of those eligible to join.

As a public benefit organisation, we will be faced with a complex set of relationships and accountabilities to the Council of Governors (the link between our members and the Board of Directors), the wider membership and local community, commissioners, partners and Monitor (the independent regulator).

Key risks that this strategy seeks to address include:

- The membership is not sufficiently representative of the communities we serve, such that the benefits of NHS Foundation Trust status are not fully realised and/or the Trust is not authorised as an NHS Foundation Trust
- The membership is not sufficiently informed, affecting their contribution to the vision, strategy and governance of the NHS Foundation Trust
- The membership is not sufficiently engaged – for example, it is possible that members may lose interest during the authorisation process if they feel that they are not being meaningfully and actively engaged or if they perceive that there are few results from their commitment of time and effort
- The membership is not sufficiently supported to question and challenge the Trust, to empower them to make a positive difference to health and health services

It will be our aim, therefore, to encourage a diverse, actively engaged, well-informed and questioning membership whose views are sought and responded to both prior to and following authorisation.

Once SaTH becomes a Foundation Trust, the Council of Governors will be responsible for the membership strategy recognising that the membership development process will be an iterative process as the Trust matures. The Council of Governors will use the strategy to monitor the effectiveness of the membership development programme over time.

This strategy therefore focuses on the period from 2012 to 2015, with an updated strategy to be developed by the Council of Governors during 2014 following authorisation as an NHS Foundation Trust.

## 2. What is Membership and Why is it Important?

The Shrewsbury and Telford Hospital NHS Trust serves a population of around half a million people in Shropshire, Telford & Wrekin and mid-Wales. Our main service locations are the Royal Shrewsbury Hospital in Shrewsbury and the Princess Royal Hospital in Telford, which together provide around 99% of our patient activity. We also provide community services in a range of locations across Shropshire, Telford & Wrekin and mid Wales.

When we are authorised as a Foundation Trust we will be a public benefit corporation, where our staff and members of the public who reside within our catchment area will benefit from active engagement and involvement in the long-term future of the organisation. Becoming a member of the Foundation Trust will provide new ways in which the people of Shropshire, Telford and Wrekin and mid-Wales can contribute to the Trust's success through a new form of social ownership. We will seek to achieve this through an active public and staff membership and a governing body that builds and sustains a wide consensus about the services provided by the Trust.

Membership means participation and responsibility where local people, carers, staff and patients get involved in their local hospital, not for personal gain but for the benefit of the local community. Experience shows that people want to be listened to and that they want their views to be taken into account in shaping the services that they use and that they fund through taxation. Membership will give the opportunity for this mechanism of communication and feedback. We will be a democratic organisation with members who actively participate in the governance structure.

Public membership will be open to everyone over the age of 14. Staff membership will be open to all members of staff on permanent contracts and those on temporary contracts of more than twelve months. Our membership community will be drawn from our public and staff constituencies which we have defined as follows:

|               |   |  |
|---------------|---|--|
| <b>Public</b> | Five public sub-constituencies <sup>1</sup> : <ul style="list-style-type: none"> <li>▪ Telford &amp; Wrekin</li> <li>▪ Shropshire Central</li> <li>▪ Shropshire North</li> <li>▪ Shropshire South</li> <li>▪ Powys</li> </ul>   | These areas cover over 99% of the Trust's activity. Shropshire is divided into three areas to ensure representation from across the county. The Powys sub-constituency covers Montgomeryshire and three wards in north east Radnorshire. |
| <b>Staff</b>  | 5 classes of staff membership: <ul style="list-style-type: none"> <li>▪ Registered medical practitioners and dentists</li> <li>▪ Registered nurses and midwives</li> <li>▪ Other registered health professionals</li> <li>▪ Healthcare support staff</li> <li>▪ Administrative, Clerical, Estates and Management</li> </ul> | These five classes will bring a diversity of perspectives across the different staff groups within the Trust.  |

The Trust has a long-standing track record of involving staff, patients and the wider community through different Trust forums as well as links with organisations across Shropshire, Telford & Wrekin and mid-Wales. Foundation Trust Membership will strengthen this involvement and enable us to work directly with local people and staff to shape our services to reflect local needs ensuring that we become an engaging, engaged and locally-owned organisation that recognises that its membership is a valuable resource to improve quality and performance.

<sup>1</sup> Detailed definitions of our public sub-constituencies can be found in our Constitution

### 3. Membership Strategy

Our membership strategy focuses on four goals:



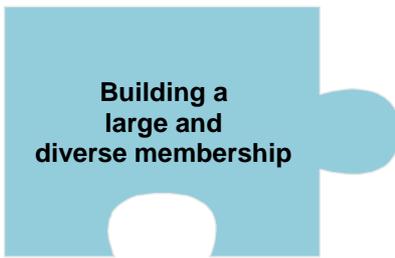
Our objectives and actions for 2012 to 2015 are summarised in the table below:

|  | 2012   | 2013  | 2014 <sup>2</sup>  | 2015   |
|--|--|---|--|--|
| <b>Building a large and diverse membership (Section 4)</b> | Grow public membership to 10,000, with a focus on sections of the community currently under-represented within our membership. Review representativeness of public membership and take action to address under-representativeness. |   | Grow public membership to 12,000 public members. Work with Public Governors to build local membership.                         | Targets to be agreed with Council of Governors once elected. |
|  | Maintain staff membership, ensuring effective recruitment through induction process, linked to opportunities to vote and stand for election for Staff Governors.   |   |  |  |
| <b>Ensuring an informed membership (Section 5)</b>         | Maintain and review our current communication methods  | Improve communication, including social media, based on the feedback from our members | Increased engagement of new Public Governors in shaping communication with members.  |  |
|  | Maintain and review our current communication methods  | Improved communication based on the feedback from our staff members                   | Increased engagement of new Staff Governors in shaping communication with members.   |  |
| <b>Encouraging an active membership (Section 6)</b>        | Maintain and build on current engagement activities  | Prepare and deliver first Public Governor elections.                                  | Develop and maintain effective engagement between Public Governors and members including member meetings in sub-constituencies |  |
|  | Maintain and build on current engagement activities  | Prepare and deliver first Staff Governor elections.                                   | Develop and maintain effective engagement between Staff Governors and members  |  |
| <b>Developing a questioning membership (Section 7)</b>     | Improve availability of Board papers and other corporate information.  |   | Work with the Council of Governors to develop a questioning membership   |  |
|  | Improve availability of Board papers and other corporate information.  |   |  |  |

<sup>2</sup> Provisional objectives, to be reviewed with the Council of Governors.

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## 4. Strategic Goal 1: Building a Large and Diverse Membership



Our overall goal is to build a large and diverse membership of patients and staff. This will be delivered through a programme of membership recruitment across the communities we serve and amongst our staff.

### 4.1 Building a large and diverse public membership

Our aim is to develop a public membership that reflects, as far as possible, the communities that we serve.

The Trust serves around half a million people in Shropshire, Telford & Wrekin and mid Wales. These are diverse communities, from the urban new town of Telford in the east to the rural and sparsely populated Powys in the west. Three areas, comprising 2% of the population in Shropshire, fall within the most deprived 20% areas in England. In Telford & Wrekin this figure increases to 19% of its population. Black and other Ethnic Minority groups represent 2% of the population in Shropshire, approximately 5% of the population in Telford & Wrekin and less than 2% in mid-Wales.

We currently have over 7,300 public members and are currently under represented in the 17-21 year age range as well as the mixed-ethnicity group and socio-economic groups D and E.

A comprehensive register of the public membership is maintained by the Trust, currently provided by an external supplier. Members are encouraged to notify the Trust of any changes to their circumstances that would affect their membership. The Trust carries out regular cleansing of membership data to ensure that the information held is current. The register data remains the property of the Foundation Trust who will oversee the growing membership community.

Our target is to achieve a public membership of 10,000 people by the point of authorisation (see Appendix A). This will represent over 2% of the population in Shropshire, Telford and mid-Wales. Following authorisation we plan to increase our public membership to 12,000 by the end of our first year as a Foundation Trust. Looking further ahead, our target will be developed by the Council of Governors. The election of the first Public Governors will mean the benefits of public membership will become more visible, and local Public Governors will become a key part of the recruitment process.

Our membership recruitment programme will actively address representativeness, focusing activities on sections of our communities that are currently under-represented. We will keep this under review and our recruitment programme will evolve to reflect our changing membership.

Particular focus will be needed to ensure diverse representation based on the protected characteristics set out in the Equality Act 2010 (namely sex, sexual orientation, race, disability, gender reassignment, pregnancy & maternity, religion & belief) and wider issues

where people may face social exclusion (such as homelessness, lone parents, long term limiting conditions).

Evidence shows that two methods of recruitment are the most successful in securing public members: face to face recruitment and direct mail (NHS Confederation, 2005). The Trust will use both approaches and a variety of other methods to ensure continued success in recruitment.

In seeking to increase our membership the Trust is committed to ensuring that we maintain meaningful engagement and involvement of members.

### Looking Ahead

Key activities during 2012 include:

- Providing a simple, accessible and well publicised process for becoming a member
- Promoting the benefits and opportunities from membership
- Recruitment of new members through volunteers and community events
- Reviewing the profile of the membership against demographic information and utilise the results to shape future membership recruitment
- Maintaining an accurate membership database that meets the membership regulatory requirements
- Developing appropriate incentives for membership
- Continuing to learn from other organisations across the country to adopt best practice in membership recruitment
- Forging links with community groups to build and maintain a diverse membership
- Establishing benchmarks, mechanisms and targets for an inclusive membership

### **4.2 Building a large and diverse staff membership**

Our aim is for all eligible staff to be staff members of the Trust.

The Trust currently employs in the region of 5,500 staff and approximately 96.5% of these chosen to accept staff membership of the Foundation Trust.

The Trust has adopted an ‘opt out’ approach to staff membership, whereby all existing and new staff automatically become a member of the staff constituency unless they specifically request not to. The individual member of staff must declare their intention to ‘opt out’ of membership in writing to avoid any misrepresentation of their decision.

“Opt out” levels are reviewed on an ongoing basis, and there will be a focus on encouraging staff to “opt back in” in the lead up to the first Staff Governor elections so that all members of staff have the opportunity to vote or stand for election so that they are represented on the Council of Governors. As with public membership, the election of the first Staff Governors will also increase opportunities for staff membership recruitment and engagement.

### Looking Ahead

Key activities during 2012 include:

- All members of staff automatically becoming a member unless they choose to “opt out”

- Providing information and the opportunity to “opt out” through staff induction
- Keeping “opt outs” under review so that we can address the reasons for opting out
- Offering any staff members who leave the employment of the Trust automatic transfer of staff membership to public membership

### 4.3 *The role of the Council of Governors*

The Council of Governors has a duty to ensure appropriate membership of the Trust. Subject to discussion with the Council of Governors, within the first 12 months the Council will:

- Actively support recruitment of new members, with a particular focus on improving the representativeness of the public and staff membership
- Review and monitor the membership strategy

Within the first 18 months the Council of Governors will:

- Review current membership profile and use the results to inform future membership recruitment and determine the future Membership Strategy

Our Membership Strategy will be updated to reflect this.

## 5. Strategic Goal 2: Ensuring an Informed Membership



In order to ensure that the benefits of being a membership organisation are realised, it is vital that both the public and staff membership understand the opportunities and benefits of membership, along with their rights and responsibilities. They also need information about the opportunities and challenges facing the Trust and how they can get involved in influencing future plans and priorities.

### 5.1 Ensuring an informed public membership

In order that our members feel informed and involved, it is essential that we ensure our communication with them is timely and relevant. Communication with our membership will be essential to the success of engaging and involving staff and public members in the activities of the Trust.

The Trust has already established a range of mechanisms for communicating with public members and will continue to build on this into the future. These include:

|  |   |
|--|---|
| <p><b>Members Quarterly Newsletter: “A Healthier Future”</b></p> | <p>We recognise that communication and consultation will be key to a successful partnership with members and will be central to making membership meaningful.</p> <p>Currently the Trust communicates with its membership through a quarterly newsletter entitled “A Healthier Future’. The newsletter informs and provides information to members about matters that affect hospital services and encourages members to become involved and contribute, either through engagement activities held by the Trust or in the future ways to give feedback via their local Governor. The newsletter is provided in paper form, by email and on the Trust’s website.</p> |
| <p><b>Trust Website</b></p>                                      | <p>The Trust website currently has a dedicated section for Foundation Trust. We use the website to inform our membership of up and coming events, ways that members can become more actively involved with the Trust (e.g. volunteering, being a representative etc.) and how individuals can feedback about the Trust services.</p>  |
| <p><b>Trust Annual General Meeting</b></p>                       | <p>The Trust holds an Annual General Meeting open to all members of the Trust. In future this will become the annual members meeting that will be open to all members of the Trust, the board of Governors and the board of Directors.</p> <p>The Trust AGM is advertised in the membership newsletter, on display boards around our hospitals and by individual email invitation to all members for whom we hold a current email address.</p>  |

## Looking Ahead

Key activities during 2012 include:

- Ensuring that members are aware of their rights and responsibilities as members
- Informing the public about the benefits of becoming a member
- Building on our current newsletter and website services, and increasing our use of social and new media
- Trialling an SMS text messaging service, initially to invite members to the Annual General Meeting
- Improving the information we hold about our members, how we can communicate with them and their communication needs and preferences
- Continuing to improve the cost-effectiveness of communication by promoting and using communication methods that reduce costs to the Trust and therefore to the public purse
- Improving the accessibility of information for members, for example through large print, alternative formats

### **5.2 Ensuring an informed staff membership**

The Trust already has a wide range of mechanisms in place to inform staff and uses these to communicate the benefits and opportunities of membership and the opportunities and challenges facing the Trust. These include:

|                                       |  |
|---------------------------------------|--|
| <b>Staff Update Quarterly</b>         | Our quarterly newsletter is issued to all staff with their payslip and includes information and updates on our plans for NHS Foundation Trust status.  |
| <b>Trust Intranet</b>                 | Our intranet provides current news and information from the Trust, including a dedicated section on NHS Foundation Trust status.   |
| <b>Trust Website</b>                  | We recognise that not all members of staff have access to email and intranet at work, so we also provide a range of staff information on our public website so that they can access this at their convenience at home. |
| <b>Trust Staff Briefings</b>          | Regular open staff briefings are led by the Chief Executive and other Directors.   |
| <b>Centre and Department Meetings</b> | Each Centre and Department communicates with its staff in a range of ways, such as newsletters, face-to-face briefings, intranet pages etc.  |

## Looking Ahead

Key activities during 2012 include:

- Ensuring that staff members are aware of their rights and responsibilities as members
- Informing our staff about the benefits of becoming a member

### 5.3 The role of the Council of Governors

The Council of Governors will have a duty to keep members informed. The Health and Social Care Act (2012) puts into statute the duty of Governors to represent the interests of members of the Trust as a whole and of the public. Monitor's Code of Governance already states that Governors have a duty to feed back information about the Trust to the members who appointed them (PA Consulting Group, Monitor, 2012). Subject to discussion with the Council of Governors, within the first 12 months the Council will:

- Identify ways in which they can inform members and the wider community of the work of the Trust
- Evaluate the effectiveness of the current communication methods used to engage with members
- Ensure that there are adequate resources to support the Council of Governors in carrying out their role and facilitating communication with members
- Establish ways of effectively communicating with members, staff and the wider community
- Establish and maintain regular and meaningful ways of communicating with the Board of Directors

Within the first 18 months the Council of Governors will:

- Review and monitor the current communication plans
- Develop future ways of engaging and communicating with members

Our Membership Strategy will be updated to reflect this.

## 6. Strategic Goal 3: Encouraging an active membership



We recognise that our members are a valuable resource in the planning and delivery of Trust services and the benefit members can bring to the organisation.

The benefits of NHS Foundation Trust status will be delivered through active engagement of our membership through the Council of Governors and more widely in shaping the plans and priorities of the Trust for the future. It is also therefore important to ensure engagement processes make NHS Foundation Trust status meaningful, and involve members in the wider patient/public and staff engagement programmes throughout the Trust and the wider health and care community

### 6.1 Encouraging an active public membership

Our public constituency and their elected Public Governors provide a means to ensure that the views and interests of people who live in Shropshire, Telford and Wrekin and mid-Wales are represented at all levels within the Foundation Trust. To meet this objective we must ensure that we have an active and involved membership.

The Trust is committed to supporting an active and involved membership base that will inform service improvement and strategy. It is important that our members feel that being a member of our Foundation Trust is meaningful and has a purpose. This will ensure that we retain our membership base and that we can build on our existing membership. The Trust acknowledges that the level of involvement of members will vary and that some members will want to be more actively involved than others. The Trust's membership engagement strategy allows members to be involved in a range of activities and is also flexible to the amount of time and commitment that individuals can give. The Trust has defined its membership engagement into three different levels of involvement, these are:

|         |                  |   |
|---------|------------------|---|
| Level 1 | Informed members | Members who would like to receive information about the Trust, such as the member's newsletter, Trust annual members meeting etc. but do not want to be actively involved with Trust activities / events.<br>Engagement with these members will focus on the activities described in Strategic Goal 2 |
| Level 2 | Engaged members  | Members who would like to participate in questionnaires / surveys, attend public meetings (for example the Board of Governors and members meetings).<br>Engagement activities are described in this Section.  |
| Level 3 | Active members   | Members who attend discussion groups on particular issues, attend open days, join Trust groups when opportunities arise (for example Patient Information Group) and/or seek election as Public Governors.<br>Engagement activities are described in this Section.                                     |

Members may vary their level of involvement over time and could fit into all three levels at different points in time. Engagement of members and providing opportunities for members to become involved with the Trust is central to keeping members informed and involved with the

Trust. The engagement activity examples below are not an exhaustive list but highlight some of the ways members can become involved and areas that the Foundation Trust office developed in order to ensure engagement of members.

### Engaged members

Engaged members are individuals who have an interest in the Trust and would like to be able to give feedback and be involved in specific projects and events that are being organised by the Trust. Engaged members are usually individuals who have a limited amount of time and would like to be involved with specific and occasional engagement activities.

Current activities and plans for the future include:

|   |   |
|---|---|
| <p><b>Members Events</b></p>                          | <p>The Trust has established a programme of events and workshops specifically for public members. Members are also invited to wider activities, for example linked to the Future Configuration of Hospital Services. We will build on this to deliver a programme that reflects the needs and interests of our public members For example, activities during 2012 include:</p> <ul style="list-style-type: none"> <li>• Programme of ‘Behind the Scenes Tours’ of our hospitals. These events provide members with an opportunity to visit parts of the organisation that are usually not accessible to members of the public. The tours will inform members of how different parts of the hospital function and raise awareness of the hospital and its services</li> <li>• ‘Medicine for Members’ - lectures on health and hospital related issues. As an on going engagement programme for our members we will be providing a series of lectures that are open to all members on health and hospital related issues</li> <li>• Trust workshops and focus groups centred on service changes and development</li> </ul> <p>We will continue to seek feedback from members to shape the future programme of events.</p> |
| <p><b>Stakeholder Workshops and Consultations</b></p> | <p>Members are also invited to stakeholder workshops and events on developing policies / strategies and service development. This ensures that patients, carers and the public’s views are reflected in Trust strategy and policies.</p> <p>As a Trust that continues to strive towards high quality services that meet the needs of its local community, members will be given the opportunity to be involved in the development and review of services. For example, members will be invited to take part in formal consultation events regarding major service development or change.</p>  |
| <p><b>Questionnaires and Surveys</b></p>              | <p>The Trust has occasional surveys and feedback questionnaires for members, for example through the quarterly members newsletter. Members are also invited to contribute to wider feedback and engagement programmes, for example on car parking, travel and transport .During 2012 we plan to build on this and specifically to ask for feedback on how we</p>  |

|                                     |  |
|-------------------------------------|--|
|                                     | <p>should communicate and engage with members through questionnaires focusing on:</p> <ul style="list-style-type: none"> <li>• The methods that members would like to be communicated with by the Trust about service developments and ways to become involved etc.</li> <li>• How members would like to engage with Trust</li> </ul> <p>The information drawn from these questionnaires will be used to develop a range of different methods to engage with our membership and to record the interests of our membership so that our membership engagement plan is reflective of their interests.</p> |
| <b>Member and Governor Meetings</b> | <p>When we are established as an NHS Foundation Trust, all public members will have access to a Public Governor who represents their local area and brings forward the views of the public members they represent at Governor meetings and to the Trust Board.</p> <p>The Trust plans to set up a forum within each of the 5 sub-constituencies to enable our Governors to meet with members to gain their views and feedback on Trust services. The meetings will take place on a two-monthly basis and support for these forums will be provided by the Foundation Trust Office team.</p>            |

### Active Members

Active members are people who have a broad and active interest in our hospitals and would like to take an active role in collecting information, giving feedback and participating in Trust activities. Engagement activities that the Trust is developing for active members include:

|  |  |
|--|--|
| <b>Involvement in Trust meetings and forums</b>                    | The Trust is committed to involving public members in the business of the Trust, and members will be given the opportunity to become involved in Trust forums and meetings, when opportunities arise, for example being a member of the readers panel, focus groups, attendance at workshops on developing services etc.   |
| <b>Recruitment and selection of staff</b>                          | The Trust believes that involving members of the public in its recruitment processes enables us to make better selection decisions and become an organisation that is more responsive and customer focused. Members who are interested in being involved with recruitment panels will be offered recruitment and selection training. The Trust will be holding several training events open to members over the coming year. Once members have completed recruitment and selection training, they will be able to be part of a variety of interview panels for staff posts. Details of this training will be advertised in A Healthier Future. |
| <b>Getting involved in health issues that are important to you</b> | The Trust has established a range of focus groups, workshops and special interest groups about health issues that are important to our members. These events enable our members to tell us about the needs and expectations of the local community and enable the Trust to be responsive and develop services that are reflective of the needs of our community.   |

|  |   |
|--|---|
| <b>Volunteering</b>  | Volunteering is an important part of hospital services. Volunteers within the Trust give their time to complement the services that are currently provided. Volunteering is one way in which our members can be actively involved with the Trust.   |
| <b>Young volunteer scheme and links with local schools and college</b> | <p>The Trust has identified that currently our membership is under represented in the 14-25 year old range. As a Trust we recognise the importance of having a strong representation within this age range whilst also acknowledging that this age group many not have a strong interest in the 'day to day' running of the hospital. It is important that the Trust looks at ways of engaging this group of members / potential members in areas that may interest or be of benefit to them.</p> <p>The Trust is looking at developing a young volunteers scheme which would be accessible to individuals aged 16-21 years old and would offer individuals the chance to become involved with the Trust, whilst gaining health care experience.</p> <p>It is hoped that the young volunteer's scheme will be of particular interest to young people who are looking at a career in the health or social care setting. To encourage individuals who are looking to gain work experience in a health care setting by providing 6 monthly lectures on different health careers, such as nursing, physiotherapy or becoming a doctor.</p> <p>Plans are also being put into place to link up with and recruit to the membership all students attending Work Experience at the Trust. As these young people are keen to experience working in the NHS, they may wish to return to work here after leaving school or return to the county following further education. These young people would be an asset to the membership of the Foundation Trust.</p> <p>Over the next twelve months, the Foundation Trust team will be making links with local schools, colleges and your groups to offer opportunities to become involved in the work of the Trust. Plans are in place to undertake a series of tours of our hospitals that link in with specific aspects of the current curriculum (e.g. health and safety in care settings). Links have also been made to local Young Carer's groups (with membership totally over 600) and members of the Foundation Trust Office team will visit these groups to encourage membership recruitment and to gain feedback from the young people involved.</p> |

A further key priority for this strategy will be to improve accessibility of member engagement activities through:

- Training and awareness within the Trust on diversity and inclusion
- Providing alternative mechanisms for consultation
- Setting and maintaining standards for accessibility of venues used for meetings and events

## Governors

The most active form of public membership is to seek election as a Public Governor. There will be 16 elected public governors drawn from five sub-constituencies across Shropshire, Telford & Wrekin and mid Wales:

- Powys – 2 governors
- Shropshire Central – 3 governors
- Shropshire North – 3 governors
- Shropshire South – 3 governors
- Telford and Wrekin – 5 governors

Public governors will have a central role in recruiting, informing and engaging the membership. More information about this work can be found in Section 4.3, Section 5.3, Section 6.3 and Section 7.3.

### **6.2 Encouraging an active staff membership**

Similar to public membership, we aim to provide a range of opportunities that both encourage active involvement but that also recognise differing individual aspirations:

|         |                  |  |
|---------|------------------|--|
| Level 1 | Informed members | Members who would like to receive information about the Foundation Trust but do not want to be actively involved with Trust activities / events.<br>Engagement with these members will focus on the activities described in Strategic Goal 2                     |
| Level 2 | Engaged members  | Members who would like to participate in questionnaires / surveys and attend meetings (for example the Board of Governors and members meetings).<br>Engagement activities are described in this Section.   |
| Level 3 | Active members   | Members who attend discussion groups on particular issues, attend open days, join Trust groups when opportunities arise (for example Patient Information Group) and/or seek election as Staff Governors.<br>Engagement activities are described in this Section. |

The majority of our NHS Foundation Trust staff engagement activities are integrated with our wider staff engagement programme. Recent examples of staff engagement include involvement in the planning and design of the new cancer and haematology centre, in the reconfiguration of hospital services programme and in the development of the Trust's transport policy. The Trust has also introduced a Listening into Action programme in which a large number of staff representing a diverse mix of professions was involved.

Some additional mechanisms will need to be put in place that support and enable NHS Foundation Trust governance, involvement and accountability. This will include routes by which Staff Governors can communicate and engage with staff members in their occupational class. Staff Governors will be supported by the Trust to engage with their members.

## Governors

The most active form of staff membership is to seek election as a Staff Governor. There will be 5 elected staff governors drawn from five different occupational classes:

- Medical and Dental
- Nursing and Midwifery
- Other Registered Health Professionals
- Healthcare Support Workers
- Administrative, Clerical, Estates and Managerial (and other staff not included in the above groups)

Staff governors will have a central role in recruiting, informing and engaging the membership. More information about this work can be found in Section 4.3, Section 5.3, Section 6.3 and Section 7.1.

### **6.3 The role of the Council of Governors**

Subject to discussion and agreement with the Council of Governors once established, within the first 12 months of becoming a Foundation Trust, we anticipate that the Council of Governors will:

- Ensure that Council of Governor meetings are properly constituted and appropriate governance arrangements are followed
- Develop member and governor meetings relating to their sub-constituency or occupational class with support from the Trust
- Engage and feedback information from the Trust to members
- Engage with the Trust Board of Directors and provide feedback from members
- Ensure that all Governors have completed the Trust's induction training
- Review and monitor Membership Strategy and how this supports member engagement

Within the first 18 months of becoming a Foundation Trust, the Council of Governors will:

- Review current staff membership profile and use the results to inform future membership engagement and determine the future Membership Strategy
- Advise the Trust Board on decisions about the strategic direction of the Trust which is reflective of the needs and views of its membership and the wider public
- Be involved with the development and changes of Trust services
- Support the Trust Board in reviewing its objectives

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## 7. Strategic Goal 4: Developing a Questioning Membership



For NHS Foundation Trust membership to be effective, our members need to be supported and encouraged to provide critical challenge to the Trust on the information we provide, our plans and priorities for the future, and the standards of the services we offer. Members will also become a vital challenge to commissioners and to health and social care partners to ensure health and care services that work together to address local needs within the resources available.

Alongside responding to the needs and aspirations of members, the Trust supported by the Council of Governors also needs to develop a clear understanding of the areas and issues where plans and priorities will benefit most from critical challenge from members.

Work to deliver this goal will mainly take place once the Council of Governors is established, but key activities during 2012 will include:

- Publicising the Trust Board papers and other corporate information to Public and Staff Members
- Developing a new Annual Review as a user-friendly alternative to the Annual Report and Quality Account, directing readers to where further information can be found in these more detailed documents
- Making Quality News more available to Public Members to provide more detailed information about the quality of services, our progress and our challenges
- Building the communication and engagement outlined elsewhere in this strategy

### 7.1 *The role of the Council of Governors*

Subject to discussion and agreement with the Council of Governors once established, within the first 18 months of becoming a Foundation Trust, we anticipate that the Council of Governors will:

- Review the way in which the Trust empowers and encourages critical challenge from members, and how it responds to this
- Agree priorities for improving openness in the provision of information
- Identify priorities for providing training and awareness in NHS legislation, policies and the wider context influencing the local provision of health services
- Build an empowered membership that lobbies locally, regionally and nationally for the highest standards of health and health care

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## 8. Engaging with our communities and other membership organisations

As a membership organisation the Trust is committed to ensuring that we contribute and are an active participant in the communities that we serve. The Trust believes that becoming a Foundation Trust highlights the importance of being accountable to the community and the importance of working in partnership with other organisations as well as its members. The Trust intends to be an active player within the community and will focus its efforts on ensuring engagement with the local population, of all ages and socio-economic groups. The Trust also feels it is important that as an organisation we are responsive to the needs of our local community and part of our engagement plans are centred on member's areas of interests.

As a membership organisation it is vital that we establish ourselves at the centre of our local communities as an active participant, positively contributing to the social inclusion agenda and the economic regeneration of the local area. The Trust has registered with the NHS Good Corporate Citizen initiative and is working with local communities to ensure sustainability and investment in the local economy and has seen year on year progress in this area.

We also aim to develop stronger relationships with other membership organisations, including other Foundation Trusts, to make the most of opportunities to work together and share best practice around membership and community engagement.

The Trust is committed to:

- Seeking out new partnerships with community organisations and other stakeholders to develop joint venture initiatives that promote economic growth and increased participation, particularly among socially excluded or disadvantaged communities
- Positively contributing and becoming involved in local initiatives and working in collaboration with other organisations
- Identifying ways of improving services to under-represented groups and enabling their more active participation in the work of the Trust
- Finding ways in which members can become more actively involved in their own community to promote the services of the Trust
- Establishing working relationships with other Foundation Trusts around membership
- Attending regional and national membership event to network with other Foundation Trusts, including continuing our membership of the Foundation Trust Network to maximise opportunities for training and networking during both the application process and following authorisation to Foundation Trust status

The Council of Governors will be a valuable resource for local engagement, particularly for targeting under-represented groups and communities. Within the first 12 months the Council of Governors will:

- Review the quality and effectiveness of the Trust community partnerships
- Investigate opportunities to work with partnership organisations and local communities particularly around engaging groups that are currently under represented
- Work with local communities to resolve local health issues
- Promote positive public relations in the local community to promote the work of the Trust

- Link with other NHS Foundation Trusts and build positive working relationships

Within the first 18 months the Council of Governors will:

- Review the actions, outcomes and level of success of partnership working
- Further develop a strategy for involving and engaging our local communities
- Seek representation on regional and national forums to further develop community working

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## 9. Resourcing the Membership Strategy

The Trust recognises that membership development represents a significant new area of activity and expertise and that creating and sustaining a vibrant membership base will require additional resources. Membership recruitment and engagement is co-ordinated by the staff of the Foundation Trust office who also have responsibility for the co-ordination of our Foundation Trust application.

The Director of Compliance and Risk Management holds the director-level responsibility for membership. A membership support function is established within the Foundation Trust Office and the primary role of the Foundation Trust Membership and Engagement Manager is to ensure the development, recruitment and engagement of members. This includes forging links with patients, the public and staff to maximise potential partnerships with local communities and groups and to raise awareness of the benefits of membership as well as recruiting new members. The Foundation Trust Office is also supported by a Membership and Engagement Officer and an administrator and is the first point of contact for members and, in the future, for Governors.

The Trust has allocated pay and non-pay funding to resource the development of membership. Resources are committed towards the staffing of the membership function, providing externally commissioned services such as the membership database and funding to support membership recruitment and engagement events and activities. Future funding will also support membership governance such as Governor elections, support for Governor and members and Governor meetings and the reimbursement of Governor's expenses and training and development.

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## 10. Evaluating Success

The Council of Governors will have a key role to play in monitoring the effectiveness of the initiatives described in this strategy and evaluating the outcomes of the Trust's membership activities. This will enable the Council of Governors to refine and re-shape the strategy, ensuring that it remains a live document that is accessible to the membership. The mechanisms that will support the Council of Governors to do this will include:

- A working group to oversee the development of the strategy, including systems for evaluating active membership
- Reviewing the membership strategy annually to ensure it continues to meet the needs of the membership
- Evaluation of members' responses to types and levels of information and the methods used to communicate with members
- Feedback from members on their level of satisfaction including the ways members can become involved, and governor engagement
- A formal annual review each year of membership systems, including risk assessment
- Monitoring of electoral systems to ensure they are fully democratic and free from any undue influences
- Keeping strategy under review, ensuring it meets demands

A range of indicators will be used to help the Trust and our membership assess how we are doing at any given point in time. Performance against these indicators will be the basis of identifying trends and issues related to membership development. Performance indicators will include:

- Total membership
- Number of new members each month
- Number of leavers
- Ethnicity
- Age
- Gender
- Attendance at Annual Members Meeting
- Number of Governor candidates
- Number of community visits
- Publications of newsletters
- Publication of membership information
- Evidence of membership engagement initiatives
- Evidence of membership involvement initiatives
- Website hits
- Evidence of reporting and feedback to members

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## 11. Conclusion

Becoming a member of the Foundation Trust provides new ways in which the people of Shropshire, Telford and Wrekin and mid-Wales can contribute to the Trust's success through a new form of social ownership. This document, in combination with the Membership Action Plan, sets out our Strategy and how this objective can be achieved.

## Appendix A – FT Membership Trajectory

