

# Membership Office

## Membership Management and Engagement Strategy 2022-25

communicating · engaging · representing



*NHS Healthy Board, 2013*

## Introduction and purpose of strategy

Lancashire Teaching Hospitals NHS Foundation Trust is authorised as a public benefit corporation under the National Health Service Act 2006. This status requires it to be subject to local accountability. This is achieved through offering the public in its area membership of the Trust and having a council of governors elected from, and by, this membership.

As a foundation trust, we are required to have a membership strategy in place, together with a clear work plan for its implementation.

This document sets out the strategy for how we will maintain and develop our membership over the next three years.

The strategy has been produced following consultation with the council of governors' membership group, the Chairman, Board Members and has been approved by the Council of Governors and the Trust Board.

# Our values

Lancashire Teaching Hospitals NHS Foundation Trust's mission is to provide excellent care with compassion.

We have three equally important strategic aims:

- To provide outstanding and sustainable healthcare to our local communities
- To offer a range of high quality specialist services to patients in Lancashire and South Cumbria
- To drive health innovation through world class education, training and research

We are constantly striving to improve, and working towards becoming an outstanding, high performing organisation.

Our values define who we are and how we behave.



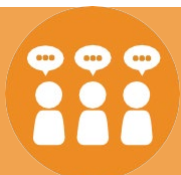
## Being caring and compassionate

Being caring and compassionate is at the heart of everything we do, we will understand what each person needs and strive to make a positive difference in whatever way we can.



## Recognising individuality

We appreciate differences, making staff and patients feel respected and valued.



## Seeking to involve

We will actively get involved and encourage others to contribute and share their ideas, information, knowledge and skills in order to provide a joined up service.



## Building team spirit

We will work together as one team with shared goals doing what it takes to provide the best possible service.



## Taking personal responsibility

We are each accountable for achieving improvements to obtain the highest standards of care in the most professional way, resulting in a service we can all be proud of.



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Lancashire Teaching Hospitals NHS Foundation Trust serves a large and diverse population providing acute and specialist services across Lancashire and South Cumbria. The Trust operates from a number of sites including Royal Preston Hospital, Chorley and South Ribble Hospital, the Specialist Mobility and Rehabilitation Centre and Broadoaks Child Development Centre.

Whilst providing a range of district general hospital services to the local population of Preston, Chorley and South Ribble, the Trust also provides a range of specialist hospital services to the wider population of Lancashire and South Cumbria.

## Eligibility for membership

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The Trust has two membership constituencies;

- Public Membership.
- Staff Membership.

### **Public Constituency**

All members of the public who are 16 years old or over and who live within the North West of England are eligible to become members (see appendix 1)

### **Staff Constituency**

All members of Trust staff are eligible to become members providing they are employed under a contract of employment which has either no fixed term or a fixed term of at least 12 months;

Members may only join the membership in one category. Should a member of the public subsequently be recruited as an employee of the Trust, staff membership will supersede public membership.

### **Exclusions to Membership**

A person may not become a member of the Foundation Trust if within the last five years they have been involved as a perpetrator in a serious incidence of violence at any of the Foundation Trust's hospitals or facilities or against any of the Foundation Trust's employees or other persons

# Vision for the Membership

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Our vision for our membership is to have an informed, engaged and involved membership who are able to fully represent the needs and experiences of our community by actively participating in influencing and shaping how our services are provided both now and in the future.

We aim to have a Council of Governors elected from and by the membership which is effective in representing the membership and supporting the Board in formulating strategy, shaping culture and ensuring accountability.

It is important that membership of the Trust is recognised as relevant to all sections of the population. We will make every effort to be inclusive in our approach to involvement, by striving to ensure that the membership reflects the social and cultural mix of our population.

## Objectives for 2022-2025

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1. To ensure that the membership of the Trust is representative of the diversity of the population it serves, particularly by increasing membership and engagement with young people and those from Black, Asian and minority ethnic groups
2. To raise awareness amongst foundation trust members of their role and the opportunities available to them as members of the Trust.
3. To ensure that there is regular and effective engagement between members and governors so that members' views can be represented in shaping the delivery of services and the strategy of the Trust
4. To ensure members are kept informed of future plans for the services provided by the Trust and have opportunity to shape those services, particularly through engagement in the New Hospitals Programme
5. To improve our membership offer

## Current state compared to vision

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When Lancashire Teaching Hospitals NHS Foundation Trust was established in 2005, it had one of the largest membership populations in the NorthWest. Since that time, it has seen a slow but overall reduction in the overall membership of the Trust. The combined public and staff membership currently stands at c 19,222.

The Trust is keen to review and refresh its membership profile to ensure it reflects the communities that it serves now and for the future and although we have achieved some progress in engaging with more diverse sections of the community, we acknowledge the need to work much harder to ensure that our membership is reflected in our membership profile.

We also recognise that membership will be invaluable in supporting the development of patient services which are fit for the future. Lancashire Teaching Hospitals is a key partner in the Integrated Care Systems 'Healthier Lancashire and South Cumbria' and in the New Hospital Programme. Having a broad, active and representative membership is more important than ever to meet the needs of our communities.

When examining, the detailed demographics of our membership today, it should be noted that:

- We have lost 100% of our 16 year old members and 66% of our 61 17 to 21 year olds.
- We have also lost over 25% of our members in the 22 to 29 age group.
- Since 2019 when our membership was roughly split 60% female, 40% male, we have lost proportionally more male than female members.

- The percentage of members choosing not to disclose their ethnicity has increased since 2019.
- The fall in numbers of white UK and Irish members is a little above the general percentage fall in membership.
- In all but Asian, Indian membership, representation from ethnic minority groups shows an under-representation of the population we serve

These changes provide vital insight into ensuring that we have developed a strategy that enables us to meet the objectives of the membership strategy.



## Benefits of being a member of the Trust

There are a number of benefits to being a member of the Trust. As part of our revised strategy, we have extended our offer to members, which means the offer now includes:

- Being able to vote in elections to elect Governors who represent the views of our Trust members
- Being able to stand in elections to be elected themselves as a Governor (for those aged 16 and over)
- Being eligible to be appointed as a Non-Executive Director or Chairman of the Trust
- Being invited to seminars during the year
- Being invited to attend and vote (when necessary) at the Trust's Annual Members Meeting
- Receiving regular information from us about developments in the Trust via Trust Matters
- Being invited to events to provide views and give feedback about our services
- Attending coffee catch ups with Governors

- Being involved in engagement and consultations in relation to the New Hospitals Programme
- Being invited to special interest groups
- Being eligible to receive NHS Discounts for shopping, goods and services

## Summary of the Strategy

The overall strategy is designed to increase the level of engagement with the existing membership whilst at the same time targeting recruitment of new members to ensure our membership is representative of our community and that through our members, our governors can support formulating our strategy and shaping our services for the future.



## How the strategy will be delivered

There are a number of actions that we have identified we will undertake to deliver the objectives we have outlined in this strategy. These include:

- Using modern day social media to attract younger members – watch out for our Tik Tok Video
- Increasing the internal promotion of membership and the role of governors across our sites
- Linking information about how to become a member to our Friends and Family test
- Increasing our social media presence through the use of Twitter and Facebook
- Working with the Trust's widening participation team to attract younger members through careers activities and work experience
- Undertaking targeted membership recruitment activities through local community events, eg, PRIDE, Health Mela, etc
- Holding engagement events to support the development of the New Hospitals Programme
- Holding regular coffee catch ups as events to garner the view of our members

- Continuing to ensure our members are kept up to date about all that goes on in our Hospitals through Trust Matters including information about the New Hospitals Programme
- Increasing our media focus on the role of governors and the importance of members
- Including information about membership on our Trust TV screens
- Updating our website to promote the role of governors and members
- Developing links with local youth and faith organisations to promote the role of membership
- Developing links with the council of governors from other local Trusts to work in partnership on promoting the role of membership in Foundation Trusts
- Promote the opportunity to members to become involved in patient groups and research groups

## How we will measure success

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There are a number of actions that we have identified we will undertake to deliver the objectives we have outlined in this strategy. These include:

- Increasing the numbers of young members by 30 each year for the next 3 years
- Increasing number of BAME members year on year to reduce under-representation from ethnic minority groups
- Increasing number of attendees at events year on year by 5%
- Increasing the number of male members to address the disproportionality between male and female members

## Conclusion

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This Lancashire Teaching Hospital NHS Foundation Trust three year membership strategy (2022-2025) has been approved by the Council of Governors and the Trust Board. It will be subject to a short review each year by the Governor Membership Subgroup only to test for any significant changes in the Trust or membership which may impact on delivery of the strategy.

Delivery of the strategy will be led by the Trust Corporate Affairs Team supported by the Governor Membership sub group.

An annual progress report will be provided to the Council of Governors.





## Compliance with guidance and legislation

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Implementing the Membership Management and Engagement Strategy 2022-25 will enable the Trust to ensure compliance with a range of legislation and best practice, including:

- National Health Service Act 2006 (duty to involve)
- NHS Constitution for England, 2013
- our provider licence, issued by the regulator
- the NHS Foundation Trust Code of Governance
- Health and Social Care Act 2012

The Health and Social Care Act 2012 seeks to improve accountability and strengthen the collective voice of patients. In doing so, the Act places a new responsibility upon governors to represent not only the views of members, but also the views of the public.

# Appendix I

## Area covered by the Foundation Trust



Our membership area is available to staff and anyone living in the following areas:

Blackburn with Darwen	Oldham
Blackpool	Rochdale
Bolton	Salford
Bury	Sefton
Cheshire East	St. Helens
Cheshire West	Stockport
Cumbria	Tameside
Halton	Trafford
Knowsley	Warrington
Liverpool	Wigan
Lancashire	Wirral
Manchester	