

Item 4.3a

Membership Strategy

2018- 2021

www.lhch.nhs.uk

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1. Introduction

Liverpool Heart and Chest Hospital NHS Foundation Trust (LHCH) is one of the country's leading specialist heart and chest hospitals, providing adult cardiothoracic services to a catchment population of around 3.1million people, predominantly from Merseyside, but also from Cheshire, North Wales and the Rest of England and Wales (including parts of Lancashire and Greater Manchester), Isle of Man and also nationally for some highly specialist work e.g. aortics and newly launched heart and lung robotic surgery programme LHCH was rated Outstanding in a Care Quality Commission (CQC) inspection in 2016.

The Trust's mission is:

Excellent, Compassionate and Safe Care for every patient every day

In terms of where LHCH plans to go from here – we are taking a journey to be the best. Our vision is ***'to be the best - leading and delivering outstanding heart and chest care and research'***.

The Trust has a strong culture of involving patients in design, delivery and evaluation of its services together with an active volunteer network, thus providing a strong base upon which to build member and public engagement to secure delivery of our vision. Through effective communication and engagement of our membership, a key stakeholder group, we can enhance the Trust's profile and reputation whilst having a real impact on ensuring delivery of the best services and facilities.

Liverpool Heart and Chest Hospital achieved Foundation Trust status in December 2009. There are challenging times ahead for LHCH and the NHS as a whole as we face increasing financial pressures. The Health and Social Care Act outlines the importance of Governors engaging the public, as well as the membership in their relevant constituency. For this reason, our membership strategy outlines plans for ensuring engagement with the general public as well as membership.

2. Our Membership Strategy – Key Aims

The aims of our Membership Strategy are summarised as follows:

- Maintain a membership that is representative of our patient population rather than increasing membership size and nil staff opt outs. We have a minimum membership figure of 8,500 which we aim to exceed. Membership recruitment activity will mitigate the impact of 'turnover' and will be targeted towards groups that are least well represented in comparison to the profile of our patient population. However, we will also be mindful of the profile of the public population and tailor recruitment activity to fill any key gaps of under representation.
- As a public benefit corporation, we welcome all people willing to accept the responsibilities of membership, irrespective of age (anyone over 16 is eligible), gender, disability, social, racial, political, sexual orientation or religious belief.
- To continually increase the quality of engagement and participation through involving all members and members of the public in all sectors of the communities we serve. We will specifically seek feedback from recent patients and families in order to ensure a balanced perspective in delivering our goals and

continue to create a culture of openness and transparency. Regular patient and family engagement events are currently held to engage on key issues which will impact on care delivery. Our Governors are invited to attend these in order to help them engage and represent the communities they serve. We currently hold an annual focus group which enables Governors and members to provide input and help shape our annual Quality Account Objectives. This is in addition to the Membership and Communications Sub Committee, where Governors review the Trust's Membership Strategy and the Membership Recruitment, Engagement and Communication Plan, which is reviewed regularly in response to the needs of local communities whilst ensuring member representation across demographic groups.

- To communicate with members in accordance with their personal involvement preferences (as detailed in Section 4). This will ensure that the Trust achieves effective membership communications for a minimal cost whilst achieving value for money.
- To encourage our members and members of the public to act as ambassadors of the organisation, spreading the word of the excellent care received and enhancing the Trust's reputation.

3. Key Drivers for Member, Patient and Public Engagement

- The NHS Constitution sets out rights of individuals to be involved in decisions about their own healthcare and also in the planning of healthcare services. It also sets out the responsibilities of patients and public. The Trust will aim to promote these rights and responsibilities through its engagement activity.
- The NHS Act 2006 Section 242 (1B) places a duty on NHS organisations to involve and consult people when it comes to making changes to services.
- Health and Social Care Act 2012 empowers patients and gives a new focus to public health; it extends the duty of governors to represent the interests of the public as well as membership. Monitor's Your statutory duties: A reference guide for NHS foundation trust governors, published August 2013 reiterates this expanding role.
- Report of the Mid Staffordshire NHS Foundation Trust Public Inquiry – emphasises the importance of putting the patient first and makes recommendations about enhancing accountability to the public, through the Governors,
- NHS Improvement's (formerly known as Monitor)' Code of Governance refers specifically to patient and public engagement and the need for clarity about how public interests will be represented.
- Monitor's Director-governor interaction in NHS foundation trusts: A best practice guide for boards of directors which highlights areas of best practice identified as a result of research with a number of Foundation Trusts.
- The Trust's 5 year strategy, which is focused on providing clinical excellence and a first class patient and family experience for the communities we serve.

4. What is membership?

The Trust believes our membership makes a real contribution to improving the health of our communities. Many of the Trust's patients, former patients and carers feel a strong allegiance to the Trust due to the life-saving and life changing nature of the conditions we treat and the services we provide. A number of our patients (e.g. those with cystic fibrosis) have a life-long relationship with the Trust; and therefore our mission to deliver Excellent, Compassionate and Safe care for every patient, every day is central to everything we do. We believe that a membership that is actively engaged will help us achieve our Trust's mission.

We also want to build on the public confidence we have achieved and strengthen our reputation further to realise our vision to become the best integrated cardiothoracic healthcare provider. We believe that by engaging groups that are traditionally 'hard to reach' we will over time address inequalities in access to our services by raising awareness of heart and chest diseases, encouraging healthier lifestyles and promoting health and screening amongst the younger population.

Both hereditary and lifestyle factors impact upon the diseases that we treat – as far as is possible we want to engage with people before they become our patients and once they are our patients we see membership as a key means of keeping in touch.

By acting as ambassadors of the Trust, fundraising, assisting in health promotion, member recruitment and voluntary work our members and members of the public will enable the Trust to better serve its communities and ensure that its services are designed and developed around the needs and expectations of its patients and their carers.

We anticipate and proactively encourage our staff to continue to be members and actively engage with the organisation, raising our national profile, becoming the employer of choice for those with the most specialist skills and expertise that our specialty demands.

Members can choose the extent of involvement they wish to have by indicating on their Membership Registration Form which aspects of membership interest them (see below). They can opt to increase or reduce their level of involvement at any time.

- Receive information about the Trust e.g. receive a printed newsletter two times a year.
Two additional electronic copies will be made available to members who have provided an email address and also will be accessible on the website.
- Participate in surveys, e-surveys and focus groups on areas of specific interest
- Attend meetings and events
- Consider standing for election as a Governor
- Find out more about volunteering
- Find out more about LHCH Charity

The Trust will communicate and interact with members in accordance to their membership preference, to ensure members are given the opportunity to become involved in what interests them.

5. Defining the membership community

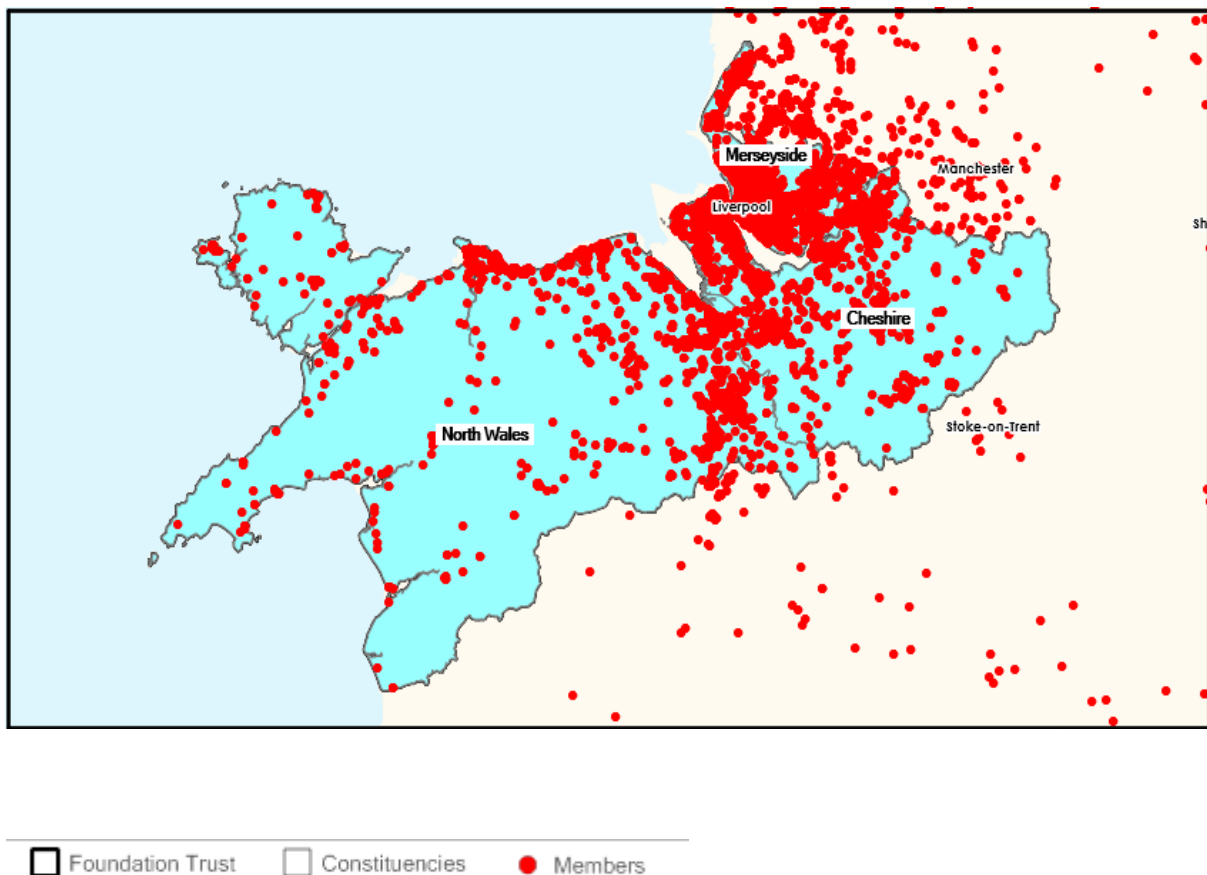
As a specialist Foundation Trust we have 2 membership constituencies:

- A public constituency divided into four defined voting areas, representing public, patients, carers and volunteers residing in these defined areas.
- A staff constituency divided into four defined classes.

Prior to becoming a Foundation Trust the Trust consulted widely in determining the breakdown of its membership community and the following table shows the agreed model of governance following public consultation which was endorsed and approved by the Board of Directors.

Constituency	Classification	Restrictions	Age	Rationalisation
Public “Opt in”	A Merseyside	Vexatious complainants Assaults on Staff or volunteers	16 years or over	Patients, carers, volunteers and public will be members of one of the 4 defined areas of the public constituency, determined by where they live. The defined areas of the public constituency are based on local authority electoral wards to ensure that all areas are fully and proportionately represented.
	B Cheshire			
	C North Wales			
	D Rest of England and Wales			
Staff: “Opt out”	Registered Medical Practitioners	Permanent or Fixed term contract >12 months	N/A	Rationale is for the inclusion of all staff in the change process for the future development of the hospital and the value the Trust places on staff involvement. Excludes volunteers and all honorary contracts of employment. Membership would be on a “opt in” public basis for these groups.
	Registered and Non Registered Nurses			
	Allied Healthcare Professionals - Technical and Scientific			
	Non Clinical Staff			

Table .1: Model of Governance



The above members map highlights distribution of members across the catchment area. More detailed maps for Merseyside, Cheshire and North Wales is available in appendix 1 of this strategy.

6. Resourcing membership development

The Trust has a £50,000 budget for the implementation and management of the Membership Strategy and the administrative running of the Council of Governors. This figure also incorporates the Membership Database, managed by the Membership Office. The Trust has a responsibility to ensure that all membership recruitment, communications and engagement activity is carried out in the most cost effective way possible, achieving value for money. To achieve this all members will be encouraged to provide an email address on registration, enabling them to receive Trust information electronically e.g. 'Members Matters' newsletter and the bi-annual members survey. In addition to this, members will be communicated with in accordance to their membership preferences, detailed in Section 4. This will ensure that members will receive relevant invitations and information relating to their interests e.g. 'Surveys' or 'Attending Events'.

7. Building the membership base

Since becoming a Foundation Trust in 2009, the Trust has built up a substantial membership of 9,852 public members (at 31st March 2018). The Trust aims to retain an optimum number

of by managing our turnover (which includes deceased members and members moved away).

We aim to encourage an active and engaged membership that is representative of our patient population rather than increasing membership size, while still offering all patients and public the opportunity to become a member. Therefore, our focus is upon making every effort to reach more underrepresented 'hard to reach' groups within our membership communities, via specific targeted campaigns. These areas will be identified through demographic comparisons of our membership population, with our patient population, whilst also being mindful of our public population. The Council of Governor's Membership and Communications Sub Committee will review this and the Membership Communications, Recruitment and Engagement plan set to reflect this need.

At present these areas are:

- Merseyside
- 50-59 age bracket although in general the under 60s will be targeted to attract a younger membership.

Our detailed Membership Communications, Recruitment and Engagement Plan for 2018/2019 is provided in Appendix 2.

8. Engaging with our membership

As a Foundation Trust we recognise that recruiting and retaining a genuinely active membership will be challenging. Our membership provides an important vehicle through which to channel patient and public engagement activity and influence how we plan, redesign and deliver our services.

Our Governors are encouraged to engage within their own constituencies, including any community groups they are involved with, and will continue to be supported by the Trust's Membership Office to improve this engagement. The Trust is fortunate that historically Governors have been proactive in this respect, supporting recruitment and engagement events alike to increase engagement. The Trust continues to organise a series of highly successful 'Medicine for Members' events at which clinical specialists have hosted talks and discussion in local community settings. We will also continue to be mindful of making best use of resources and wherever possible seek opportunities to work with community groups or forums to create engagement activity.

Our aim is to continually increase the quality of participation and involve the patients of tomorrow as well as those of the past and present in order to ensure a balanced perspective in delivering our goals. Each of our members will choose from varying levels of involvement as described in Section 4 of this strategy and will be invited to take part in membership activities e.g. surveys and focus groups in accordance to these preferences. Although, we understand that a proportion of our members wish to simply be kept informed of news and developments from LHCH. However, as the below table suggests there is a proportion of our membership who would also like to be more engaged with the work of LHCH. This is the group of members we will specifically focus on encouraging to become more involved and actively engaged.

	Total Membership (selecting option on form)	% of total membership
Receive information	8982	91%

Attend meetings and Events	905	9%
Be invited to take part in questionnaires, target surveys and focus groups	1000	10%
Interested in standing for election for Council of Governors	195	1.98%
Interested in LHCH Charity	281	2.9%
Interested in volunteering	508	5%

Figures correct at 16th April 2018

The range of communication and involvement activities that we have identified for public members are as follows.

- On receipt of application, all public members will receive a Welcome Letter with a communication highlighting the member of who the Council of Governors are.
- Newsletters will be distributed two times per year – in order to reduce costs all members providing permission to receive email communications will receive this electronically. Members Matters is targeted to both public members and members of the community in addition to all staff and key stakeholders.
- Members Survey (issued with newsletter every two years)
- Invitation to Annual Members' Meeting, which is key meeting for accountability and also an opportunity for Governors to report to members on their work in delivering the Membership Strategy. In addition to other Membership events e.g. 'Medicine for Members'. Members of the public are also welcome to attend and observe Council of Governors and Board of Directors meetings held in public.
- Targeted invitations and mailshots/e-shots to participate in topical surveys, e-surveys or focus groups on specific issues to tie in with the Trust strategy. This includes setting the Quality Account objectives and helping to shape our vision for Patient and Family Centred Care. However, for some surveys/focus groups on specific issues it may be appropriate to engage only recent patients/relatives to participate to ensure that we gather an up to date reflection of experiences.
- An SMS Text Service to remind members of key news and organised events is available and can be used when permission given. This is facilitated via the Trust's Membership Database.
- Dedicated Members web pages on the Trust website which includes a feedback mechanism to Governors and the Membership Office.
- Members are encouraged to follow the Trust on social media e.g. Twitter and Facebook to hear more live information and news as and when it happens and use this as a means to be more interactive. This is also an important means for promoting membership events and newsletters. For example, publication of Members Matters This is a cost effective method of communicating and engagement and one that will be encouraged more in the future through the use of imagery and video.
- Organised Council of Governor Walkabouts to enable engagement with staff members and patients and families.
- Members can vote or stand for election to the Council of Governors
- Members are eligible to be appointed as a Non Executive Director or Chairman of the Foundation Trust (subject to meeting criteria determined by the Foundation Trust)
- Participation in a Volunteers Scheme
- Become involved in fundraising for the Liverpool Heart and Chest Hospital Charity

The Membership Office will continue to seek new and innovative ways to communicate and engage with members and members of the public. For example, new digital screens in Outpatients and LHCH Main Entrance seating areas now feature promotion of membership and events. Social media can also provide communication and promotional material wherever possible.

The following communication and involvement activities are available to Staff Members:

- Staff are invited to attend the Annual Members Meeting and other Membership events e.g. 'Medicine for Members'
- Able to vote or stand for election
- Receive a range of dedicated staff communications including dedicated Staff Intranet, Weekly E-bulletin, Global email communications and monthly Chief Executives Team Brief. This is in addition to the Members Matters newsletter.
- Induction of all new staff – including their role as a member
- Mandatory training
- Annual Staff Survey
- Listening into Action
- 'Best of the Best' Employee of the Month Awards and Annual Staff Awards.

The Trust is also committed to offering translation and interpreting services to enable us to engage effectively with any member or community group where English is not the first language.

9. Supporting Membership Development

Our Council of Governors is responsible for reviewing the Trust's Membership Strategy and making recommendations to the Board of Directors, who will approve revisions to the strategy. The Council of Governors will contribute to and support the strategy in relation to membership with the support of the Trust's Membership Office. The Membership Strategy will be monitored by the Membership and Communications Sub Committee of the Council of Governors, which is chaired by an elected Public Governor.

The Trust has identified the following indicators that will be used initially to measure the success of its membership representation:

- Exceeding minimum membership level of 8,500
- Turnover rate (public membership) <5%
- Staff opt outs - nil
- Election turnout – above national average
- Results and Return Rate from Bi-annual Membership Survey – to match or exceed the return rate of the last members survey (Summer 2015) of 6.8%
- Fully functioning Council of Governors

The Council of Governor's Membership and Communications Sub Committee are supported by the Director of Corporate Affairs and the Membership Office. It will:

- Monitor and support implementation of the Membership Strategy
- Monitor the diversity of our membership population on an annual basis to identify areas which need improved representation, setting the membership communications,

recruitment and engagement plan accordingly. This will be reviewed on a quarterly basis and changes to the plan made as required.

- Regularly review this Membership Strategy and recommend revisions to the Board of Directors as appropriate
- Provide an annual membership report and annual review of this strategy at the Annual Members' Meeting.

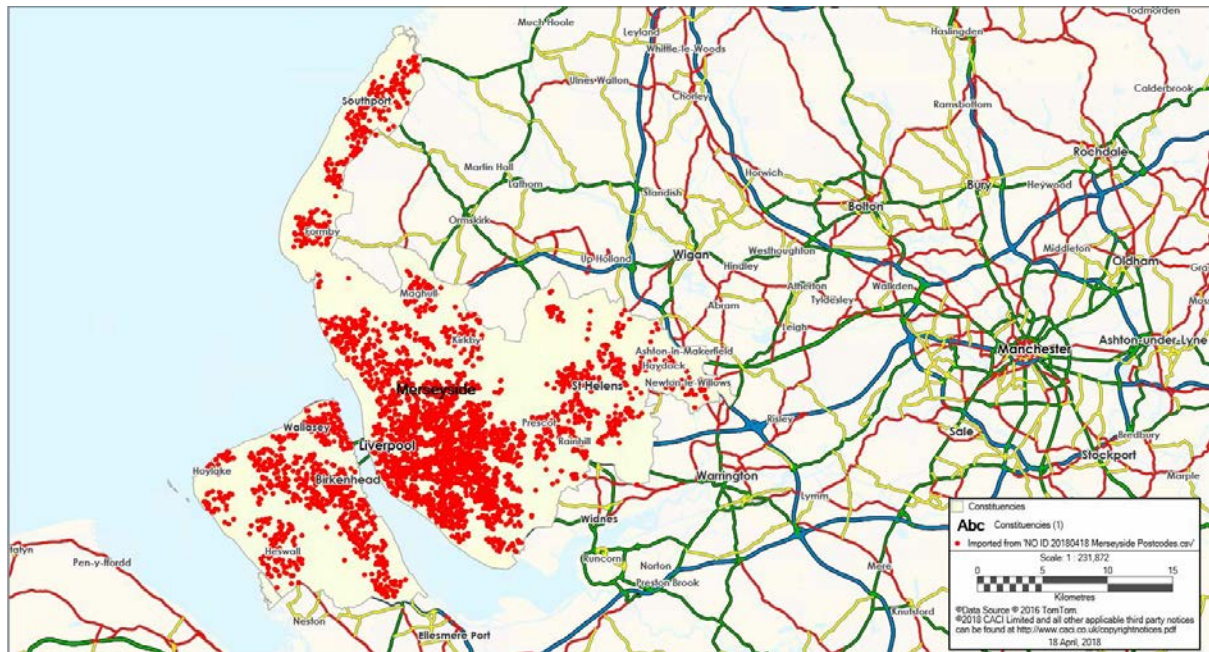
10. Privacy Notice

We collect and hold public and staff member information for the purposes of the Trust to meet the legal requirements set out in UK law, or exercise the official authority established for a Foundation Trust as a public body. Personal information will only be used to fulfil the requirements in relation to the individual's membership of Liverpool Heart and Chest Hospital NHS Foundation Trust and not shared elsewhere.

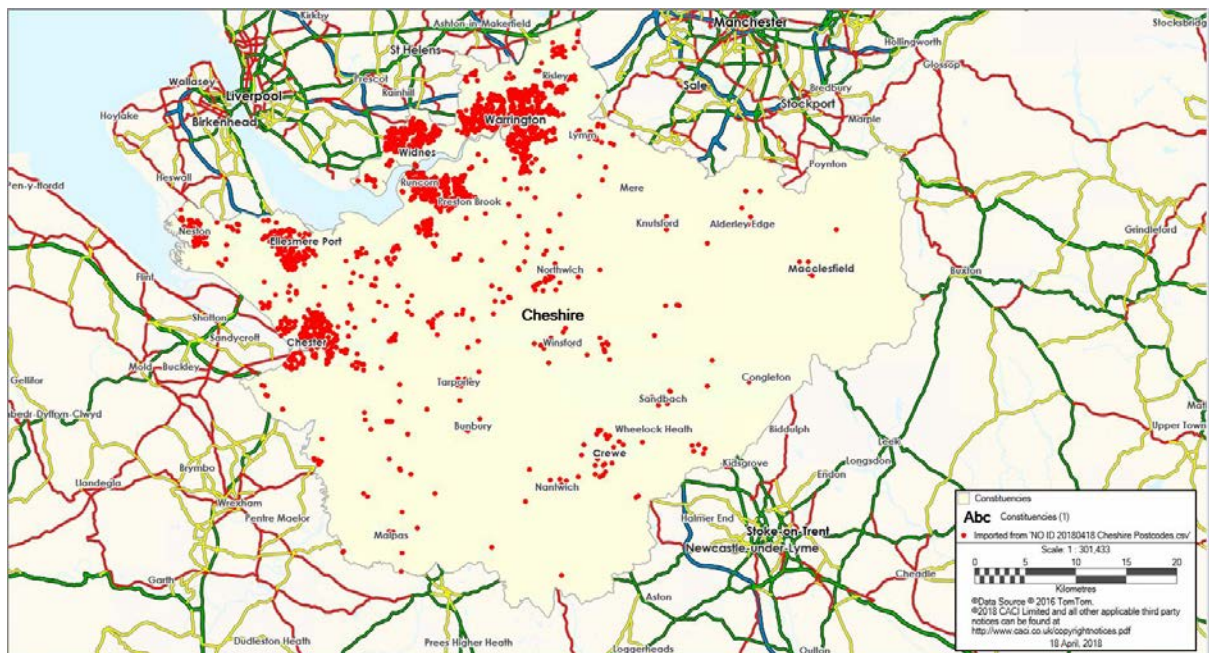
Staff and Public Members can opt out at any time by contacting the Membership Office on 0151 600 1410 or by emailing membership.office:lhch.nhs.uk

Appendix 1

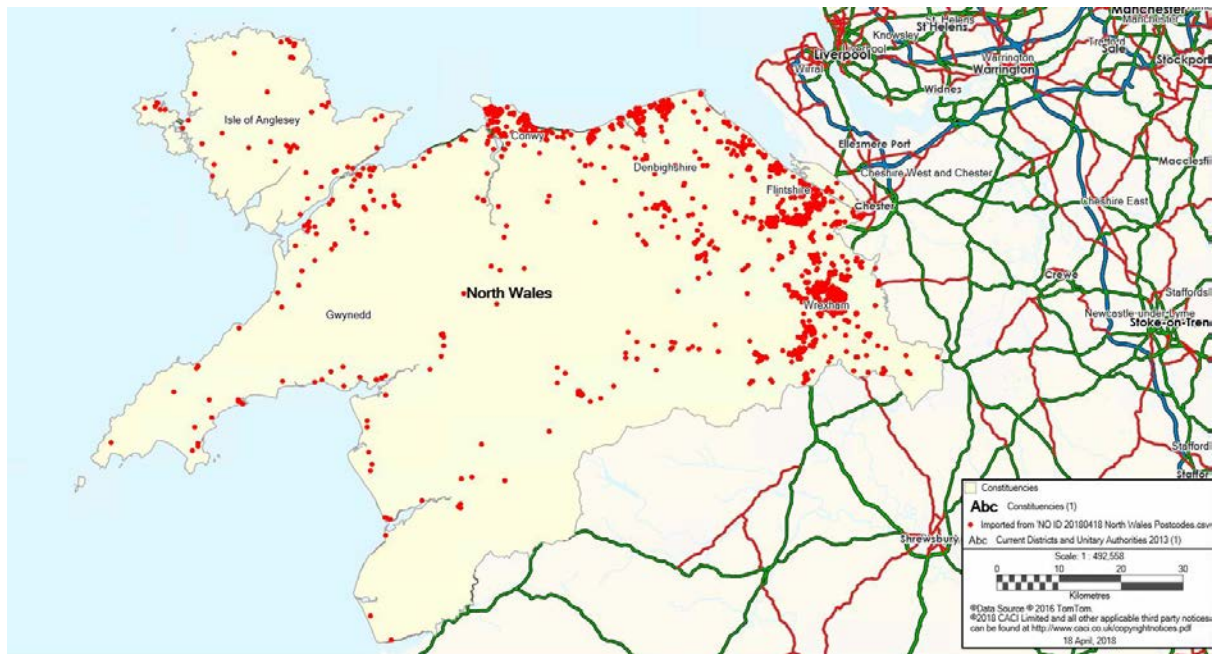
Merseyside



Cheshire



North Wales



Rest of England and Wales

