

## Council of Governors (in Public)

### Item 7.6

**Subject:** Membership Strategy  
**Date of meeting:** 5<sup>th</sup> June 2018  
**Prepared by:** Gill Donnelly, Membership and Communications Officer  
**Presented by:** Lucy Lavan, Director of Corporate Affairs

#### 1. Executive Summary

The purpose of this paper is to present the revised Membership Strategy, agreed by the Membership and Communications Sub Committee, to the Council of Governors for approval. The revised strategy includes more emphasis on maintaining and engaging a smaller representative membership with a minimum number of public members (8,500) rather than an optimum public membership target. It also includes a broader number of communication channels used to promote membership and engage with members and members of the public.

#### 2. Background

The Membership Strategy is reviewed every two years by the Membership and Communications Sub Committee and on 8<sup>th</sup> May 2018, nine public governors, one staff governor and a representative from Liverpool John Moores University were tasked with this review supported by the Chairman, Director of Corporate Affairs and Membership and Communications Officer.

Liverpool Heart and Chest Hospital achieved NHS Foundation Trust status on 1<sup>st</sup> December 2009 and 64% of our public members have been with us since this date. It was therefore considered timely to evaluate the current membership position, reflect on what works well, what not so well and to highlight any opportunities or threats faced. The findings of these discussions are highlighted in the below table:

Strengths	Weaknesses
LHCH is higher than national average in relation to election turnout (engaged membership).	A limited number of members have provided email addresses for communication (2,878). A proactive campaign will be issued as part of the members survey to encourage further sign up to reduce costs of print/postage.
Membership events are on the whole well attended and well received. A varied calendar of events should be continued.	
Creativity in the way we engage members as there are limited resources.	
Contribute to creating a healthier Liverpool and beyond with programme of health events and health messages.	

Opportunities	Threats
<p>More ways to engage with members than ever with growth of digital communications including:</p> <ul style="list-style-type: none"> <li>• Social media - 61% of public members are likely (average – very high) to access social media)*</li> <li>• Trust website - 79% of public members (average – very high) access internet frequently*</li> </ul> <p>These channels are a good platform to promote membership, Members Matters and calendar of events. However, print communications still well received.</p> <p>To produce a very prominent campaign to improve proportion of members providing email addresses.</p> <p>Exploration of other communication channels to promote membership including GP surgeries, community radio programmes and a use of social media to target demographic groups in terms of membership recruitment/promoting local events.</p> <p>Freshen membership recruitment materials to highlight 'what is in it for me?'</p> <p>Possibility of looking at promotion of membership with VSF to link in with screening events.</p>	<p>Very high proportion of membership 75+ and will likely impact turnover (31%). This must be managed by targeted recruitment.</p>

Following discussions, the sub committee agreed that there would continue to be a focus on communication, engagement and retention of existing membership using traditional print methods (newsletters, members survey) and newer technologies such as social media.

There would be targeted recruitment to manage approximate turnover (approximately 500 per annum), improving representation e.g. Merseyside and 50-59 age bracket/under 60's.

Recruitment activities will include:

- Introduce recruitment stands at two leisure centres in Knowsley (utilised by Knowsley CVD/Respiratory teams).
- Expand on site promotion of membership (re-introduce membership display in LHCH Main Entrance and close to Outpatients), utilise digital displays to sign post patients to membership and membership posters and forms in family rooms (particularly Cherry and Maple).
- Continue with long standing recruitment events at LJMU and Disability Awareness Day. Partnership events also to be continued and as a means of recruiting new members.
- Patient recruitment mailings could be introduced on an ad hoc (as needed) basis.

The sub committee considered public membership targets at other specialist trusts and agreed to remove existing membership target of 10,100 and introduce a minimum membership figure of 8,500. This would allow flexibility in terms of anticipating an increasing turnover (ageing membership) and to focus more on engagement of a smaller, representative membership.

### **3. Conclusion**

In conclusion, the Membership Strategy has been reviewed by the Membership and Communications Sub Committee and is attached (7.6a). There is a Membership Recruitment, Engagement and Communication Plan in place to implement the strategy is also attached (7.6b). The Council of Governors are asked to note the following key changes:

- Introduction of a minimum membership of 8,500 (removal of optimum figure of 10,100)
- More focus on engagement of a smaller, representative membership
- More emphasis in the strategy in using new communication channels and increased use of social media for promotion and engagement with members and members of the public.
- Privacy Notice is now incorporated in light of new General Data Protection Regulations.

### **4. Recommendations**

The Council of Governors are asked to note the contents of the report and approve proposed revisions to the Membership Strategy.