



## Membership Engagement and Communications Strategy 2019 – 2021

### Introduction and Background

At Chelsea and Westminster Hospital NHS Foundation Trust we value our Governors and members who directly represent the patient the patients, staff and public it serves.

The Chelsea and Westminster Hospital NHS Foundation Trust (the Trust) developed its initial Membership Strategy in 2006 as part of its work to become an NHS Foundation Trust. Following the acquisition of the West Middlesex University Hospital NHS Trust (WMUH) on 1 September 2015 a further plan had been developed (2015-2016) to ensure that the Trust's membership base was representative of the Trust's increased patient population base post-acquisition; reflecting the communities that the Trust serves with Governors actively representing the interest of members as a whole and the interests of public. Our Membership helps us ensure patients and our communities have a voice in how we run our services and the improvements we make in our Trust.

Our members elect our Governors who in turn hold our Board and non-executives to account for the way they manage our hospitals.

During 2018, the Membership and Engagement Committee (a sub-committee of the Council of Governors), reviewed the 2016 – 2018 strategy to ascertain what was working well and where further focus is required. In addition, a survey of all its patient and public members was conducted to determine how the Trust can increase the active engagement of its members. The outputs of both of these activities have informed this membership engagement and communications strategy.

### About our services

## About our members

Analysis of the Trust's membership as at end May 2019.

	<b>Public Constituencies</b>	<b>Patient Constituencies</b>	<b>Total</b>
Out of Trust Area	543	1,953	2,496
City of Westminster	754	597	1,351
London Borough of Ealing	276	318	594
London Borough of Hammersmith and Fulham	1,521	845	2,366
London Borough of Hounslow	812	305	1,117
London Borough of Richmond upon Thames	423	177	600
London Borough of Wandsworth	876	563	1,439
Royal Borough of Kensington & Chelsea	1,917	929	2,846

### Public Membership

The Trust's public membership covers the following boroughs and are represented on the Council of Governors by the number of seats indicated below;

- Royal Borough of Kensington and Chelsea – 2 seats
- London Borough of Hammersmith and Fulham – 2 seats
- The City of Westminster – 2 seats
- London Borough of Wandsworth – 2 seats
- London Borough of Hounslow – 2 seats
- London Borough of Richmond upon Thames – 2 seats
- London Borough of Ealing – 1 seat

To be eligible for membership a person must reside within one of the specified boroughs, be aged 16 years or over and not be eligible for staff membership.

### Staff membership

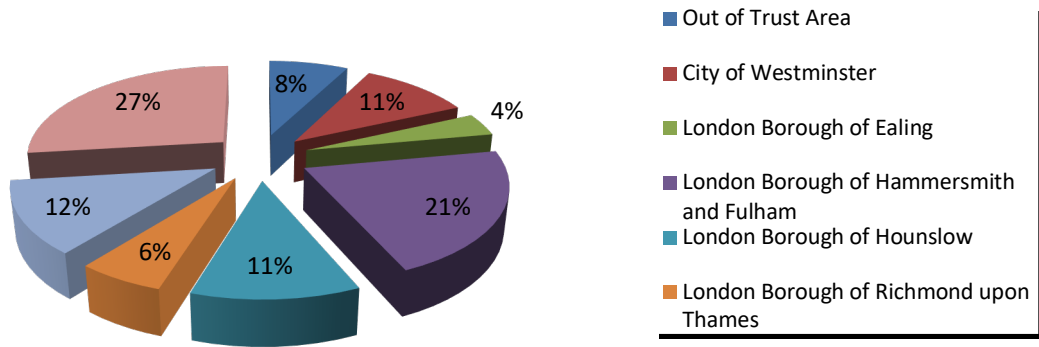
The Trust currently employs circa 5,831 staff.

The Staff membership is split into six classes which are based on professional groupings (role definitions). The staff classes each have a Governor representative on the Trust's Council of Governors. All employed staff are automatically opted in unless they opt out.

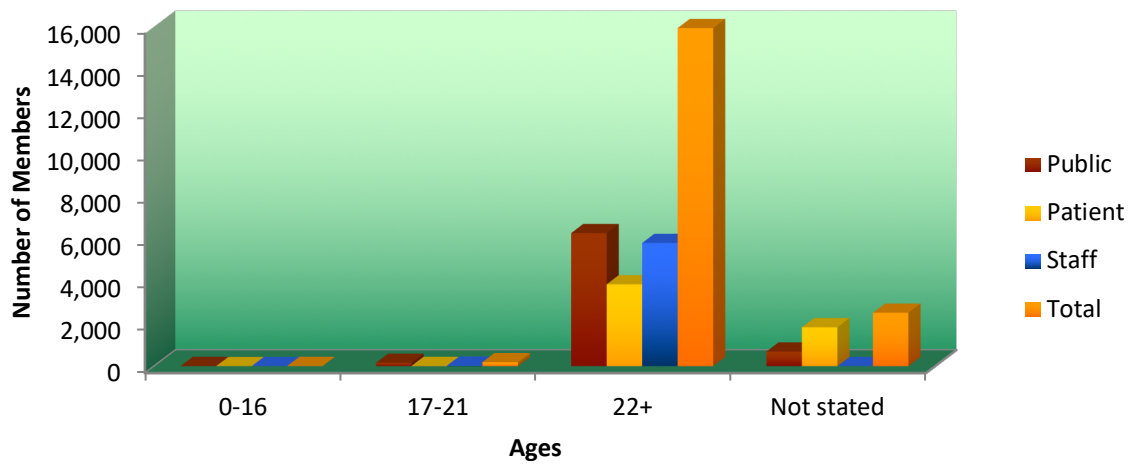
### Patient membership

The Trust's patient membership is made up of individuals who have attended any of the Trust's hospitals as either a patient or as the carer of a patient for a period of three years immediately preceding the date of an application to become a member of the Trust.

## Active Constituency - Public members Chart

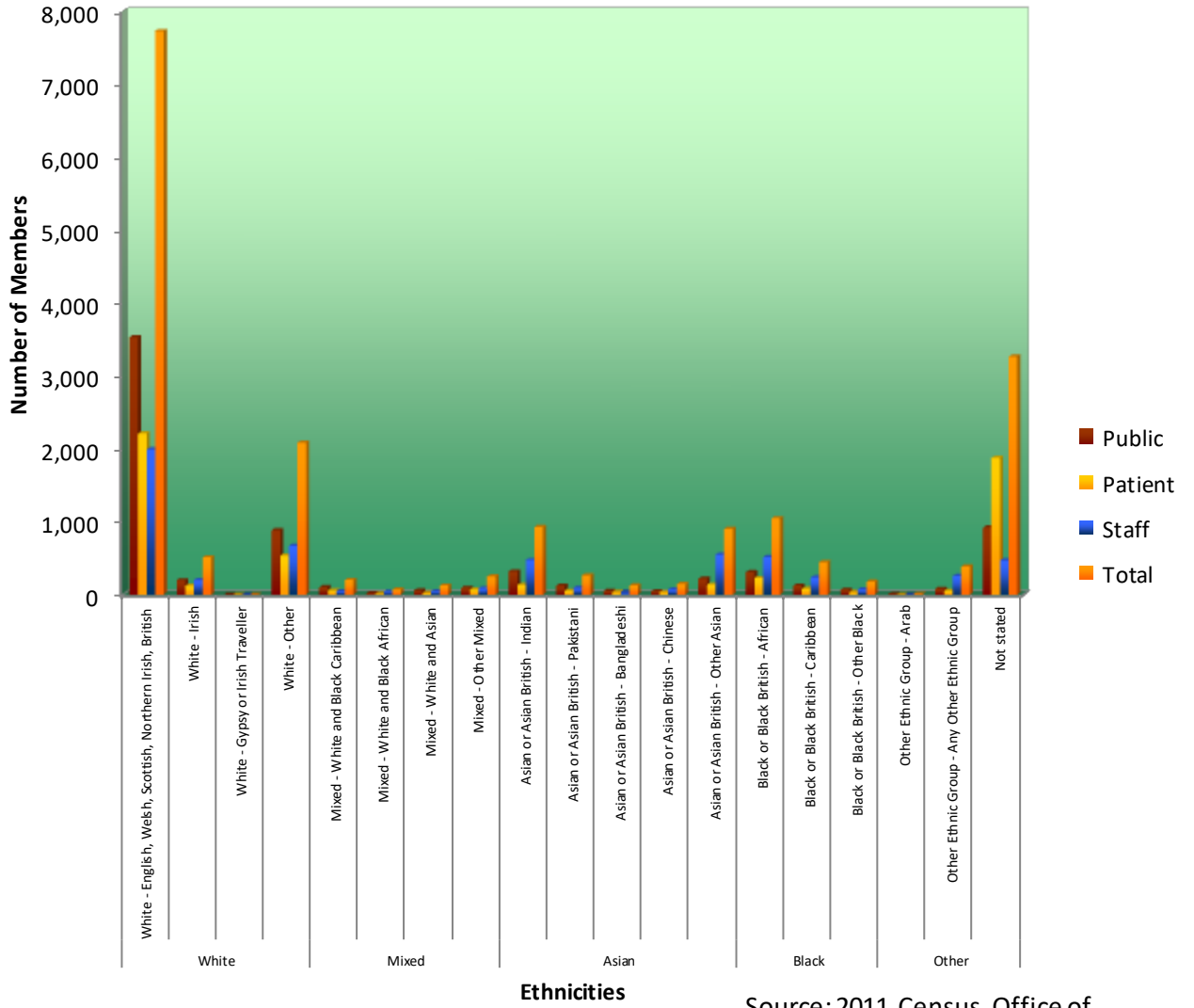


## Age Chart



Source: 2014 Population Projections, CACI Ltd

# Ethnicity Chart



Source: 2011 Census, Office of

## **The Value of the Membership**

Membership plays a vital part in the life of the hospital and its effectiveness lies in a major part within the operation of the Membership and Engagement Committee. The more members are active in their communication and involvement with the hospital, the more the hospitals can align their operations, funding and staffing to meet its constituent's requirements.

The Trust is responsible for growing the membership numbers and stimulating members' interaction with the hospital through the governors, e.g. making members aware of events and through such channels as the trust magazine, e-newsletter and e-mail, the membership database and community meetings led by appropriate members of the Trust.

Large numbers of active members of the Trust are essential for the election of capable governors. It is imperative that a good constructive relationship exists between the members and the governors, so that governors can keep the hospitals' management teams informed of their standing in the community without which both hospitals may not be sufficiently able to meet the real needs of their patients.

## **Which Trust staff are responsible for membership?**

The Trust's Governance Manager and Membership Officer are responsible for membership engagement and recruitment. The Communications Team is responsible for supporting the Membership Officer in preparing communication, recruitment and engagement materials.

The Membership and Engagement Sub-Committee of the Council of Governors, which is chaired by a Governor, oversees the Membership Engagement & Communication Strategy.

## **Membership Database Management**

The Trust has contracted Membership Engagement Services to manage its membership database ensuring that the information is accurate, secure, reflects the Trust's constitution and supports the Trust's governance arrangements and elections.

The Trust's Membership Officer has full access to the system and part of this strategy will be to fully utilise the system to improve communication and active engagement of our membership.

## **What does the Membership Strategy cover?**

This strategy focuses on the two key objectives of membership activity:

- Objective 1: Maintain and build membership numbers whilst ensuring the membership is representative of the population the Trust serves
- Objective 2: Effectively engage and communicate with members
- To support the hospital to use feedback for effective change of services

## Objective 1: Maintain and build membership numbers whilst ensuring the membership is representative of the population the Trust serves

### Plans for future membership recruitment to achieve the objective 1

This strategy will focus on effective recruitment within the constituencies that were acquired as part of the acquisition, namely London Borough of Hounslow & London Borough of Richmond Upon Thames. Approximately two thirds of patients attending West Middlesex Hospital are from Hounslow and one third from Richmond. In addition, there will also be a focus on the London Borough of Ealing as the numbers of patients attending West Middlesex is increasing since the closure of the A&E and maternity services at Ealing.

Our younger people (162) population group are most under-represented and people from some BAME ethnic communities in our constituencies.

We currently have 162 members who are between 16-21 years across all our constituencies we aim to double our 16-21 year old members over the next three years.

Notwithstanding the proposed focus on recruitment in the BAME communities in the public constituencies acquired in September 2015, the Trust will continue with on-going recruitment across all of its constituencies via the website, engagement events such as open days, members meetings, 'Your Health' Seminars and regular Meet a Governor sessions.

The Governance Manager and Membership Officer in conjunction with the Council of Governors will lead the membership activities. Governors play a key role in relation to member recruitment and engagement acting as an important link between the members and the Trust and will support the Membership Officer with the planned events.

The Trust will raise awareness and promoted benefits of its membership through a variety of communications channels, including:

- The Trust website – dedicated membership page including an online application form
- The Trust magazine *Going Beyond* – advertising membership in every edition
- E-News
- Membership application forms on display across both sites
- Trust information screens across both sites
- Hosting and attending local events
- Open Day & Christmas events
- Annual Members' Meeting
- Meet a Governor sessions in the hospitals and the community
- 'Your Health' Seminar
- Developing links with the Trust's Charity CW+

The recruitment plan is to recruit at all levels of the community ensuring regardless of an individuals protected characteristic for example age (members must be 16+), gender, ethnicity, disability, sexual orientation or religion thereby providing a good balance of opinion and participation with the Trust. The governors and the Trust will always strive to recruit members that are representative of their local community's profile.

Membership figures will be monitored by the Council of Governors Membership and Engagement sub-committee on a half yearly basis.

One of our aims across all our constituencies is to increase our young members. Starting from summer 2019 we will identify events taking place in commercial Shopping centres within our constituencies that will attract people and provide opportunities to recruit.

We will request for a space at these events and attract potential members to our stalls and some giveaways can be offered only in return for a completed membership form.

We would contact local colleges and universities, requesting to have a stall at any open days or events, once a relationship is established, we can partner with the trust recruitment department to have a stall at local career fairs where we can recruit and also have an opportunity to encourage potential members to apply for roles within our trust.

The membership team will research on topics of interest, that the young people will respond to and organise a Health Seminar to engage with them. These seminars will have to be held at the various Colleges/Universities, ranging from health topics, to courses, NHS careers to Trust Membership. This is likely to capture their interest and will also see the NHS Trust as a wider organisation which will support their career decisions and choices.

Once we increase the young people group we could either create a youth board to link with the governors or encourage a few of them to participate in the Trusts various committees.

Our Trust encompasses an ethnically diverse region in London. Our membership analysis shows that our BAME group in our constituencies could be better represented; we therefore would increase by engaging more with the BAME group concentrating more in the Ealing, Hounslow and Richmond areas.

We plan to ensure that we have more representation from the various communities by exploring existing networks and contacts in faith groups, churches, mosques, temples and community association groups.

### **Development of a representative and active membership**

Regular analysis of the membership database using a range of protected characteristics (age, gender, etc.) and by borough comparing the overall membership to the population will be undertaken to help the Trust work towards further developing a membership that is representative of the communities the Trust serves.

The profile of the membership by ethnic grouping when compared to the local population of each constituency is reasonably balanced. However it is recognised that membership recruitment should continue to reflect the different ethnic profiles of each constituency.

### **Objective 2: Effectively engage and communicate with members**

The Trust is committed to maintaining a two-way dialogue with its membership by promoting work of the Trust and its Governors and identifying opportunities for communication between Members and Governors.

The Membership Officer will develop stronger working relations with Healthwatch, local Clinical Commissioning Groups and other key stakeholders to ensure we hear the views of 'seldom heard' groups within in our communities and ensure we listen and act on any issues voiced. This will include using existing communications channels used by key stakeholders to effectively engage with their members.

Alongside membership recruitment, it is important that we understand the needs of our members and learn about their experience of treatment and services. Therefore, we will seek ways to work alongside the patient experience team and support the gathering of this information through effective engagement with our existing membership base.

Under the Health and Social Care Act 2012, Governors are required to ensure that they represent the interests of the membership and public as a whole. To this end the Trust has developed the programme of events which are detailed below.

### **Membership engagement and communication activities**

**Annual Members Meeting** – this meeting is normally held in September, last year's meeting was held at our Chelsea Hospital site it saw the attendance of over 100 members of the public including many members. The format was well received and included the formal presentation of updates on new and innovative work across the organisation presented by clinicians, the Annual Report and Accounts presented by the board of directors and a question and answer session.

As this meeting is a statutory requirement the Trust is obliged to ensure it takes place on an annual basis and although the format will not change significantly, we plan to incorporate learning from the previous year into the next year's planning to ensure the length of the presentations maintain audience interest.

**Monthly e-newsletter (*Members' E-News*)** – this is currently sent out via the membership database to approximately 3,570 public and patient members who have provided us with their email addresses.

As 72% of our members do not have an email address or be comfortable sharing it with the Trust, over the next 2 years the aim is to proactively encourage as many members to enable us to communicate with them electronically. Recognising that many of our members do not have an email address a request to share an email address will be put to them every time a communication is sent to members.

**Printed Trust Magazine (*Going beyond*)** - the Trust currently produces half yearly editions of the magazine 'Going Beyond' which is available at all trust sites and on the website.

**'Your Health' seminar** these are educational sessions led by clinicians on specific medical topics, held quarterly.

We hold these events at alternate sites, we use feedback from our members and attendees to choose the topics and health themes our members are particularly interested in. If these sessions are considered to be the most effective way of communicating this type of information to our members we will consider increasing the number of events held.



**Meet a Governor** – these regular sessions are designed to provide an opportunity for members, patients and the public to engage directly with Governors as independent representatives of the Trust. The aim is that feedback provided to the Governors is then used to raise issues directly with the senior team in order to address any issues expeditiously. Sessions are advertised in Member's E-News, *Going beyond* and on the Trust website. The sessions are held weekly and have produced much needed comment on the operation and services provided by both hospitals.

**Elections** – When a vacancy arises on the Council of Governors all members within the constituency are written to advise an election will be held and an invitation to them to stand and vote.

**Website** – the existing website features information on member events and how to get involved, however we have developed a dedicated area of the website through which we can directly communicate with our membership and deliver targeted information.

Our 'membership page' features events, summaries and presentation of past 'Your Health' seminar and whichever other materials we feel would be of interest to members. The plan is to publish the latest version of the e-newsletter and undertake further development work of the website and over the next few years.

**Open Days/Christmas events** – these are events held to introduce members of the public to the work of the Trust in a fun and entertaining way. In the past this has involved musical entertainment, competitions, health checks, site tours and activities for children such as face painting.

Both hospitals have held very popular and well attended Open Days in the past and the plan for the coming year will be to hold these again – traditionally the Chelsea and Westminster site Open Day takes place in the summer and at West Middlesex site in the autumn.

A Christmas event is planned every year on both sites and this provides an opportunity to both recruit new members and engage existing members.

**Focussed Community Meetings** - The West Middlesex hospital has a very different ethnic composition to that of the London Borough of Kensington & Chelsea. Hounslow has circa 56 different ethnic communities, the largest of these being Polish and people of Indian origin. We will be trialling meetings with these communities through their religious organisations, schools and clubs, and will begin with either the Indian or the Polish Community.

## Evaluating the Strategy

The key objective will be to ensure the strategy is delivered.

The Company Secretary and the Board Governance Manager will monitor delivery of the objectives set out in the strategy through an action plan which will set out what steps will be taken to meet these objectives.

A progress report will be submitted to the sub-committee twice a year.

## Useful links

**About us:** <https://www.chelwest.nhs.uk/about-us>

**Get involved - Membership and Governor areas:** <https://www.chelwest.nhs.uk/about-us/get-involved>

### Contacting a Governor:

As a member you can contact your Governor who will listen to your ideas and issues and would like to hear from you.

Governors will represent your views to Board by holding the Non-Executive Directors to account.

You can contact your Governor by calling the Membership Officer on 02033156716 or by emailing [ftsecretary@chelwest.nhs.uk](mailto:ftsecretary@chelwest.nhs.uk).

Chelsea and Westminster Hospital NHS Foundation Trust  
369 Fulham Road  
London  
SW10 9NH

Facebook.com/chelwest

Twitter.com/chelwestft