

## Membership Plan 2022

### Introduction

This plan has been developed following discussions with the Trust's Membership Plan Group. It sets out a series of proposed objectives for the Trust, to continue to maintain, grow and engage with its membership, including the actions that it will take to meet these objectives. It also describes how the Trust will evaluate the delivery of the plan.

Three core themes were identified by the group and used to form the Membership Plan for 2022. The objectives and subsequent actions are centred on these themes:

- Engagement/Involvement
- Communication
- Recruitment

### **Engagement/Involvement Objective: To enable all members to influence the strategic direction of our Trust and help shape the services that our Trust offers**

The Trust aims to ensure that members have a good range of opportunities to influence the Trust's strategic direction and, the services offered. The plan makes a distinction between staff members and public and patient members. It also recognises the need to provide tailored resources to support Governors in engaging with their constituencies.

### **Communication Objective: To inform members about developments at our Trust and the healthcare matters that matter most them**

Effective, regular and tailored communication with our members is an important part of building open and honest dialogue. With a membership of over 40,000 (public, patients and staff) in total, the Trust will take steps to streamline the way in which we communicate to all members, and ensure that we provide information on areas of identified interest and make use of easy read formats where required.

### **Public and Patient Recruitment Objective: To maintain a membership that is representative of the communities we serve**

The Trust has a large public and patient membership, however it is recognised that there are areas where membership is under-represented in terms of numbers such as in Keighley, and amongst our younger population. Work will be undertaken to actively engage with identified under-represented groups. These groups will be prioritised with actions and outcomes assessed.

The subsequent actions are aimed at supporting the achievement of the overall objectives of the membership plan, however, it is not expected that the overall objectives be fully achieved during 2022. New objectives will be set for 2023 which will build on the work that will commence during 2022.

## **Ambitions for the Membership Plan 2022**

The key ambitions are:

- Increase the number of members with email addresses (target to achieve is 1,000)
- Recruit more new members from the Keighley public membership constituency (target to achieve is 100)
- Recruit more new members aged between 16 and 22 (target to achieve is 100)

The action plan progress report update is presented below.

## Action Plan (updated March 2023)

**Engagement Objective:** To enable all members to influence the Strategic direction of our Trust and help shape the services that the Trust offers

<b>Actions</b>	<b>Target Audience</b>	<b>Owner</b>	<b>Date to be Achieved</b>	<b>Update</b>	<b>Date Completed</b>
<p><b>(Annual) Public and Patient Members' Survey and a Staff Members Survey</b></p> <p>Following the AMM/AGM e-survey to be sent to members to determine:</p> <ul style="list-style-type: none"> <li>- What are your areas of interest?</li> <li>- What do you want to know more about?</li> <li>- Are you interested in becoming a Governor?</li> <li>- Do you want to be part of focus groups/take part in surveys? If so, in what areas?</li> </ul> <p>Outcome to be assessed and actions to be agreed through the Membership Plan Delivery Group.</p>	Members with email address	Corporate Governance Team	Nov 2022        Jan 2023	<ul style="list-style-type: none"> <li>Outcomes can be assessed and agreed by the Membership Plan Delivery Group in March 2023.</li> <li>This is assuming the AGM takes place at the end of September 2022 and the survey is launched in October 2022.</li> <li>The outcomes and actions to be reported to the CoG meeting in July 2023 and Board in July 2023.</li> <li>The AGM/AMM was rescheduled to 31 October 2022.</li> <li>A key message to staff in support of the survey was not included in the planned global email. This delay would have meant that the survey would have been circulated in December.</li> <li>On further reflection it has been determined that it would be more appropriate to avoid the holiday period and circulate the Survey in January 2023.</li> </ul>	

Actions	Target Audience	Owner	Date to be Achieved	Update	Date Completed
<p><b>Annual Member Pulse Survey - one for public and patient members and one for staff</b> A short (1-4 questions maximum) pulse survey to be sent to members once per year. Include within membership bulletins to patient/public members.</p> <p><i>Questions to be devised dependant on what the Trust would want to know. Can also be used as a 'did you know....' to promote engagement in specific areas, or 'did you hear about....' For the Trust to understand how effective we are in communicating with members.</i></p> <p>Outcome to be assessed and actions to be agreed through the Membership Plan Delivery Group.</p>	Members with email address	Corporate Governance Team	April 2023 July 2023	<ul style="list-style-type: none"> <li>Changed to once per year rather than twice.</li> <li>Survey to be undertaken in April 2023.</li> <li>The membership plan group reconsidered the achievement date as a consequence of the change in date for the Annual Public (Annual) Public and Patient Members' Survey. Agreed as July 2023.</li> </ul>	
<p><b>Annual Quality Account</b> Develop an annual process with the Quality team by which the Trust undertakes an engagement exercise to identify/confirm at least three priorities of quality improvement for the following years.</p>	Governors / Members with email address	Corporate Governance Team / Quality Team	<p>April 2022</p> <p>Nov 2022</p> <p>Dec 2022</p>	<ul style="list-style-type: none"> <li>Governor session to take place 05/04/2022</li> <li>Engagement process to be considered for 2022/23</li> <li>Meeting to discuss the process for 2022/23 took place during August 2022.</li> <li>A session for Governors has been scheduled for Nov 2022 to receive an update on this year's priorities and Feb 2023 to support setting next year's priorities.</li> <li>Governor session rescheduled at the request of the Chairman</li> </ul>	<p>April 2022</p> <p>Dec 2022</p>

Actions	Target Audience	Owner	Date to be Achieved	Update	Date Completed
			Feb 2023  March 2023	<ul style="list-style-type: none"> <li>to 1 December.</li> <li>The second meeting is scheduled for 23 February to confirm the priorities for 2023/24.</li> <li>Communication to members / public.</li> </ul>	Feb 2023
<b>Governor Member Engagement Toolkit</b> Develop a toolkit to support Governors in engaging with members and the public.	Governors	Corporate Governance Team	July 2022        Sep 2022        Dec 2022	<ul style="list-style-type: none"> <li>NHS Provider Session – February 2022</li> <li>Support from Governors required to build the toolkit</li> <li>A small credit card size card would be developed which would include key information that Governors can utilise when engaging with members and the public.</li> <li>Materials distributed for comment to the membership plan group and governors on 2 September 22.</li> <li>Draft Toolkit circulated to all Governors for review in December 2022</li> </ul>	Feb 2023
<b>Engage with Patient Experience Team, Clinical Business Units and Corporate Directorates</b> Corporate Governance Team to proactively engage with patient experience team, CBUs and departments to support the involvement of members in relevant events/surveys/engagement activity, as required.	Members with email address	Corporate Governance Team	Jan 2023	<ul style="list-style-type: none"> <li>George Reynolds, Patient Experience Team attending Membership Plan Delivery Group on 20/01/22.</li> <li>This was a longer-term action.</li> <li>The Corporate Governance Team would establish a process to inform members of any events/surveys/engagement activities that they</li> </ul>	Ongoing

Actions	Target Audience	Owner	Date to be Achieved	Update	Date Completed
			Dec 2022  Feb 2023	<ul style="list-style-type: none"> <li>could be involved in.</li> <li>Internal teams have been invited to contribute to the survey questions for the Annual Membership Survey.</li> <li>An engagement toolkit is expected to be completed and launched by end of February 2023.</li> </ul>	
<b>Engagement with staff</b> <ul style="list-style-type: none"> <li>Information about automatic FT membership shared as part of the induction process for new starters, including a welcome letter to introduce staff governors</li> <li>Regular promotion of staff governors via global email and Lets Talk</li> </ul>	Trust Staff	Corporate Governance Team	Sept 2022       Feb 2023	<ul style="list-style-type: none"> <li>Information re automatic membership as part of induction – completed</li> <li>Each quarter, variation of membership bulletin circulated through global. Regular governor related articles put forward to Let's Talk – completed and in place.</li> <li>Q&amp;A virtual information sessions held regarding elections</li> <li>Stand space in BRI and St Luke's booked to promote Membership and role of a Governor.</li> </ul>	Ongoing
<b>Increase the number of 'Active' Members</b> <ul style="list-style-type: none"> <li>Increase the number of members who are actively engaging with the Trust</li> </ul>	Members	Corporate Governance Team	March 2023	<ul style="list-style-type: none"> <li>Information on how to join as a member included on circa 1m patient letters per year (from August 2022).</li> <li>Major member mailing posted out in September 2022.</li> </ul>	Ongoing
<b>Engaging with under-represented groups</b> <ul style="list-style-type: none"> <li>Develop methods for engaging with groups</li> </ul>	Under-represented	Corporate Governance	March 2023		

**Public and Patient Recruitment Objective:** To maintain a membership that is representative of the communities we serve

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Actions	Target Audience	Owner	Date to be Achieved	Update	Date Completed
			Dec 2022	<p>the nomination process – these take place on 08/03/2022 from and 15/03/2022.</p> <ul style="list-style-type: none"> <li>Updated governor and membership pages on our trust website.</li> <li>Election process commenced 19 September and closed 1 December 2022. Continued to promote membership as part of key messaging.</li> </ul>	Dec 2022
<p><b>Young People Engagement</b> Develop key actions to support meaningful membership with young people (aged 16 to 21)</p> <ul style="list-style-type: none"> <li>Liaise with HR and Education Teams to look for opportunities to promote membership through our ongoing work with young people, e.g. apprenticeships, work experience, courses for young people etc.</li> </ul>	Younger members of the community (aged 16 – 21)	Corporate Governance Team	<p>Dec 2022</p> <p>March 2023</p>	<ul style="list-style-type: none"> <li>Initial discussion with HR and education teams to identify schemes in place and us sending out information to encourage young people to join as members.</li> <li>Information has been provided on key contacts for range of areas. Propose a feature article to go into the next membership bulletin (end October/early November) and on our membership page. Will cover – work experience, widening participation, support for young people interested in studying medicine, promotion of upcoming events aimed at nurses, midwives, HCA's and AHPs, careers ambassadors work stream as all these are now up and running again.</li> <li>'Mel's monthly video round-up' circulated to members and includes feature on work of widening participation team and</li> </ul>	Ongoing



Actions	Target Audience	Owner	Date to be Achieved	Update	Date Completed
				promotion of apprenticeship roles.	
<b>General membership recruitment</b> <ul style="list-style-type: none"> <li>- Liaise with research teams to support the recruitment of individuals participating in research trials as Trust members</li> <li>- Liaise with the Patient Experience Team to support the recruitment of individuals participating within patient involvement activities as Trust members</li> <li>- Provision of membership joining information to Wards and Outpatient clinics to support patients and service users registering as Trust members</li> </ul>	Members of the public	Corporate Governance Team	August 2022  Feb 2023  March 2023	<ul style="list-style-type: none"> <li>• Addition of 'join as a member' information included on patient letters from August 2022 (approximately 1million per year sent).</li> <li>• Suggestion of posters for wards/departments/OPD to promote membership</li> <li>• Link on email signature to FT Membership page</li> <li>• Use of social media to promote membership (use of peak times)</li> <li>• Use of C-NET and Healthwatch to support</li> <li>• Promotional items ordered</li> <li>• Membership leaflets ordered</li> <li>• Membership promotional banner ordered</li> </ul>	Ongoing
<b>Review and update Governor and Membership information on Website.</b> <b>Priorities are:</b> <ul style="list-style-type: none"> <li>- Easy read information</li> <li>- Use of images</li> <li>- What is membership? What is on offer to members? What are the benefits?</li> <li>- Gathering feedback to improve the content</li> </ul>	Members / members of the public	Corporate Governance Team	Jan 2022	Review undertaken and updates made to Governor and Membership pages on the Trust website. This will be reviewed regularly as part of normal working processes. The next review to be completed by 31 March 2023.	Jan 2022
<b>Membership Welcome Pack</b> <ul style="list-style-type: none"> <li>- Develop a new welcome letter from the Chair</li> <li>- Provide information on the benefits of being a member</li> </ul>	Current members with email addresses initially	Corporate Governance Team	Aug 2022	<ul style="list-style-type: none"> <li>• Member welcome pack under review. Letter drafted.</li> <li>• Draft copy to be circulated to group for comments (sent 2 Sept 2022)</li> <li>• The final version will be available</li> </ul>	Sept 2022

Actions	Target Audience	Owner	Date to be Achieved	Update	Date Completed
	followed by any new members with email addresses.			for new members.	

**Communication Objective:** To inform members about developments at our Trust and the healthcare matters that matter most to them

Actions	Target Audience	Owner	Date to be Achieved	Update	Date Completed
<b>Collation of Email Addresses</b> Write to all public and patient members with no email address and encourage them to provide their email address for future communications.	Members without an email address	Corporate Governance Team	Sept 22	<ul style="list-style-type: none"> <li>Email addresses collected as a result of elections – 236 emails.</li> <li>Communication to public and patient membership without email addresses. Undertaken during the elections (September-December 2022).</li> <li>Letter for members drafted – scheduled for publication approximately 19 September 2022</li> <li>Letter circulated 23 September 2022</li> </ul>	Sept 2022
<b>Distribute a weekly membership e-newsletter to public and patient members</b> Confirm dates with Communications Team for publication.	Members with email address	Corporate Governance Team	ongoing	<ul style="list-style-type: none"> <li>This is in place and schedule dates to be sought from Communications Team.</li> <li>The monthly news has recently changed to a 'weekly feature'. This is under discussion with the Director of Strategy and Integration and the Communications Team.</li> <li>The Trust has confirmed that this</li> </ul>	Ongoing

				will be a monthly communication	
<b>Distribute a quarterly Member Update from the Chair to all members (staff, public and patient)</b> <ul style="list-style-type: none"> <li>- To be produced after each Council of Governors' meeting to enable reporting on outcomes from the meeting.</li> <li>- Include key messages from the Governor quarterly update</li> <li>- Draft a work-plan of topics for each bulletin based on the results of the Annual Member Surveys (Staff and Public/Patient)</li> </ul>	Members with email address	Corporate Governance Team	ongoing	<ul style="list-style-type: none"> <li>• This is in place annually and scheduled dates are: <ul style="list-style-type: none"> <li>- February</li> <li>- May</li> <li>- August</li> <li>- November</li> </ul> </li> </ul>	Ongoing

### Monitoring and Evaluation

The Membership Plan Delivery Group meets quarterly and includes Governors and members of the Board to consider progress against the actions above and provide a six monthly report to the Board and Council of Governors along with any recommendations that arise.