NHS

Warrington and Halton Teaching Hospitals

**NHS Foundation Trust**

Membership strategy

2023 - 2026

Hello and welcome

Warrington and Halton Teaching Hospitals NHS Foundation Trust (WHH) achieved Foundation Trust status in 2008. A Foundation Trust is an NHS organisation which gives greater opportunities for people, patients and staff who have an interest in the Trust to have more of a say about the way in which services are provided. Foundation Trust status is only awarded to hospitals who have shown they demonstrate the highest clinical standards, quality leadership and a great record of patient responsiveness and safety.

As a Foundation Trust WHH is accountable to the local community, the patients it cares for and the people it employs through its membership. By becoming members, local people and our staff can have a say in how services will be designed and delivered, and vote for governors. Our governors perform a vital role in holding non-executive Board members to account for the performance of the Trust. As such an involved, informed, representative and vibrant membership is integral to the anchoring of the Trust to our Integrated Care System (ICS) of Cheshire and Merseyside and delivering the WHH mission to be outstanding for our patients, our communities and each other. This vital link between membership and the Trust is illustrated through the diagram below.
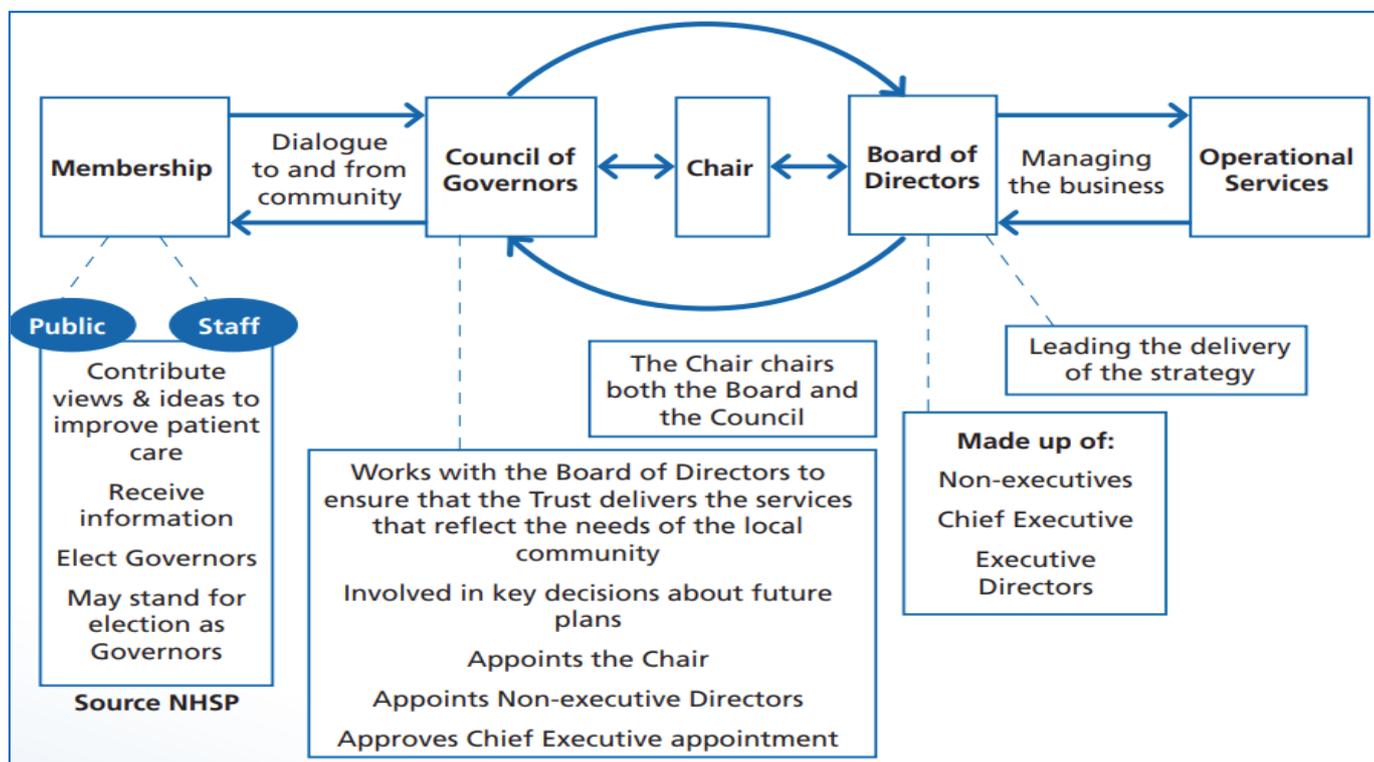
We strive for our membership to reflect the broad and diverse public communities we serve as well as patients, their families and carers, and our staff. CIVICA Engagement Services (CES) is our membership database provider. CIVICA securely hold and manage our public membership data. Members of the public can become a member of WHH by completing an online form https://secure.membra.co.uk/join/warringtonhalton. Staff automatically become a member of the Trust when they are employed.
Members are grouped into the following constituencies:

Public
- Warrington

- Halton
- Rest of England

Staff
- Medical
- Nursing and Midwifery
- Support
- Clinical Scientists or Allied Health Professional
- Estates, Administration & Managerial

This Membership Strategy builds on the success of our 'Working with People and Communities Strategy and seeks to help us progress as a Foundation Trust that better supports its members and actively recruits new members. The strategy will address how we plan to communicate and engage with our members. The strategy also ties in with the overarching Trust strategy, which articulates our Vision to be a great place to receive healthcare, work and learn.

The strategy will seek to address ways to retain active members and recruit new members particularly from underrepresented groups. Most importantly, it aims to show members that their contributions towards the development of the Trust are valued. The Membership Strategy run will from 2023 until 2026 with the following key themes:

- High Quality information
- Inclusivity
- Sustainability

Definitions

NHS – National Health Service
GEG – Governor Engagement Group
CoG – Council of Governors
Constitution – a document that sets out the rules for how the organisation is governed.
Integrated Care System (ICS) – WHH is part of The Cheshire and Merseyside Integrated Care System. Integrated care systems (ICSs) are partnerships that bring together the health and care organisations in a particular local area, to improve population health and healthcare, tackle unequal outcomes and access, enhance productivity and value for money and help the NHS to support broader social and economic development.

Engagement

The Governor Engagement Group (GEG) is a subcommittee of the Council of Governors at WHH and is chaired by a public governor. It has delegated authority from the Council of Governors to make decisions on behalf of and be accountable to the Council of Governors with regards to ensuring WHH is effectively recruiting and engaging with its membership, reviewing the membership priorities as well as representing the interests of the patients, carers, families and the general public in the areas served by the Trust. The Governor Engagement Group will be consulted on the content of the Membership Strategy, they will be responsible for reviewing it and recommending the strategy for approval by the Council of Governors.

A key element in achieving success is to build on the partnerships we have as well as developing new ones. This includes relationships with internal and external stakeholders, some examples of these stakeholders are: patients and their families; carers; public; staff; Multi-Ethnic Staff Network; PROGRESS Staff Network – supporting the LGBTQIA+ Community; Disability Awareness Staff Network; Armed Forces and Military Veterans Community Staff Network; WHH Charity; Experts by Experience, Warrington & Vale Royal College; Warrington Council; Halton Council; Chester University; volunteers and Warrington Sikh Gurdwara amongst others.

Our partners will help us steer the membership direction so that the priorities can be achieved, it is important that we get people involved and embed the themes into the organisation through the wider Strategic Aims and the 12 Strategic Objectives that sit within 'Our Strategy 2023-26'.

WHH Strategic Aims:

QUALITY
We will always put our patients first, delivering safe and effective care and an excellent patient experience

PEOPLE
We will be the best place to work, with a diverse and engaged workforce that is fit for now and the future

SUSTAINABILITY
We will work in partnership with others to achieve social and economic wellbeing in our communities

Strategic Objectives

The Membership Strategy will seek to address ways to increase the recruitment and retention of active members ensuring we are not just attracting people to become members but also keeping our current members informed and engaged. Most importantly, it aims to show members that their contributions towards the development of the Trust are valued. The new strategy will run from 2023 until 2026 with the following objectives:

1. **High Quality Information**
   Provision of high-quality Information to WHH Members to provide them with the knowledge they need to understand the offer of membership at WHH and to be ambassadors for the Trust.
2. **Inclusivity**
   Ensure our membership is reflective of the different people and communities, we serve, with a focus on attracting younger members and those from groups that are currently underrepresented.
3. **Sustainability**
   Taking meaningful steps so we can make sure that we are promoting sustainability in all membership communications and activities.

Strategic Objective 1 – High Quality Information

Priorities	Actions	Outcomes	Measurements	Owner
Educate current and prospective members on the membership offer at WHH. Reinforcing the various ways members can contribute their views, thoughts and ideas to help shape WHH and showcasing what the Trust is doing in response to the feedback received. Keep members and partners updated on developments at WHH plus the activity of the Council of Governors so that we can promote engagement and also attract new members. Retention of active members and recruitment of new members. Development of suitable induction training for newly elected governors & development training for current governors.	Intentional and consistent use of social media channels as well as traditional methods like email to communicate messages. Refining the membership offer and the role of the governors by breaking down the benefits through infographics and videos. Online/hybrid surveys or polls and questionnaires to understand how members feel about the membership. Hosting information events on topics that members tell us are important to them. Performing a database cleanse – to retain active members and identify underrepresented groups, which will then be a target for recruitment activities. The Governor Engagement Group to be involved in the development of agendas for governor induction and development training	Events will be better attended by members. WHH newsletter circulated at least three times per year to those members we have email addresses for. Meaningful and targeted induction and development training programmes for governors.	Number of public and staff members attending Trust events.	Governor Engagement Group All governors Corporate Governance & Membership Manager Head of Communications & Engagement

Strategic Objective 2 – Inclusivity

Priorities	Actions	Outcomes	Measurements	Owner
Focusing on reaching out to the target groups which are underrepresented such as under 35's, public male members as well as those in ethnic minority groups. Simplifying our communications so that the message is clear and accessible.	Introduce a Member Welcome letter, explaining the benefits of FT Membership at WHH. Refresh the Trust Member Newsletter with a focus on Membership. Partnering with internal stakeholders such as staff networks, patient experience colleagues and so on for joint collaborative work that promotes the membership across teams. Partnering with external stakeholders such as schools, youth groups, colleges, universities, religious centres, and other health related forums to explore areas of joint working. Making communications accessible such as videos and in alternative languages and formats. Target our staff members by ensuring our staff governors are more visible across the Trust.	Increase the understanding of the benefits of FT membership. More frequent circulation of a Trust Member Newsletter – at least three times per year. Posters of governors printed and visible across Trust sites.	An increase in members from the underrepresented groups, this will be measured using the analytic tools available on Civica Engage. Increased governor attendance at community events particularly those with a target audience of underrepresented groups.	Governor Engagement Group All governors Corporate Governance & Membership Manager Head of Communications & Engagement Director of Communications & Engagement

Strategic Objective 3 – Sustainability

Priorities	Actions	Outcomes	Measurements	Owner
Being environmentally conscious in production of our marketing material. Playing an active role in contributions to the sustainability agenda at WHH. Carrying out a database cleanse to Improve the quality of the data we hold for public members, retaining active members only and recruit new members particularly from underrepresented groups.	Cutting back on the use of non-renewable materials and/ or opting for recyclable alternatives in all our print (posters, newsletter, handbooks, leaflets, etc). Using digital communications rather that paper/printed communications materials. Asking members (who we hold postal addresses for only) to opt in to being a member of the Trust and to provide their email addresses, this will be included as part of the governor elections mail outs.	Develop creative and engaging membership communications using email, and social media. Increasing the number of email address we have for public members.	An analysis of email circulations will show that members are reading emails/newsletters for a longer period of time showing increased engagement with our revised communication methods. We will increase the number of email addresses we have for public members.	Governors Engagement Group All governors Corporate Governance & Membership Manager Head of Communications & Engagement

Governance

The Governor Engagement Group (GEG) will be responsible for reviewing and supporting the implementation of this strategy to ensure that the objectives are achieved.

The GEG meets on a quarterly basis to review the membership numbers and demographics as well as level of engagement with membership communication materials and events. Through ongoing evaluation of the objectives as set out in the strategy, the GEG is responsible for fulfilling the priorities and reporting on progress into the Council of Governors quarterly at a formal meeting.

As stated within the Trust Constitution, The Council of Governors shall present to the members (at the Annual Members' Meeting):

- a report on steps taken to secure that (taken as a whole) the actual membership of its Public Constituency and of the classes of the Staff Constituency are representative of those eligible for such membership.
- The progress of the Membership Strategy

In addition, the Council of Governors will present:
- a report on steps taken to ensure that the Trust's membership is representative of those eligible for membership.
- any changes to the Membership Strategy
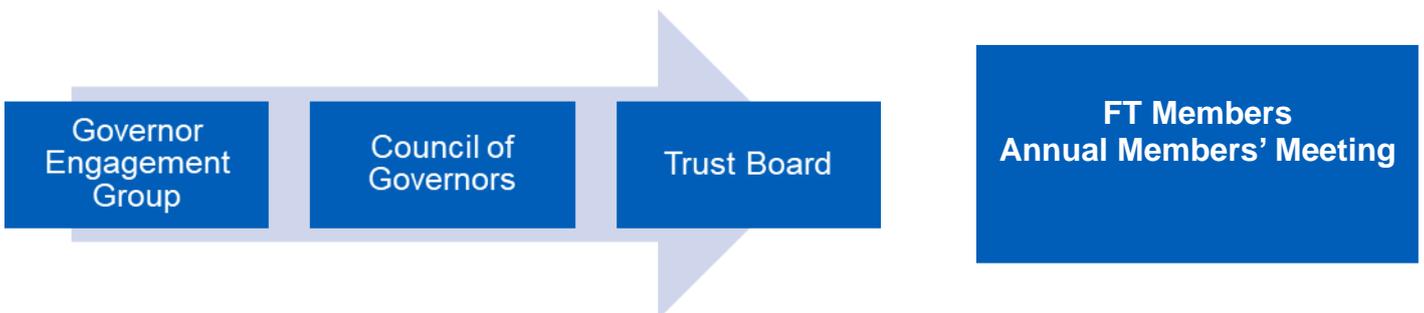
Duties and Responsibilities

Governor Engagement Group – Responsible for reviewing and implementing this strategy to ensure that the priorities are achieved. They are responsible for fulfilling the priorities and reporting on progress into the council quarterly and recommending approval of the Membership Strategy top the Council of Governors.

Council of Governors – Receiving quarterly progress reports against the priorities detailed within the strategy and approving the Membership Strategy.

Governors – Ensuring they are familiar with the Membership Strategy and use the strategy to guide them in their communications with members.

Trust Board – Receiving and ratifying the Membership Strategy.

Lead Governor/Chair of the Governor Engagement Group – Reporting on steps taken to ensure that the Trust's membership is representative of those eligible for membershipand any changes to the Membership Strategy in the Annual Report and at the Annual Members' Meeting.

APPENDIX – Matrix of Enabling Strategies aligned to Trust Quality, People and Sustainability Aims

Trust Strategic Objectives 2023 - 2026		Objective 1	Objective 2	Objective 3
Quality	**1. Patient safety** We will enhance our patients' safety and develop a learning culture where quality and safety is everyone's top responsibility.	☑		
	2. Clinical effectiveness We will ensure practice is based on evidence so that we do the right things in the right way, to achieve the right outcomes for our patients.	☑		
	3. Patient experience We will place the quality of patient experience at the heart of all we do, where 'seeing the person in the patient' is our norm.	☑		
	4. Research, Development and innovation We will work in partnership on high quality clinical research for the benefit of patients, public and staff.	☑		
People	**5. Looking after our people** We will prioritise the safety, health, wellbeing and experience of our people to ensure work has a positive impact.		☑	
	6. Innovating the way we work We will embrace new ways of working to attract and retain an engaged, responsive, diverse and flexible workforce to care for our patients.		☑	
	7. Growing our workforce for the future We will support personal and professional development, ensuring equal access to opportunities, and nurture, grow and develop diverse teams.		☑	
	8. Belonging in WHH We will enable staff to have a voice through the development of a just and learning culture.		☑	
Sustainability	**9. Working in partnership** We will work collaboratively to provide sustainable, high quality acute services and to support prevention and integrated care in the community.			☑
	10. Working responsibly We will continue to address health inequalities, creating social value for our communities, and progressing our Green Plan ambitions.			☑
	11. Sustainable estate and digitally enabled We will provide our services in a fit for purpose estate, supported by the realisation of digital opportunities.			☑
	12. Financial sustainability We will develop and deliver financial sustainability plans with our staff, system partners and stakeholders.			☑

Assurance & Monitoring

Approvals Log					
Stage 1		**Stage 2**		**Stage 3**	
Governor Engagement Group (1ˢᵗ Draft)	1 August 2022				
Governor Engagement Group (final)	1 November 2023	Council of Governors	9 November 2023	Trust Board	6 December 2023

This information can be made available in alternative formats, such as easy read or large print, and may be available in alternative languages, upon request.

Please contact the Communications Team on 01925 662710

Polish: Niniejsza publikacja jest dostępna w alternatywnych językach lub formatach na życzenie

Punjabi: ਇਹ ਪ੍ਰਕਾਸ਼ਨ ਬੇਨਤੀ 'ਤੇ ਵਿਕਲਪਕ ਭਾਸ਼ਾਵਾਂ ਜਾਂ ਫਾਰਮੈਟਾਂ ਵਿੱਚ ਉਪਲਬਧ ਹੈ

Urdu: یہ اشاعت درخواست پر متبادل زبانوں یا وضعوں میں دستیاب ہے

Bengali: এই প্রকাশনাটি অনুরোধের ভিত্তিতে বিকল্প ভাষা বা বিন্যাসে উপলব্ধ

Gujurati: આ પ્રકાશન વિનંતી પર વૈકલ્પિક ભાષાઓ અથવા ફોર્મેટમાં ઉપલબ્ધ છે

Arabic: هذا المنشور متاح بلغات أو تنسيقات بديلة عند الطلب

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Cantonese: 本出版物可應要求以其他語言或格式提供

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