



Membership Engagement Strategy 2015 - 2018

Approved by Governors Council - 4 May 2017





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Introduction

Cumbria Partnership NHS Foundation Trust is the largest provider of NHS services across the County of Cumbria. Around 4,000 staff operate 60 community and mental health services from over 20 main sites and many other premises shared with other health or community services such as GP surgeries. In any one year staff employed by the Trust see around one fifth of the population providing health care services to people in Cumbria, from newborn babies to care of the frail and elderly.

Cumbria Partnership NHS Foundation Trust has over 11,000 public members and is committed to engaging with all of its members.

This strategy sets the direction for:

- engagement with members, both public and staff
- recruitment of members to engage with the Trust and who are representative of the community in Cumbria

An implementation plan will be developed from the strategy.

What is membership?

Foundation Trusts have a duty to engage with their local communities and encourage local people to become members and take steps to ensure that their membership is representative of the communities they serve. Cumbria Partnership NHS Foundation Trust is committed to an engaged and vibrant membership community.

Anyone who lives in the area or who works for the Trust, and is 14 years and older can apply to become a member of Cumbria Partnership NHS Foundation Trust (exclusions apply as detailed in the Constitution – see below). They will be eligible to join one of two membership groups:

- public membership – divided into seven constituencies (six in Cumbria + Lancashire)
- staff membership – divided into three joint constituencies (e.g. Allerdale and Copeland)

An individual cannot be a member of more than one constituency and a person who satisfies the criteria for membership of the staff constituency may not become or continue as a member of the public constituency. (CPFT Constitution)

Exclusions to membership:

- any person who has committed within the last five years a serious act of assault or violence which has resulted in that person being prosecuted in relation to the act, or one or more incidents of harassment, against any of the Trust's employees or other persons who exercise functions for the purpose of the Trust or against registered volunteers
- any person who has been excluded from the Trust premises from which services are provided
- any person who does not accept or does not abide by the Trust's values



- any person under the age of 14

A person can become a member by one of the following ways:

- by completing a membership application form
- by joining 'online' via the Trust's website at www.cumbriapartnership.nhs.uk
- by e-mailing communications.helpdesk@cumbria.nhs.uk

Members can join more than one Foundation Trust.

Members can currently:

- give their views on the Trust's plans for the future
- give their views on how they feel the Trust is performing
- be consulted on any changes to the Trust's constitution through the Governors' Council
- vote and stand in elections for the Governors' Council
- attend the Annual Members Meeting
- receive information on the Trust and its services
- qualify for NHS discounts

This strategy aims to improve engagement and the numbers of active members.

In Cumbria Partnership NHS Foundation Trust membership engagement is overseen by the Governors Council Membership and Communications Committee.

Scope

The scope of this strategy is engagement with members, both public and staff and recruitment of public members (staff members are automatically members unless they opt out).

A wider participation strategy was developed during 2016/17 which sets out how the Trust will engage with the wider public, patients, carers and other stakeholders. The participation strategy was one of the key priorities as set out in the Trust's Business Plan for 2016/17 under the leadership of Clare Parker, the Interim Director of Quality & Nursing. The member engagement strategy is a strand of the wider participation strategy.

Methodology

This strategy has been informed by discussions with governors as well as a review of best practice in other Foundation Trusts and studies of membership engagement.

Trust vision and values

Cumbria Partnership NHS Foundation Trust's vision is people in our communities living happier, healthier and more hopeful lives. Engaging with our members is a key way of





opening up a two way conversation about achieving our vision. We have shared values that guide the way we work with each other, our patients and the wider community.



Happier | Healthier | Hopeful

 <p>Kindness</p>	<p>Kindness</p> <p>We always remember we are here for our patients</p>	 <p>Ambition</p>	<p>Ambition</p> <p>We never stop improving</p>
 <p>Fairness</p>	<p>Fairness</p> <p>We strive to bring about social equity</p>	 <p>spirit</p>	<p>Spirit</p> <p>We are energetic and determined</p>

Where do we want to be in 3 years' time?

In 3 years the Trust's ambition is to have a membership base which is **engaged** and actively involved in co-producing future service design and delivery reflective of the needs of patients and the local community. This means less focus on recruiting large numbers of members and more focus on engaging with them.

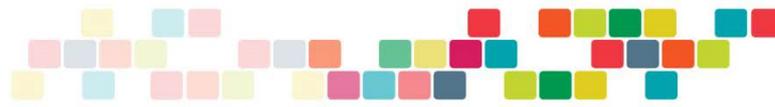
The mission of the Trust is to improve the health and wellbeing of people of all ages in Cumbria. The Trust plans to achieve its mission through:

- Building better and stronger partnerships and collaborations with our staff, other providers of care and communities themselves
- Growing a partnership with patients and communities where they are valued partners in both the design and the delivery of care. A partnership where communities and patients play a larger part in promoting health and wellbeing.

Our strategy will harness this opportunity for real engagement with our members in communities, our patients and staff, encouraging our members to contribute as part of the developing Participation Strategy.

Engagement with members will be aligned with care groups and localities. Engagement opportunities will be communicated with most members electronically as the cost of communicating by post is approximately £1 per member. This means money will not have





to be diverted from front line patient care. Opportunities for face to face engagement will also be advertised through the local media.

How will we know when we have got there?

The Membership & Communications committee will monitor recruitment and engagement activities including:

- Comparison of membership composition against census information
- Measuring actual numbers of members communicated with through MES and engaged face to face through member events
- Impact of membership feedback on design and delivery of services
- Measurement of members voting in governor elections
- Activity on Trust website and social media channels

Membership Engagement

The Governors' Council has a duty to feed back to their communities. Governors are required by law to represent the interests of both Members of the Trust and the public. This strategy sets out the ways in which the Governors Council and the Trust will engage with our membership through ongoing flexible approaches of raising awareness of engagement opportunities. However, Governors may choose a range of different ways to engage with these groups.

The Annual Members meeting

The purpose of the annual members meeting is set out in the Trust's constitution:

At the Annual Members' meeting:

3.1. the Board of Directors shall present to the Members the annual accounts, any report of the auditor and the annual report;

3.2. the Governors' Council shall present to the Members the progress of the membership strategy and any changes to the membership strategy; and

3.3. the results of the election and appointment of Governors and the appointment of Non-Executive Directors will be announced.

In addition it is a key mechanism for engaging with members and the Membership and Communications Committee will drive the agenda to provide improved opportunities for governors to engage with members as well as the Board of Directors.

Locality engagement meetings

Locality groups have been restructured into North and South to reflect the changing health economy structure. This meeting will be hosted by the governors who are elected for that locality. Their purpose is to establish and maintain communication with Members and Third





Sector organisations in the locality, to monitor and review the Trust's services in the locality including the impact of the Sustainability Transformation Plans.

These meetings are open to members – however anyone who is not a member and who qualifies can turn up to the meeting and join on the spot.

The agenda will be set according to issues of importance to members. These may be Trust issues which affect the locality or developments which governors can lead on, for example any proposed change to services at a Trust location.

The purpose is:

- Listening to members
- Feeding back to members
- Engagement
- Influencing outcomes

ACTION: Restructure groups and meet at least 3 times per year - 2017

Special Interest Groups (SIGs)

Governors Special Interest Groups are a forum for the Trust's Care Groups (community services, children and families, mental health and specialist services) to engage with governors and members. Their purpose is to establish and maintain communication with Members and Third Sector organisations and to review and monitor the work of the Trust in the individual care group – this includes the experience of service users, carers and vulnerable groups, good practice, safeguarding, unmet needs, co-operation between care groups and reporting to the Governors' Council through the Governors' Advisory Committee. Members with a special interest/experience can be co-opted onto each group.

These meetings enable Care Groups to link directly with governors and members who are interested in a particular care group so that strategy can be influenced. These groups also engage with patients, carers and stakeholders.

The purpose is:

- Listening to members
- Feeding back to members
- Engagement
- Influencing outcomes

Communicating with members

Approximately one third of members are currently 'inactive' having opted upon recruitment not to receive any communications from the Trust other than the statutory ballot papers. Of the remaining two thirds, approximately one third receive communications via e-mail.

The cost of communicating by post is approximately £1 per member. In order to preserve patient care and to ensure maximum economy of resources the Trust has set a target for year 3 that 50% of members will be receiving electronic communications.





ACTION: Target - 50% of members receive electronic communications by 2018

Digital Media

As the Trust faces more difficult decisions in the future about how to target services and fund them, engaging with members and the local community will become even more important.

The most efficient way to reach members is through digital media (web, e-mail and social media). This offers the benefit of instant, integrated and widespread communication. The Trust's messages can be uploaded to the website and also sent out via other means such as facebook and twitter as well as email.

Website

The Trust communicates with members and the local community through its website and the local media. The website has details of meetings, services which the Trust provides plus initiatives which are publicised through press releases.

Newsletters

Members and stakeholders who have requested communications from the Trust will receive a regular newsletter.

The newsletter will include:

- Governor engagement activities
- News from the Trust
- Events where members can engage in the next quarter – either in person or by interaction on a survey or voting on an issue from home

Newsletters will be electronic with printed copies provided in Trust locations and for those with special requirements.

Promotion of membership

As previously mentioned, Foundation Trusts have a duty to engage with their local communities and encourage local people to become members of their organisations and this strategy aims to improve engagement and the number of active members.

The Trust has over 11,000 members. Around one third of these are inactive members. The Trust's aim is to have as many actively participating members as possible and with this in mind a drive to refocus membership is planned.

The Trust needs to ensure proportional representation among minority ethnic groups and will target community groups representing minority ethnic groups in order to make sure that the membership message reaches these communities.

The Trust will target increasing the numbers of younger members to reflect the population of Cumbria.





There are no specific recruitment plans in place to increase the numbers of members in Lancashire other than through the general communication routes mentioned above. This will be reconsidered next year.

ACTIONS:

- 1. A target to maintain 2% of the population as members for each year of this strategy**
- 2. A target to increase representation of minority ethnic groups by 0.4% to reflect the population of Cumbria to be achieved by 2018**
- 3. A target of increasing representation by 1.5% of younger members to be achieved by 2018**
- 4. A target to increase the proportion of male members by 1% by 2018**

Website

The website is a key way of promoting membership. Currently the website <http://www.cumbriapartnership.nhs.uk/members.htm> highlights the benefits of becoming a member.

Trust leaflet – About the Trust

A leaflet raising awareness of the Trust, including information on the Governors Council was produced by governors in 2016. Distribution of the leaflet will be supported by the Communications Team. Governors can distribute to their groups and other areas in their local community as appropriate.

ACTION: Distribution of Governors Council leaflet during 2017

Improve staff understanding on membership and the role of Governors

Staff Governors are developing a plan to engage with staff. A staff survey was carried out in 2016/17 and further plans are to be identified following results of survey in March 2017.

ACTION – Staff governors to continue to develop plans to engage with staff in 2017/18

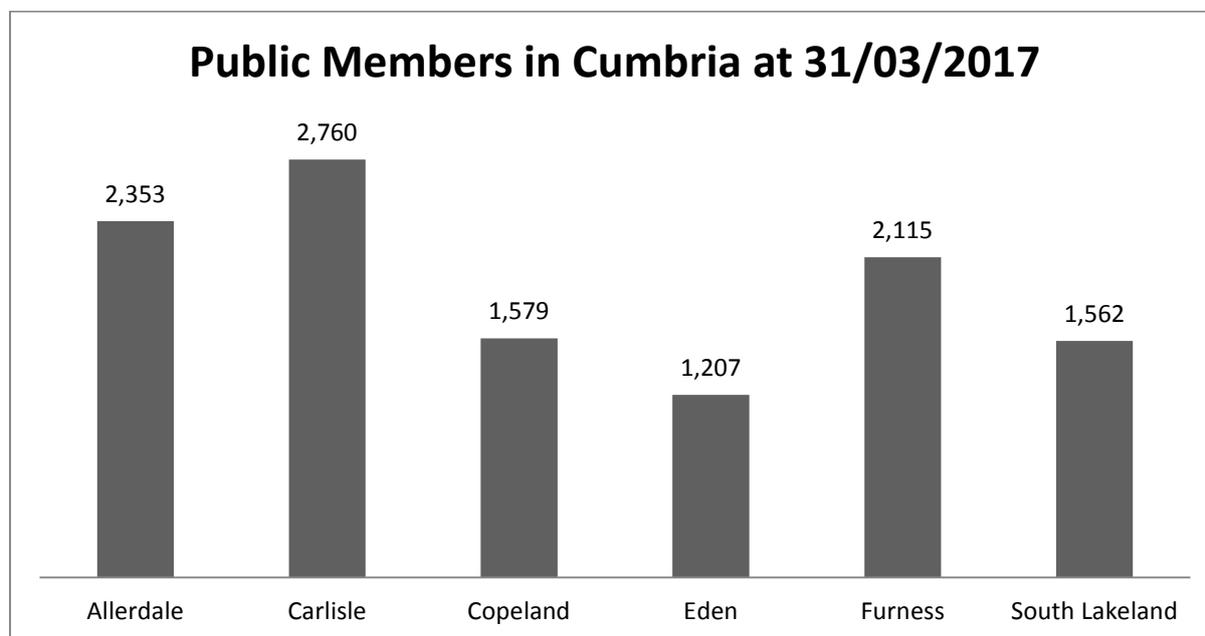




Appendix 1 - Understanding membership at 31 March 2017

1. Membership profile

Information on the total number of Members and the number of Members in each constituency at 31 March 2017 is shown in the chart below.



In November 2015 the Governors Council approved extended the membership profile to include Lancashire. There are 32 Public members in Lancashire which have been attracted through the Non-Executive Director Recruitment campaigns and our general communications channels, primarily our website. The total public membership figure at 31 March 2017 is 11,608, a reduction of 934 from the previous year following the annual data cleanse exercise plus 70 new public members.

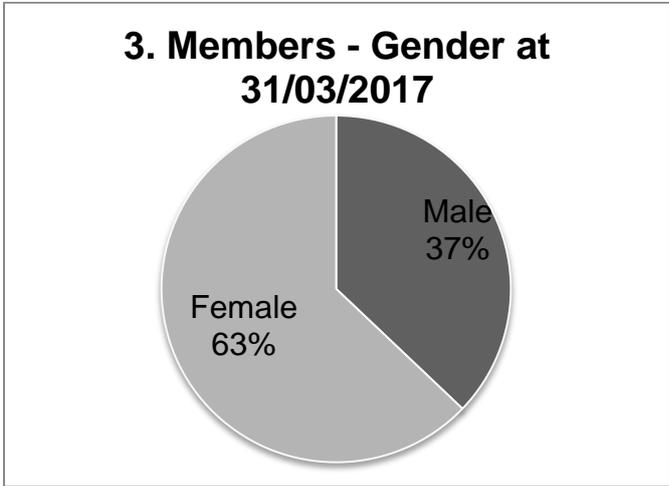
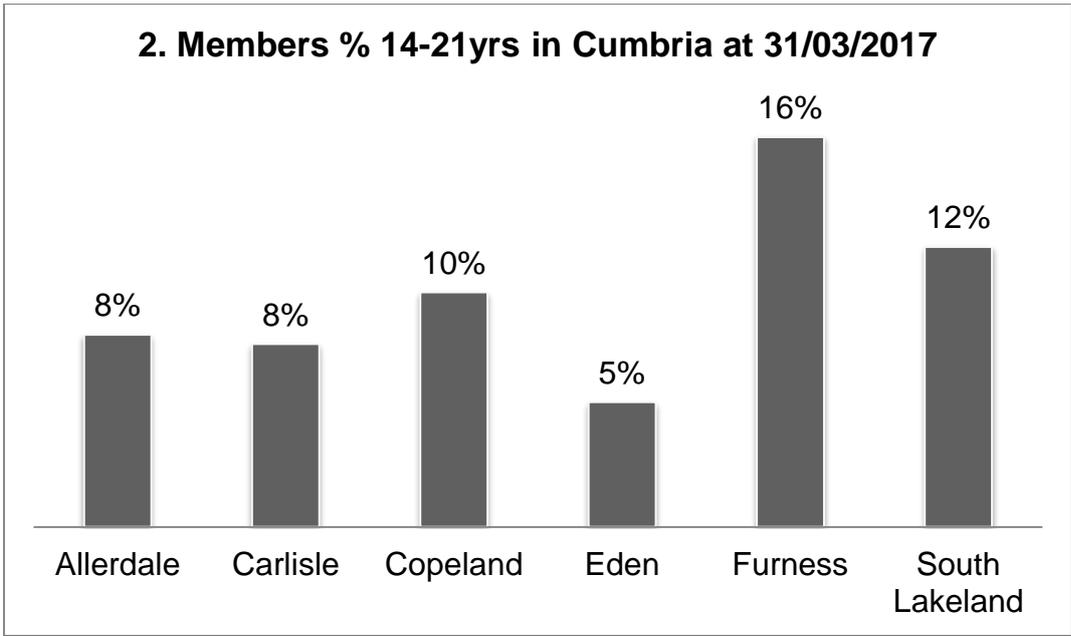
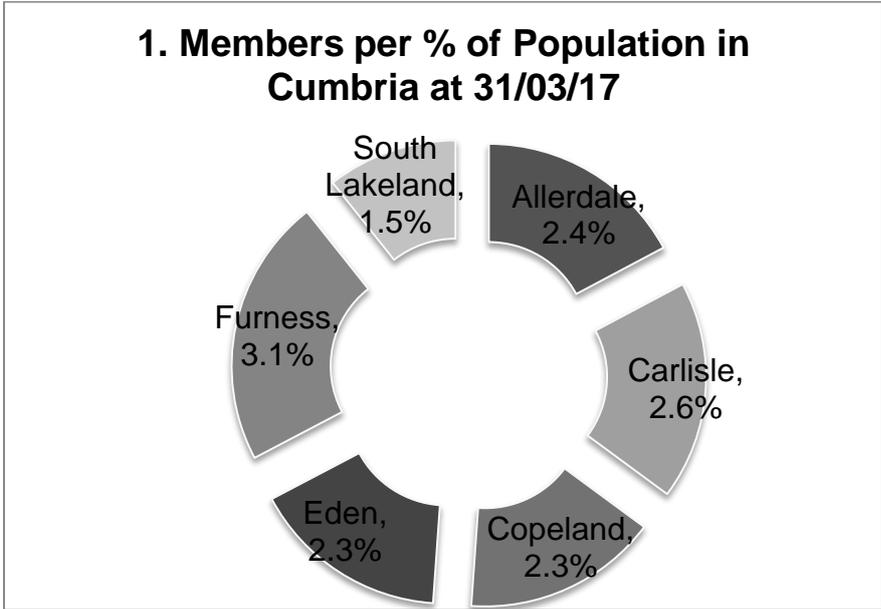
Membership monitoring

The Trust needs to ensure proportional representation of members from its local population in Cumbria. Targets for 2016/17 identified in our strategy are:

1. maintain 2% of the population of Cumbria as Members
2. increase representation of younger members by 1.5% by 2018
3. to increase the proportion of male members by 1% by 2018
4. increase representation of minority ethnic groups by 0.4% to reflect the population of Cumbria by 2018

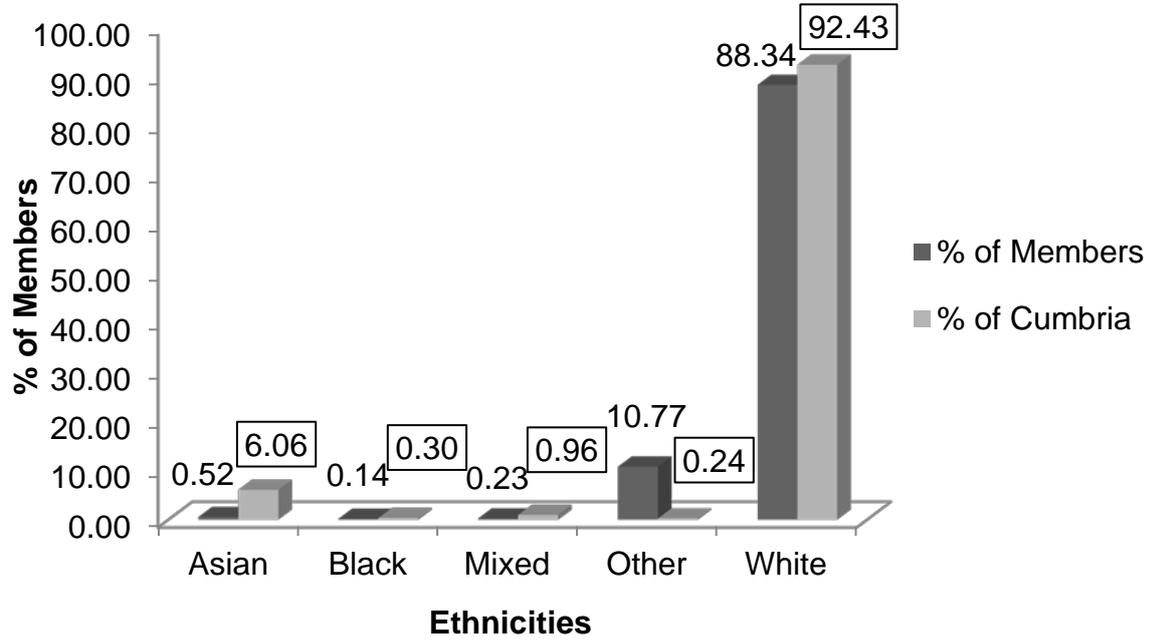
The following graphs show how representative our current membership is against these targets. They do not include the 32 members in Lancashire.







4. Members in Cumbria - Ethnicity at 31/03/17



2. Membership Constituencies

Map of Cumbria



Map of Lancashire



N.B. The map of Cumbria reflects the health service localities not the local authority areas i.e. Millom is in the Copeland Local Authority Area but is in Furness health service area



Membership Engagement Strategy 2015 - 18



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