

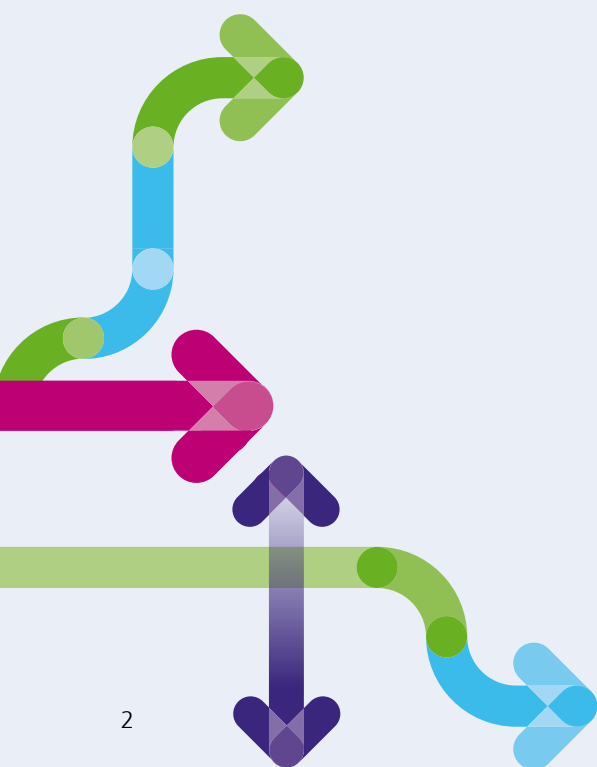
# Membership strategy

2018 to 2021



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# Background

Our public and staff membership is an extremely valuable asset.

We want our members to have a real involvement with Kent Community Health NHS Foundation Trust (KCHFT) so they can influence the way our services are provided.

As a key link to the community we serve, our members provide the checks and balances that make sure we deliver safe, effective and quality healthcare.

As of May 2018, the trust has 7,838 public members. We now need to improve our engagement with our members to make sure they can have real involvement in shaping our services.

Our membership data is now provided by the leading membership provider to the NHS, which will improve communication with members and enhance our analysis. The breakdown of our membership can be seen in appendix 1.

## Where we are now – insights

### Governors

- Governors would like more support to regularly communicate with their members.
- Branding for governor activities is established but could be reviewed in line with our new branding.
- Governors would like more information on events and opportunities to engage with their constituents, which can be found in voluntary and community services newsletters shared by the Engagement Team.
- Governors would like more support to promote their role.
- Turnout at KCHFT governor's elections is low and the proportion of elections that are contested could be better.

### Members

- The trust has a healthy public membership, thanks to years of active recruitment however, only a relatively small proportion of the membership actively participates in membership activities.
- Young people, Black and Minority ethnic people and working age men are under represented in our membership and we need to find ways to better engage with these groups.
- Community Health is a popular publication which keeps members informed and is well received, however budget pressures mean postage costs are a key pressure that may need to be reviewed.
- We will continue to improve electronic communication with members and enhance analysis.
- Successful member events were developed in 2017 but capacity to deliver these events in the future has been reduced and we need to find smarter ways to engage.



## Our objectives

Linked to our overall communication and engagement goals, we have four objectives to ensure our members are fully informed and involved.

1. To provide members with accurate information about our services and how to improve their own health and wellbeing.
2. To increase opportunities for membership to feedback on our services and ensure these are fed into service design and improvement.
3. To increase membership levels by two per cent year-on-year (with a stretch target of five per cent) and ensure our membership reflects the population that we serve.
4. To ensure members know who their local governor is, what they do/their role and why and how to contact them.

## Strategy

### 1. Accurate information about our services and advice

The most obvious motivation for joining KCHFT is to be on the mailing list for accurate and trust-worthy information about community services. We must cater for our members by meeting this expectation and guarantee high-quality standards for information we send out, with an appreciation that more is not necessarily better.

As members of our community, using what they have learned from KCHFT about health issues and how services are organised, members will have reliable information to make the right choices for themselves and give reliable information to their family and friends.

The trust's main method of communications with members and public are:

- Community Health magazine
- website
- social media channels
- e-bulletins and newsletters
- post
- email
- events.

We encourage our members to receive information as much as possible by email, as this is more cost effective. Members are encouraged to pick up our Community Health magazine from their local hospital, GP surgery etc.

In 2017, our first two successful members' events were held, which focused on diabetes. The second event was held before our members' annual meeting and proved a great way of increasing turnout for this too. We hope to continue at least one of these events a year and open up the theme to appeal to a wider public, in line with feedback from our governors.

### 2. Opportunities to feedback on services

Our membership database will enable us to better segment our members, so we can tailor what information is sent to them and invite them to feedback on issues they are interested in.

Members will be invited to:

- receive information from us about our services and our charity, i care
- receive invitations to events or working groups
- respond to surveys or comment on leaflets
- receive information about employment opportunities.

Where feedback is provided and acted upon, we will make sure this is included in 'You said, we did' sections on our website and in posters displayed at key venues.

Members can join our Patient Engagement Network (PEN) if they want to get actively and regularly involved. To become PEN members they need to be current or recent patients of our services or a carer of someone who is. PEN members are offered training on recruitment, equality and diversity and dementia awareness.

### 3. Our membership

The trust aims to recruit the equivalent of one per cent of the population of Kent (1.4m), that's around 14,000 members, with even representation across district council areas, by age and ethnicity. Our previous membership levels stood at 12,492, however following a data cleanse to bring the trust in line with the new General Data Protection Regulations (GDPR) in May 2018, our current public membership stands at 7,838 (as of May 2018).

Our aim is to increase our membership by two per cent year-on-year, with a five per cent stretch target. So, for 2018/2019, this will mean recruiting 157 members – 13 members every month. The following table shows how our membership will increase with either a two per cent or a five per cent increase during the next five years.

Year	Two per cent increase	Five per cent increase
2018/19	7,995	8,230
2019/20	8,155	8,641
2020/21	8,318	9,073

The figures above refer to public members only. The majority of all of the trust's staff are also members of the trust, although they have the option to opt out if they wish. Our database provider conducts a monthly cleanse of the membership database to remove people who have died and we are provided with detailed quarterly reports of people who have moved away.

To ensure we are representative, we will continue to measure our public membership against the demographic profile. The Communication and Engagement Team provides a key role in targeting member recruitment in under-represented groups, including young people, black and minority ethnic people and working age men. We will also look to recruit members in East Sussex and London, where we also deliver services.

We use a range of methods to recruit including developing a range of materials which explain the benefits of being members.

#### Membership benefits

It is widely recognised that membership can bring multiple benefits to organisations. However, more work needs to be carried out to identify and promote the benefits to members of active engagement. Many trusts hold significant membership bases but only a relatively small proportion of the membership actively participates in membership opportunities. This strategy hopes to address this.

Everyone's motivation for becoming a member will be different. But the potential incentives for being an active trust member can be categorised into:

- access to information
- increased knowledge and understanding
- influence on services
- community and personal development.



Therefore key messages, which will be regularly updated and tested with targeted audiences, will centre around:

1. You'll be kept up-to-date with improvements and changes to local NHS services
2. You get to have your say on local NHS services and can help us make it the best it can be
3. You can be involved as much or as little as you want to in many different ways
4. You will get NHS discounts in high street stores, restaurants and attractions
5. You can become an NHS champion and help us build a community that supports each other to stay well
6. You can join our NHS family and make new friends.

To recruit members we will use the following methods:

- developing a range of printed and digital materials to explain the benefits of being members
- membership forms in Community Health magazine and online
- attendance at public events
- outreach to community and voluntary groups
- campaigns social media promotion and targeting
- promotion through local media
- recruitment at annual meeting
- collaboration with other trusts
- support from Healthwatch Kent and Healthwatch Medway.

Whatever the initial motivator for wishing to have an influence, people need to see tangible rewards for their engagement to avoid drop-out. This requires on-going demonstration that for KCHFT members and for the public, having your say is valued and get results.

As well as being involved with KCHFT, we will also offer our members the opportunity to be updated and feedback on wider NHS system transformation being driven by the Kent and Medway Sustainability and Transformation Partnership.

Once members and the public are confident that voicing their opinions has an influence on how KCHFT shapes and delivers its services, a well-engaged population with a real sense of ownership can emerge, with a stake in KCHFT's continued strength and excellence as an organisation.

#### 4. Raising profile of our governors

The Communications and Engagement Team will support governors to raise the profile of their role through:

- regular newsletters
- social media
- e-bulletins
- print and digital campaigns
- articles in Community Health magazine
- invitations to key events run by the trust or partner organisations.



## Governors

NHS Improvement guidance confirms governors have an active role in seeking the views of their members and the wider public on materials issues or changes being discussed by the trust.

We have two objectives which are to:

1. ensure governors are well informed so they feel confident about their role.
2. increase opportunities for governors to engage with their membership.

### 1. Ensuring governors are well informed

For governors to perform the engagement aspects of their role, we will make sure governors receive information around material issues within the trust in a timely manner through:

- flo
- flomail
- induction
- development days
- strategy meetings
- board papers.

We will also use our Community Health magazine, social media and other campaigns to increase the profile of governors and their engagement activities.

The Council of Governors will receive quarterly reports on public, patient and member engagement. Through the Membership Committee, governors will receive updates on membership recruitment to monitor how the trust's membership reflects communities. It will also receive the results of internal and external surveys or feedback from partner agencies. This will help the committee keep abreast of member, staff and public feedback, so they can effectively scrutinise how it's influencing the trust's vision, strategies and service delivery.

### 2. Increase opportunities for governors to engage with their membership.

Governors will have the opportunity to engage with members and the wider public by:

- attending community events in their constituencies
- taking part in Patient Led Assessments of the Care Environment (PLACE) visits
- attending KCHFT and partners' patient experience groups
- taking part in community engagement and health and wellbeing events
- attending trust and stakeholder events and annual members' meeting.

## Measurement

**We measure and track the success against our objectives through:**

- membership numbers and diversity
- feedback and responses to surveys and consultations from members
- you said, we did examples
- number of enquiries to governors from members of the public
- 100 per cent of governors say they have the information they need to fulfil their role
- member attendance at annual general meeting
- number of events where governors or KCHFT have a presence
- number of community hospitals and key clinics displaying poster of governors.

A detailed action plan for year one (1 April 2018 to 31 March 2019) can be seen in appendix two. Progress against the action plan will be reported at Governor Development days twice a year.

# Appendix one

## Breakdown of current membership as of May 2018

	Public	% of membership	Base	% of area	Index
<b>Age total</b>	<b>7,838</b>	<b>100.00</b>	<b>1,545,672</b>	<b>100.00</b>	
0-16	3	0.04	315,105	20.39	0
17-21	449	5.73	90,470	5.85	98
22+	6,233	79.52	1,140,097	73.76	108
Not stated	1,153	14.71	0	0.00	0
<b>Age 22+</b>	<b>6,233</b>	<b>79.52</b>	<b>1,140,097</b>	<b>73.76</b>	
22-29	1,691	21.57	146,067	9.45	228
30-39	651	8.31	182,325	11.80	70
40-49	738	9.42	202,178	13.08	72
50-59	963	12.29	212,467	13.75	89
60-74	1,417	18.08	257,820	16.68	108
75+	773	9.86	139,240	9.01	109

<b>Gender total</b>	<b>7,838</b>	<b>100.00</b>	<b>1,545,668</b>	<b>100.00</b>	
Unspecified	65	0.83	0	0.00	0
Male	2,411	30.76	758,874	49.10	63
Female	5,362	68.41	786,794	50.90	134
Transgender	0	0.00	0	0.00	0

<b>Ethnicity total</b>	<b>7,838</b>	<b>100.00</b>	<b>1,458,224</b>	<b>100.00</b>	
White – English, Welsh, Scottish, Northern Irish, British	6,069	77.43	1,297,023	88.95	87
White – Irish	71	0.91	10,199	0.70	130
White – Gypsy or Irish Traveller	14	0.18	4,684	0.32	56
White – other	131	1.67	52,407	3.59	47
Mixed – White and Black Caribbean	56	0.71	6,247	0.43	167
Mixed – White and Black African	99	1.26	2,987	0.20	617
Mixed – White and Asian	29	0.37	7,485	0.51	72
Mixed – other Mixed	41	0.52	5,300	0.36	144
Asian or Asian British – Indian	54	0.69	18,105	1.24	55
Asian or Asian British – Pakistani	9	0.11	2,400	0.16	70
Asian or Asian British – Bangladeshi	9	0.11	3,373	0.23	50
Asian or Asian British – Chinese	21	0.27	5,947	0.41	66
Asian or Asian British – other Asian	72	0.92	17,675	1.21	76
Black or Black British – African	2	0.03	11,498	0.79	3
Black or Black British – Caribbean	0	0.00	3,287	0.23	0
Black or Black British – other Black	34	0.43	1,398	0.10	452
Other ethnic group – Arab	0	0.00	1,527	0.10	0
Other Ethnic Group – any other ethnic group	36	0.46	6,682	0.46	100
Not stated	1,091	13.92	0	0.00	0

<b>Total membership</b>	<b>7,838</b>	<b>100.00</b>	<b>1,545,672</b>	<b>100.00</b>	
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# Appendix two

## Membership action plan from 1 April 2018 to 31 March 2019

Objective	Task	When	Who	Measure
1. To provide members with <b>accurate information about our services</b> and how to improve their own health and wellbeing.	To send every member who would like to receive Community Health magazine a printed or digital copy	On sign-up	FS BB	Digital read rate Every member who requests it, receives a copy
	Hold at least one themed member event a year, for example dementia	Sept 2018	BB	Levels of attendance at the event Feedback from attendees and stall holders via survey
	To send every member who would like to receive information from us a monthly tailored news e-bulletin	Ongoing	BB	Digital read rate of e bulletin Editions sent every month
2. Increase <b>opportunities for members to feedback</b> on service improvements	Share key messages from KCHFT and partners, such as other trusts, the commissioning support unit and Kent County Council about consultations, surveys and public events and include encouragement for members to feedback and engage	March 2019	BB	Digital read rate of messages sent Amount of feedback received from members in response to survey etc
	Increase the number of communication materials tested on members by five per cent e.g. leaflets, posters, website changes	March 2019	BB	Five per cent increase from previous year Retain percentage of engaged members who select 'respond to surveys etc' on membership form
	Produce a dashboard of what has changed as a result of members feedback to be shared at Council of Governors' meetings	March 2019	BB	Dashboard produced for every meeting Number of changes from their feedback Number of members responding to surveys/requests for input
3. To <b>increase public membership levels by 2 per cent (157 new members – with a stretch target of 5 per cent)</b> and ensure our membership reflects the population that we serve.	Develop and test key messages for different age groups about the benefits of becoming a member	June 2018	BB	Key messages refined, developed and in use
	Review all standard corporate trust leaflets and website to ensure they include promotional messages about becoming a member	July 2019	BB CM	Core leaflets contain details about how to sign up to become a member
	Develop new postcard and leaflet to promote reasons for becoming a member and distribute at key venues across trust's area, including community hospitals and GP surgeries	July 2018	BB	New postcard and leaflet printed Available in all community hospitals

Objective	Task	When	Who	Measure
<b>3. To increase public membership levels by 2 per cent (157 new members – with a stretch target of 5 per cent) and ensure our membership reflects the population that we serve.</b>	Run four, month-long social media campaigns in targeted areas to increase membership and to make sure diversity of the population has been achieved in new members – including short vignettes	July 2018 Sept 2018 Nov 2018 Feb 2019	JR BB	Digital click-through rate from Facebook/Twitter to website page about membership  Number of new members  Members reflecting diversity of the population increases by two per cent
	Develop 1 minute film about benefits of being a member for use at events, on social media and on website	Oct 2018	JR AC	Film produced  Number of views
	Review membership form to simplify and encourage more members to sign up and include benefits of being a member	April 2018	BB	New form signed off by governors  Two per cent increase in the number of public members by April 2019
	Provide appointed governor Sue Plummer with campaign materials to encourage students to sign up so they can be circulated around university campuses in Kent and Medway	July 2018	BB SP	Response rate
	Visit college and university fresher fairs to recruit members	Sep 2018	BB	Visit at least two refreshers fairs  At least 30 new members signed up
	Media release to encourage members to sign up with quote from governors	September 2018	FS BB	Press release sent to Kent-wide media  Number of articles published by press and responses
	Investigate possibility of including a 'do you want to become a member' question at the end of Meridian forms	September	BB	Question included on meridian survey if possible
	Carry membership form in at least one edition of Community Health, but promote membership in every edition	Autumn 2018	FS BB	Two per cent increase in the number of public members by April 2019 as a result of the publication
	Run quarterly reports to monitor fluctuations in membership levels, respond accordingly and send reports to governors	April July Oct Jan	BB	Reports received and acted on
	Run monthly cleanse of database to ensure an accurate measure of membership levels	Monthly	BB	Database clean and up-to-date monthly

Objective	Task	When	Who	Measure
<b>4. To ensure members know who their local governor is, what they do/ their role and why and how to contact them.</b>	Support governors to send regular e-newsletters to their members	March 2018	BB	Number sent quarterly post Council of Governor meetings Digital read rate
	Use local media to promote governors via letters pages and news stories	March 2019	BB FS CC	Number of articles published
	Posters of local governor displayed in all community hospitals and key clinics	July 2019	BB	Percentage displaying
	Include local governors information in stakeholder bulletin every month	March 2019	BB FS	Information included Number of contacts to governor support team in response
	Send governor profile and contact information to voluntary sector and partner organisations	July 2018	BB	Sent and used in newsletters
<b>5. Increase support for governors to engage with their membership, measured via survey with governors in March 2019</b>	Provide a template e-newsletter via MES for governors to communicate quarterly with members post Council of Governors' meetings	April 2018	PM JR BB	Template available Digital read rates
	Provide a quarterly update to governors with a breakdown of their membership	March 2019	BB	Information provided on time pre Council of Governors' meetings
	Review the induction pack which includes the governor's handbook and details about KCHFT, so governors are well informed about the trust and can effectively signpost enquiries	July 2018	JF FS	Induction pack reviewed every year or as needed Governor feedback
	Promote the role of governors in Community Health – including an extended feature in autumn edition	Summer 2018	FS BB JF	Article published Number of enquiries to governors via the Governor Support Team
	Review, update and improve governor pages on public website and flo and promote via social media – including mini films	June 2018	FS AC JF BB	Content up-to-date Five per cent increase in public website governor page views
	Ensure governors' feedback is incorporated into planning and delivery of themed events and AGM	Sept 2018	JR CM BB	Positive feedback from governors
	Keep governors informed about events and activities via flomail, flo and weekly governors briefings from the Governor Support Team	March 2019	JF FS BB	Positive feedback from governors Number of events attended

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