Luton and Dunstable Hospital
NHS Foundation Trust
**NHS**

# Your Hospital In Your Hands



# Shaping Our Future Together

**Membership Development Strategy**

# Membership Development Strategy

**Section**                                                    **Page No.**

# 1    Introduction

Building and maintaining a vibrant membership is a key objective of the Luton and Dunstable Hospital NHS Foundation Trust.

This strategy recognises that the process of building meaningful membership structures take a serious commitment of time and resources. It defines the membership community and describes how the Trust manages the new rigours that are concomitant with maintaining an active membership. It sets out a series of objectives for the Trust and actions that it will take in meeting these objectives.  Finally, it outlines how the Trust evaluates the success of the efforts it takes to deliver this strategy.

The Trust is fully dedicated to the objectives set out in this document, which it hopes will make The Luton and Dunstable Hospital NHS Foundation Trust as successful a membership organisation as it is a first class hospital.

## Patient Involvement

The Trust is committed to working with patients and the local population to improve the services we provide.  Our Patient and Public Involvement (PPI) strategy is available on the hospital website.

The Patient Advice and Liaison Service (PALS) has been operational since August 2001. Since then its ethos of patient and public involvement has become embedded in the culture of the hospital.  The service is accessed by both staff and patients and it has become a listening ear for those who require help, assistance or information about health care.  It has also become a central point for PPI.

The Trust has a very active Patient Representative Group, which has been working within the Trust for several years.  The PALS Manager provides support to the group whose membership comprises representatives from a number of the local communities including minority groups. They have become involved with many of the Trust's committees and also participate in implementing the PPI strategy by carrying out ward and departmental audits with the staff PPI Champions nominated for each department.  The audit team look at the areas from the patient's perspective, following which they produce a report with recommendations for improvements. The reports from the audits are used by the staff to develop action plans to improve the patients experience in their area.

To seek the patient's views, the Trust takes part annually in the national patient survey as well as following a schedule of internal audits and patient surveys.  For example, we have carried out Trust surveys on Privacy and Dignity and Patient's Interpreting needs.  All surveys carried out are used productively as a tool to identify areas for improving patient care.

Formal consultation with the public takes place whenever significant changes in service are proposed.

We seek to involve patients and members of the public in how we deliver and develop our services, but our membership arrangements as a NHS Foundation Trust help us to build this more directly into the Governance and corporate decision-making of the Trust to ensure our services continue to meet the needs and wishes of local people.

NHS Foundation Trusts establish stronger connections between the hospitals and the communities they serve, extending the involvement from the current consultation arrangements when there is a major change in service, to local people helping to shape the future of their local hospitals.


**Being a member**


One of the main benefits to local people of the L&D being a NHS Foundation Trust is that they can become members of the Trust, similar to a co-operative society.   The Trust is more directly accountable to its members, instead of the Department of Health in Whitehall, which does not have the knowledge of local people in looking at what the communities served by the Luton and Dunstable Hospital need specifically.

This represents a more democratic approach to running NHS hospitals rather than one based on 'we know best'. NHS Foundation Trusts are based on an established and successful model, which has been around for nearly 200 years in the co-operative movement.

This NHS Foundation Trust model is one of openness. The work of the Council of Governors is transparent and takes place in close dialogue with members of the public who join up as members.

There is a wider staff involvement in our Trust as hospital staff are also able to become members and take a seat on the Council of Governors. This means that greater emphasis will be on front line staff having more influence on local decisions.

The Luton & Dunstable Hospital provides acute and specialist healthcare services for over 300,000 people in Luton, South Bedfordshire and incorporating other parts of Bedfordshire and Hertfordshire. The NHS Trust employs 3,300 people and as such, is the second largest employer in the Luton area.

Anyone who becomes a member is able to become more closely involved with the Hospital and to have a number of important roles.

They will:

§   Receive information about us and be involved in helping to shape our future direction and developments

§   Be able to stand for election themselves or vote for others who they would like to represent them on the Council of Governors

§ Have the scope to apply to become a Non-Executive Director (subject to certain criteria) or the Chair of the NHS Foundation Trust

Members do not receive any payment or receive preferential clinical treatment. Local people who choose not to become a member of the NHS Foundation Trust have the same access to local hospital services.

We want our membership to be representative in terms of disability, age, gender, sexuality, ethnic background and faith.

## 2      Defining Our Membership Community

**Who can become a member?**

There are two types of member for the Luton and Dunstable Hospital NHS Foundation Trust.

**Public members**

The membership community of the Luton & Dunstable NHS Trust is drawn from the areas as defined in Appendix 1  These areas include Luton, Dunstable and South Bedfordshire and the remainder of Bedfordshire and the whole of Hertfordshire. The Membership Community is split into three constituencies – refer appendix 1.

**Staff members**

People who can become staff members are those individuals who:

- Are employed under a contract of employment by the Trust and who either
    - Are employed under a contract of employment which has no fixed term or a fixed term of at least 12 months
    - Who have been continuously employed by the Trust for at least 12 months
- Who are not so employed but who nevertheless exercise functions for the purposes of the Trust and who have exercised these functions for at least 12 months. This includes registered volunteers  but not persons exercising functions on a voluntary basis.

**Representation**

We want the NHS Foundation Trust's public membership to be representative of the geographical area of The Luton and Dunstable Hospital NHS Trust. We also want  our membership to reflect the age, gender, ethnicity and socio-economic groups of our local population.

It is important to continue to recruit members to the NHS Foundation Trust to reflect the changing population we serve.

The staff membership is representative of our workforce – we continue to recruit members from all areas of our Hospital.

We are committed to encouraging all qualifying individuals to become active members of The Luton and Dunstable Hospital NHS Foundation Trust.

### 3    Resourcing Membership Development

**The Trust recognises the need to adequately resource its membership functions.**

We recognise that relevant skills and services need to be provided.

We recognise the need to adequately resource our membership functions and this requires a commitment to providing new membership services and supporting skills development.

**A budget is annually allocated for recruitment activities.**

**The membership and communications sub-committee has to oversee the implementation of the strategy and to propose further developments to the Council of Governors**

### 4    Building the membership base

**This section considers the objectives of the membership strategy and outlines actions that will be taken in their implementation. The actions outlined in this strategy are prioritised as follows:**

**Priority One - Immediate**

The specific management actions required to ensure good and improved relationships with Trust members. The objective for the year ending 31st March 2011 is to increase the number of Public Members by 500 whilst maintaining staff membership as close as possible to the full complement of staff employed under a contract of employment or who exercised functions of the Trust for at least 12 months.

**Priority Two – Medium term**

Actions for the Board of Governors to take in the further development of membership relationships and governor feedback

**Priority Three – Long term**

Actions for the Trust to aim towards in 2012 and beyond.

**The Luton and Dunstable Hospital NHS Foundation Trust is a public benefit corporation, open to all persons able to use its services and willing to accept the responsibilities of membership, without gender, social, racial, political, or religious discrimination.**

## Objectives - Membership recruitment

- To widen membership to all members of the qualifying communities within the Luton and Dunstable Hospital NHS Foundation Trust catchment area.

- To provide a simple, accessible and publicised process for becoming a member.

- To strive for the composition of membership to reflect the diversity of the local communities in which the Luton and Dunstable Hospital NHS Foundation Trust operates.

- To encourage The Luton and Dunstable Hospital NHS Foundation Trust employees to become members. The Trust has established an opt –out approach to staff membership following consultation with Staff

- To maintain accurate and informative databases (compliant with data protection regulations) of members to meet regulatory requirements and to be a tool for developing membership.

- To define the rights and responsibilities of membership to strengthen the contact between the member and the Luton and Dunstable Hospital NHS Foundation Trust.

- To recognise and use members as a valuable resource, unique to a mutual organisation

## Actions

### Priority 1 - Immediate

4.1.1 **Establish and maintain** a dedicated membership team.

4.1.2 Review and introduce systems to enable applicants to become members.

4.1.3 Review the written procedure for dealing with applications.

4.1.4 Review the documentation and processes to allow qualifying individuals to become members and access the democratic structure.

4.1.5 Review application forms and membership advertisement.

4.1.6 Maintain an accurate and accessible register of members capable of being integrated in the long term with existing patient records systems and appropriate databases to be introduced by the Trust.

4.1.7 Maintain a computer database and provide appropriate resources.

4.1.8 Provide induction material for new staff.

4.1.9 Utilise staff communications mechanisms to promote membership.

### Priority 2 – Medium term

4.2.1 Work with the Trust Board and Council of Governors to review the strategy for extending membership to individuals in all qualifying groups.

4.2.2 Continue to seek out best practice from other member-based organisations and consider if they are appropriate for application in the Luton and Dunstable Hospital NHS Foundation Trust. Hold the membership team responsible for this watching brief.

4.2.3 In consultation with the Council of Governors, review the policy definition of rights and responsibilities of Council members for adoption by the Council and Trust Board.

4.2.4 Recruit membership champions across the organisation.


**Priority 3 – Long term**

4.3.1 Develop and use appropriate monitoring systems to evaluate whether membership is open and voluntary, including social auditing, community mapping and target setting. Such an approach to apply to all the objectives the Luton and Dunstable Hospital NHS Foundation Trust seeks to achieve through Membership.

4.3.2 Undertake a formal annual risk assessment of membership systems

## 5      Managing Active Membership

**The Trust is a democratic organisation with elected and appointed members who actively participate in the governance structures. All members have equal voting rights (one member, one vote).**

### Objectives

- To increase the quality and level of participation in the Luton and Dunstable Hospital NHS Foundation Trust democratic structures to enable the Trust to achieve its objectives and to ensure good governance.
- To increase the number of active, informed members who are representative of our patients and local communities.
- To encourage more members to stand for election to The Luton and Dunstable Hospital NHS Foundation Trust democratic bodies.
- To adopt electoral processes which encourage the participation of all active members.
- To strive for the Luton and Dunstable Hospital NHS Foundation Trust democratic bodies to be diverse in their composition.
- To ensure the culture of membership is attractive to potential new generations of activists.
- To enable elected representatives to fulfil their designated roles and responsibilities and facilitate their participation in setting policy and making decisions.
- To encourage a partnership approach between members and management to enable constructive working relationships and dialogue.
- To provide appropriate learning and development opportunities to members to facilitate their fulfilment of their roles and responsibilities.
- To provide appropriate learning and development opportunities to employees to further their understanding of the Trust's values and principles.

### Actions

### Priority 1 - Immediate
### Systems

5.1.1   Review, and establish or maintain definitions for tiered membership, recognising and categorising members by their activity levels.

5.1.2   Ensure the Register of Members database contains the functionality to filter members by their activity level and decide the most appropriate communications strategy for each tier.

**Procedure**

5.1.3   Review guidelines for the conduct of Council of Governors and members meetings.

5.1.4   Review guidelines for running elections, including policies on canvassing, election expenditure and election materials.

**Outreach**

5.1.5   Explore developing opportunities for Council of Governors candidates to become more widely known amongst the electorate, without discouraging potential candidates from standing for election.

5.1.6   Organise election briefing events for groups of members who are potential candidates for Council of Governors.


**Priority 2 – Medium term**

5.2.1   Review models for informal member groups and networks (looking at other membership organisations) and examine alternative forms of involvement as opposed to traditional meeting structures and pilot in specific areas e.g. telephone/video conferencing, internet.

5.2.2   Review and evaluate the electoral processes in respect of all opt-out and opt-in ballots taking into account levels of participation, cost and extension of the active members' register and the electoral practice of like-minded organisations, and apply this role to the Council of Governors.

5.2.3   Review mentoring roles for elected representatives to encourage new candidates.

5.2.4   Review initiatives for widening the pool of candidates for the Council of Governors including strengthening links with other community sectors and like-minded organisations.

5.2.5   Review the programme for identifying and meeting with community groups to promote participation.

5.2.6   Identify further opportunities for interaction between the Board and the Council of Governors. Encourage non executive directors to visit the Council of Governors.

5.2.7   Identify further opportunities for improving partnership between active members and management e.g. regular meetings of executive directors and Council of Governors.

5.2.8   Identify further initiatives where members can be used more as a source of feedback on patient or quality issues e.g. referenda, patients' jury.

5.2.9 Review processes for delivering membership support.

5.2.10 Review the monitoring systems for evaluating active membership.

5.2.11 Review membership champions in each location.


**Education and training for elected representatives**

5.2.12 Review the learning and development programme for elected members, appropriate to their role.

5.2.13 Review the common member developmental process, which targets potential activists.

5.2.14 Review and address training needs of employees in respect of their interaction with membership, in particular, membership team, managers attending committee meetings, front line staff dealing with ad hoc enquiries about membership.

**Priority 3 – Long term**

5.3.1 Work with the Council of Governors to trial membership communication and evaluate the use of new Communication trials for communicating with members.

5.3.2 Review the relevance of  meetings by examining current practice and consider whether improvements can be made in terms of publicity, format and content. Particular attention should be given to accessibility issues in order to promote equality of opportunity to participate.

**6      Communicating with Members and Potential Members**

**The Luton and Dunstable Hospital NHS Foundation Trust will work to ensure that proper and clear communication is established between the Trust and its stakeholder groups, building on successful past practice.**

**Objectives**

- To inform patients, staff, local communities and the wider public and opinion formers about the Trust's values and principles in order to promote understanding, promote partnerships and attract new members.
- To ensure members receive appropriate communications to improve their understanding about the affairs of the Luton and Dunstable Hospital NHS Foundation Trust, and its relationship with their local communities.
- To ensure communications are used to stimulate active membership including encouraging new candidates for elected bodies.

**Actions**

**Priority 1 – Immediate**

6.1.1   In addition to the Register of Members, review other current databases pertinent to membership, identify what information is required to deliver membership and address shortfalls, including the exploration of the utilisation of Patient databases.

**Priority 2 – Medium term**

6.2.1   Review the communications package to members and potential members to ensure content and distribution is appropriate to members engaging with the Luton and Dunstable Hospital NHS Foundation Trust at different levels. In particular, identify two-way communications and promoting active membership.

6.2.2   Review existing practices and maximise the potential of the Internet for information, communication and democratic purposes.

6.2.3   Maintain a clear brand for membership, reviewing materials and    ensuring language is clear and modern.

6.2.4   Identify how hospital facilities can be better used as community resources and member information points e.g. improved notice boards.

6.2.5   Provide to all new members relevant information about the Luton and Dunstable Hospital NHS Foundation Trust, the benefits of membership and the role of members.

**Priority 3 – Long term**

6.3.1 Review and organise initiatives which inform the wider public and opinion formers about the Hospital, patient and community issues e.g. conferences and seminars.

6.3.2 Review and organise initiatives which inform customers about the Hospital and membership.

6.3.3 Review membership team networks in order to share best practice across the Trust.

6.3.4 Work with other agencies to develop educational resources to promote co-operation in the community, with particular emphasis on young people and under represented groups.

6.3.5 Explore ways of working with schools and the education sector to promote an understanding of the Hospital's objectives.

6.3.6 Evaluate the membership's response to different levels of information and methods of delivery.

6.3.7 Communicate with the members and the wider public to recruit potential members

6.3.8 Maintain and improve Foundation Trust status to keep and enhance support in the local community

**7      Playing a key Community role**

**The Luton and Dunstable Hospital is an active member of the local community and enjoys good relationships with all members of the local community. Active voluntary organisations including a League of Friends contribute to the quality of the service and the environment for patients and their visitors, by raising substantial amounts of money for equipment and amenities. The L&D will continue to actively build on these relationships alongside its encouragement of membership.**

**Objectives**
- To maximise opportunities for membership and other relationships amongst all who live in the communities in which the Trust operates.

- **Actions**

7.1.1   Review and expand on existing relationships with Partner– and Community Organisations

7.1.2   Review and expand on community engagement opportunities that could be utilised to also improve governor feedback to constituents

7.1.3   Continue to explore ways of identifying members of the local community who use The Luton and Dunstable Hospital with a view to making better links with the community and increasing active membership.

## 8    Making Foundation status distinctive

**NHS Foundation Trusts are public benefit corporations, dedicated to serving their communities. Much of their success depends on the support that they can engender with their membership communities.  The Luton and Dunstable Hospital NHS Foundation Trust cherishes its identity as an independent, transparent and trusted community focussed organisation.**

## Objectives
- To acknowledge that promoting, and engaging with, an active membership is the key to ensuring that The Luton and Dunstable Hospital NHS Foundation Trust retains its community status.
- To balance the interests of key stakeholders i.e. avoiding undue influence from electoral organisations, employee groups, special interest groups.
- To ensure that partnerships with Government, elected politicians and external bodies are conducted openly and independently, recognising that The Luton and Dunstable Hospital NHS Foundation Trust is accountable for its actions to the members.
- To respect the autonomy and independence of other community organisations.

## Actions

8.1.1    Maintain and update the Register of Interests for the Council of Governors.

8.2.1    Review processes to enable elected members to be fully briefed on any issues at meetings, so that they may make informed decisions when exercising their vote.

8.2.2    Monitor electoral and democratic processes to ensure that they are fair and protected from undue influences, internal and external.

8.3.1    Identify initiatives and communications which further members' understanding of the advantages of the Trust retaining its foundation status.

## 9      Evaluating Success

**The governors have the responsibility of monitoring the effectiveness of the strategy and ensuring that it remains meaningful and relevant as the membership of the Trust grows and matures.**

It is important to ensure that progress is made against the objectives and that this is reported annually to members and periodically to Board of Directors.

To evaluate the success of the strategy - The Council of Governors and the Trust Board will;

§   Assess the diversity of membership

§   Assess budgetary performance and the value for money delivered through the membership strategy

§   Undertake a formal annual risk assessment of membership systems.

§   Review monitoring systems for evaluating advice on and to membership.

§   Evaluate the membership's response to different levels of information and methods of delivery.

§   Monitor electoral and democratic processes to ensure that they are fair and protected from undue influences, internal and external.

## APPENDIX 1: MEMBERSHIP AREAS

**Area 1: Luton** – the electoral area of Luton Borough Council, Bedfordshire



**Area 2: South Bedfordshire and Dunstable** – the membership area contains the selected electoral wards within the jurisdiction of the Central Bedfordshire Council listed below (the former South Bedfordshire District Council area):

Ward 17 – Plantation

Ward 12 – Leighton Linslade Central

Ward 22 – Southcott

Ward 8 – Grovebury

Ward 26 – Toddington

Ward 24 – South West Bedfordshire

Ward 9 – Houghton Regis

Ward 15 – Northfields

Ward 10 – Icknield

Ward 5 – Dunstable Downs

Ward 27 – Watling

Ward 23 – South East Bedfordshire

The following parishes make up the Area 2 wards:

Heath and Reach; Hockliffe; Chalgrave; Toddington; Chalton; Leighton Buzzard; Eggington; Stanbridge; Tilsworth; Houghton Regis; Billington; Eaton Bray; Totternhoe; Dunstable; Whipsnade; Kensworth; Caddington; Slip End; Hyde; and Studham.

**Area 3: The remainder of Bedfordshire County and the Hertfordshire County**

**Excluding Areas 1 and 2 above, the Bedfordshire County electoral areas** within the jurisdiction of the Bedford Borough Council; the Central Bedfordshire Council; the Luton Borough Council **and the Hertfordshire County** within the jurisdiction of the Hertfordshire County Council, the Broxbourne Borough Council; the Dacorum Borough Council; the East Hertfordshire District Council; the Hertsmere Borough Council; the North Hertfordshire District Council; the St Albans City and District Council; the Stevenage Borough Council; the Three Rivers District Council; the Watford Council; and the Welwyn Hatfield Council

**IMPORTANT CHARACTERISTICS OF THE MEMBERSHIP AREAS**

**Ethnic Diversity**

The largest proportion of people served by the Trust lives in the Unitary Authority of Luton with an ethnically diverse population of nearly 200,000 - 71.9% of the population describing themselves as white British, compared to a national average of 90.9%. The remaining membership area is less ethnically diverse than the national average (97% white British)

Table – Unitary Authority of Luton – ethnic minority population compared to England as a whole

| Percentage of resident ethnic minority population by ethnic group | Luton % | England % |
|---|---|---|
| **Mixed** | **2.6** | **1.3** |
| **Asian or Asian British** | **18.3** | **4.6** |
| Indian | 4.1 | 2.1 |
| Pakistani | 9.2 | 1.4 |
| Bangladeshi | 4.1 | 0.6 |

| | | |
|---|---|---|
| Other Asian | 0.8 | 0.5 |
| **Black or Black British** | **6.3** | **2.3** |
| Caribbean | 4.2 | 1.1 |
| African | 1.7 | 1.0 |
| Other Black | 0.4 | 0.2 |
| **Chinese/other ethnic group** | **0.9** | **0.9** |
| **Total Non-White Resident Population** | **28.1** | **9.1** |

Source: ONS Neighbourhood Statistics 2001 Census

From the above table it is clear that the largest ethnic minority group are Asian or Asian British from Pakistan/Bangladesh, with significant minorities from the Caribbean and India.
The Trust has a strong focus on meeting the varied health care challenges associated with the various ethnic groups living in the Trust membership areas.

**Age**

Luton has a relatively young population, returning an average age of 34.9 compared to a national figure for England of 38.6. In particular, the town has relatively high proportion of under 16s (23.5% against an average of 20.2%) and fewer middle and old aged persons.
Outside Luton, the proportions are broadly in line with the national average, although still slightly younger.

**Social Diversity**

In many other respects, the potential membership community of Luton & Dunstable NHS Trust covers a population that is broadly representative of the national average, in terms of standard of living. On the whole it is an area of high employment and standards of living as measured by owner occupancy, levels of car ownership and housing quality.

However, the Trust recognises that there are pockets of deprivation, principally in Luton, where unemployment is higher than the local and national averages and living standards are markedly less prosperous than in the surrounding non-urban communities, which in turn are more prosperous than the national average.