

“we care...we discover...we teach”

Foundation trust application

Appendix 1.e

Membership management and recruitment strategy

March 2007



“we care...we discover...we teach”



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Introduction

This strategy sets out the way in which we plan to establish processes to:

- Recruit and retain members
- Establish and maintain a membership data base
- Communicate with our members
- Involve our members in the life of the Christie

One of the first tasks for the new Council of Governors, working with the management team and the membership office will be to develop these proposals into a detailed action plan.

1. What is membership?

As an NHS foundation trust we will have a well publicised and ongoing membership scheme, enabling:

- A membership community made up of patients, carers, staff, volunteers and the public, aged 16 and over, who live within the Greater Manchester and Cheshire Cancer Network (our network) but also in the rest of England & Wales
- A public constituency comprising 13 classes and a staff constituency comprising five classes. This will maximise the accessibility of our membership and opportunities for local representation. Patients and carers will be included in the public constituency and volunteers will be part of the staff constituency
- A Council of Governors consisting of governors elected by our members or appointed by local and partner organisations, such as the local authorities and primary care trusts
- An accurate and informative members database, managed in-house

Members will make a valuable contribution to the way in which we manage and plan our services. Members will have the right to:

- Take the opportunity to declare their support for our work and receive regular information such as members' newsletters
- Participate in surveys, workshops, focus groups and other member events
- Make their views known through these events or through their governor on the Council of Governors
- Elect governors to serve on the Council of Governors
- Stand for election to the Council of Governors

2. Defining the membership community

We will have a public constituency and a staff constituency. Further details on membership, such as eligibility and exclusions, are outlined in our governance rationale document and constitution (Appendices 1.b and 1.c of the Integrated Business Plan).



2.1 The public constituency

Patients, carers and the public will be brought together into a single constituency and membership will be on an opt in basis.

As a specialist cancer centre we provide services to a large population of 3.2 million across our network. In addition, approximately 15% of new patients are referred to us from outside the network. To ensure adequate representation of such a large population, there will be 13 classes in our public constituency. Of these, 12 are based on the local government electoral boundaries within our network, with the other covering the rest of England and Wales. Each class will elect one governor to represent them on the Council of Governors, with the exception of:

- Manchester, which will elect two governors, recognising that it has a significantly larger population than any other of the classes in our network
- The rest of England & Wales which will also elect two governors, recognising that 15% of new referrals come from outside our network

We will ensure that we have, as far as possible, a membership that reflects the diverse communities we serve. We are actively recruiting members at present and anticipate a public membership of more than 2,000 by the time we become a foundation trust. At this point we will compare the demographics of the members recruited so far, with census information relating to the demographics of the population we serve. In the period preceding foundation trust authorisation, the existing FT office in the trust will be collating relevant demographic information to present to the Council of Governors at their first meeting. This data will inform the further development of the membership strategy of the Council of Governors.

By the end of our first year as a foundation trust we hope to have increased our public membership to 5,000 and we will be working to ensure that members are distributed across the constituency as shown in table 2.a below.

Table 2.a: Target public constituency membership

(MBC = Metropolitan Borough Council, CC = City Council, BC = Borough Council)

Local Authority	Population	Target membership
Bolton MBC	264,800	400
Bury MBC	182,100	270
Manchester CC	437,000	660
Oldham MBC	218,300	330
Rochdale MBC	206,500	310
Salford CC	216,400	320
Stockport MBC	282,200	420
Tameside MBC (including Glossop which is in High Peak BC)	246,900	370
Trafford MBC	212,700	310
Wigan MBC	305,400	450
Macclesfield & Congleton	241,000	360



(East Cheshire) BCs		
Vale Royal and Crewe & Nantwich (Central Cheshire) BCs	235,500	350
The rest of England & Wales		450

2.2 The staff constituency

Individuals working for, or providing services to, the Christie have been brought together into one constituency. Membership is on an opt out basis and includes employed staff; honorary staff (e.g. university staff); and volunteers. The constituency has five classes, each of which will elect one governor to represent them on the Council of Governors:

- Medical staff
- Nursing staff
- Other clinical professional staff
- Non clinical staff
- Volunteers

The staff constituency has approximately 2,000 members and, to date, only one volunteer has opted out of membership.

3. Resourcing membership development

During the application process, communications, recruitment activity, membership events and the membership data base have been managed in house by the small team co-ordinating our foundation trust application, assisted by our communications manager.

As a foundation trust the person appointed to the newly established role of corporate secretary will be responsible for managing our membership. We will have a membership office, staffed by a membership secretary and membership administrator. We are currently identifying the pay and non pay costs involved. The office will be set up as we move into foundation trust status and will provide the main point of contact for members.

We have commissioned the Electoral Reform Service to organise elections to the Council of Governors which includes providing members with the information they will require to engage in the process. We will consider using other external support for specific functions such as providing the expertise required to manage, maintain and interrogate a large database.

The board is committed to genuine and meaningful communication with our members. Our approach will ensure that they are able to communicate and interact directly with Christie staff. It will be for the Council of Governors, over time, to determine if arrangements continue to be appropriate and adequate for our growing membership.



4. Building the membership base

Individuals eligible for membership of our staff constituency will automatically become members after 12 months employment, unless they indicate that they do not wish to be a member. We believe this strengthens the existing involvement of staff in the organisation, and sends out a clear message about the value we place on staff being actively involved in shaping our future.

With regard to the public constituency, we will build on existing links with all our stakeholders and take every new opportunity to promote membership. This will include the direct targeting of key groups such as:

- Our patients and carers
- Fundraisers and donors
- Community and support groups
- Our Patient and Public Involvement Forum
- Patient and carer support groups operating within the Christie
- Under-represented sections of the community

The Trust Board will:

- Offer membership to everyone in the qualifying constituencies as set out in Section 2 above
- Provide a simple, accessible, well publicised process for becoming a member
- Encourage our staff and volunteers to be active members
- Recognise members as a valuable resource in the planning and delivery of services
- Take advantage of trust events as a means of recruitment – a recent example being the public opening of our new critical care unit where over 350 people attended

The Council of Governors, within the first 12 months, will:

- Develop an action plan for maintaining and building up the membership
- Identify initiatives for raising the profile of membership with staff, patients and communities across the network. This will include:
 - public events, including recruitment stalls at local events
 - membership information on our website
 - ongoing engagement with our existing supporters and with a range of community and support groups across our network
 - engagement with patients and carers through publicity around the hospital site and at our clinics at district general hospitals across the network
- Seek to achieve a membership that is representative of the diverse communities we serve
- Maintain a database of members that meets regulatory requirements and assists in developing membership
- Keep patients, staff, local communities and the wider public informed about our work in order to promote understanding, partnership working and the recruitment of new members



- Work with NHS partners across the local health economy to promote a co-ordinated approach when communicating with patients and the public, for example, not holding elections at the same time

The Council of Governors, within the first 18 months, will:

- Review the profile of the membership against demographic information on the communities we serve, and utilise the results to inform future membership recruitment
- Review support arrangements for membership

5. Managing active membership

The initiatives identified in sections 3 and 4 above will support our aim to develop and maintain a representative and active membership. Encouraging members to become actively involved with the trust and in the development of services is another of our key aims for membership.

Initiatives already agreed by the Trust Board are:

- Canvassing our members to find out if they have any areas of particular interest, enabling us to target specific sections of the membership for involvement in particular issues
- Questionnaires, surveys and focus groups aimed at getting the members perspective on different aspects of our work
- Involvement of members in workshops and project groups relating to specific areas of service development
- Quarterly member events promoting the work of the Trust and encouraging interactions between members, governors and the trust

Our first member event will take place on 4th January 2007. Members will be able to find out more about the Christie as a foundation trust, what it means to be a member, how they can get involved, developments in modern cancer care and what it means to be a governor. This will set the scene for future membership events.

The Council of Governors, within the first 12 months, will:

- Develop an action plan for determining members' interests and involving them in the work of the trust
- Encourage the contribution of members in the planning and delivery of services
- Promote constructive working relationships and dialogue between public members and our staff

The Council of Governors, within the first 18 months will:

- Map the level of involvement and influence of members in the planning and delivery of services, and utilise the result to inform the involvement strategy in the future
- Review the action plan for members involvement



6. **Communicating with members**

It is essential that we establish appropriate and meaningful two way communication with our members. We plan to ensure that we use effective communication methods to encourage active membership and ensure that the information we make available to members is appropriate, regular and user friendly.

The Trust Board will:

- Develop a welcome and introductory pack for members
- Establish an effective communication plan for members, using existing communication channels and building new ones. These will include:
 - Two newsletters per year
 - Email communications
 - A regular membership section in our monthly team briefing and quarterly staff magazine for staff members and volunteers
 - An additional section on our website for members, regularly updated with news and items of interest to the membership
 - A members discussion board on our website
- Organise quarterly seminars for members, in addition to the membership events, presenting items of interest to our members, for example, innovations in care or changes in clinical practice
- Provide appropriate mechanisms for members and their governors to communicate with each other, for example, administrative support from the trust for the governors

The Council of Governors, in the first 12 months, will:

- Identify ongoing initiatives which can be used to inform the wider public about our trust
- Evaluate the success of the communication plan from member feedback
- Maintain and develop the programme of events and seminars

The Council of Governors, in the first 18 months, will:

- Evaluate the success of the quarterly seminar programme
- Review the communications plan

7. **Playing a key community role**

As a membership organisation committed to being a good corporate citizen, we will endeavour to ensure that we contribute to the communities we serve. Our aim is to encourage interest in the Christie and promote good relationships, particularly with our local community.



The Trust Board will:

- Target specific groups and communities for membership recruitment, based on the demographics for each class in the public constituency
- Through initiatives such as Manchester versus Cancer, deliver the trust objective of being a good corporate citizen
- Improve local access by developing the 'Christie at...' initiative

The Council of Governors, in the first 12 months, will:

- Provide local links to enhance community engagement as set out in the corporate citizen action plan
- Investigate opportunities for the Christie to participate in partnership working across the local communities
- Use opportunities for public relations in the local communities to promote the aims and objectives of the Christie

The Council of Governors, during the first 18 months, will:

- Review the actions and outcomes
- Review the level and success of partnership working
- Establish a new programme of work
- Receive reports from stakeholder governors on enhanced understanding and joint working between their organisation and the foundation trust

8. Working with other membership organisations

The Christie serves a population across a wide network, and this encompasses several existing or aspiring foundation trusts, all of which refer patients to us. It is important to strengthen existing relationships with these trusts to ensure that we take forward the concept of membership and public involvement in a consistent and joined up way.

We wish to work with other foundation trusts to raise the profile of community involvement and share best practice on managing the membership and their contribution.

The Trust Board will:

- Establish working relationships with other foundation trusts around membership issues, for example setting up a membership secretary network
- Involve mature mutual organisations, such as the Co-operative movement and its college, which is located in our catchment area, in the training and development of members, governors and directors



The Council of Governors, during the first 12/18 months, will:

- Agree joint approaches, where relevant, on matters such as publicity and recruitment campaigns and events

9. Evaluating success

In order to evaluate success in ensuring that the membership strategy is owned by the Council of Governors we will pursue the following actions.

The Trust Board will:

- Invite the Council of Governors to take ownership of the strategy and review and update it on a regular basis
- Present regular reports to the Council of Governors on membership numbers, diversity, activities and involvement

The Council of Governors, during the first 12/18 months will:

- Review the reports supplied by the membership office, identifying where different or additional information may be required
- Keep the strategy under review, ensuring that it meets its aims
- Ensure that the strategy remains meaningful and relevant to the membership
- Present a report on the progress of the strategy to members at the annual meeting
- Invite members comments on the aims and content of the strategy

10. Membership recruitment to date

Recruitment of potential members commenced with the public consultation process, followed by a targeted recruitment campaign which is ongoing. We have:

- Targeted community groups across our network, giving presentations about the Christie and the benefits of membership
- Targeted our fundraisers and donors through mail-shots and presentations and recruitment of members at fundraiser events
- Placed membership posters and application forms in our waiting areas, with staff and volunteers actively promoting membership and encouraging patients and carers to sign up
- Encouraged and supported staff to sign up new members in their local communities
- Enclosed membership leaflets with our correspondence to new patients

At the present time we have over 1,600 potential public members, with plans to have 2,000 members at the time of authorization. This would mean that we would become a foundation trust with approximately equal numbers of staff and public members, a sound basis from which to build.



11. Plans for future membership recruitment

These are encompassed in the actions proposed in sections 4 and 5 above.

Future plans involve the membership office, with the support of the Board of Directors, working with the Council of Governors to:

- Develop an action plan for maintaining and building up the membership. This will include the direct targeting of key groups such as:
 - Our patients and carers
 - Fundraisers and donors
 - Community and support groups
 - Our Patient and Public Involvement Forum
 - Patient and carer support groups operating within the Christie
 - Under-represented sections of the community
- Identify initiatives for raising the profile of membership with staff, patients and communities across the network. This will include:
 - Public events, including recruitment stalls at local events
 - Membership information on our website
 - Engagement with patients and carers through publicity around the hospital site and at our peripheral clinics at district general hospitals across the network