

King's membership strategy 2017-2020

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1. Summary

King's membership of 10,829 patients and local people provides our Foundation Trust with a link to the communities in Lambeth, Southwark, Bromley and Lewisham, and our patients and families from across the country who use King's regional and national specialist services.

King's members help us ensure patients and our communities have a voice in how we run our services and the improvements we make. They inform our governors and the King's executive Board. Members also elect our governors who in turn hold our Board and non-executives to account for the way they manage our hospitals.

Members views, their experiences and their expertise are vital if King's is to respond to the challenges of providing acute care in the future – for an ageing and increasingly diverse population across South East London.

Over the last three years, our current membership has been an invaluable source of advice and community expertise. Our annual membership report 2016-17 describes the communication and engagement with members and the impact members have had on King's service developments.

This new strategy for 2017-2020, sets out how we will give members a greater say in developing our services and more opportunities to tell us how we are doing. This includes encouraging more members to vote in governor elections, contributing to transformation projects and taking part in engagement events and advisory groups, including annual members' events to report on progress and consult on our plans.

We will improve the ways we communicate with our members about the positive changes we are making and the challenges we face.

We will build on our successful programme of health talks - creating more opportunities for patients and communities to talk with us about their health needs and experiences, as well as learn about the developments in medical care at King's.

Our recruitment priorities for the next three years are to retain our current members and to build our membership in those areas and from those communities who are under-represented. This includes Lambeth residents, some minority ethnic communities and younger people under 21 years.

It is now three years since King's acquired the Princess Royal Hospital Bromley, Orpington Hospital and services at Beckenham Beacon and Queen Mary's Sidcup. King's membership across Bromley stands at 2672 (33.4% of our membership), meeting the targets set in the previous membership strategy. We will ensure we retain our current membership numbers across Bromley and continue to develop the ways our Bromley members get involved in developments across the Princess Royal and our south sites.

Finally, we will use King's membership to formally strengthen our engagement with voluntary and community groups and patient charities linked to King's, (a King's 'Associate membership'). We aim to improve two-way communication, providing better information to voluntary organisations about our work, but also promoting the important support these organisations provide local people and our patients. Associate membership will also ensure voluntary organisations have a greater voice in designing and helping us monitor the quality of our services.

King's membership strategy forms part of the King's patient and public engagement and experience strategy 2017-2020. It includes an annual action plan for 2017-18 (see appendix) which will be led by the patient and public engagement and experience team, working in partnership with King's communication, corporate governance and volunteering teams.

2. Background

This strategy is based on:

- Feedback from the last King's members survey (2014)
- The views of King's governors on the Membership and Community Engagement Committee (Jan-March 2017)
- Examples of membership strategies from other Foundation Trusts (see appendix)
- Good practice identified by NHS Providers (2015)
- Findings from our annual membership report 2016-2017

It delivers King's statutory responsibilities to ensure the governors represent the interests of the members and the wider public and involve them in the planning and monitoring of services we provide. This includes our responsibilities as a Foundation Trust to ensure we:

- Have a membership body that elects the governors of the trust from its members
- Set out who can become a member, the types of membership and the geographical boundaries for public membership
- Maintain a representative membership (of our patients and local communities) and monitor this
- Produce a membership strategy and an annual membership report
- Hold annual members meetings and consult members on King's performance and plans
- Ensure members can communicate with governors and directors, and the chair communicates members' views to the board (NHS Improvement 2017)

3. King's Values and the King's Way

An active and involved membership of patients, staff, volunteers, the public and local organisations is at the heart of the King's Values and the King's Way.

It helps to ensure the highest quality of care by putting patients at the heart of everything we do and:

- Understanding the needs of our patients and families (Understanding You)
- Linking to our local communities, local groups and their networks (Working Together)
- Playing a role in the community – as an employee and neighbour (Making a difference in our community).

4. Our vision for the King's membership

By 2020, the King's membership will be a more representative and active community of patients, citizens and local voluntary and community organisations who work with us to improve and support our services.

Through an active membership we will involve more patients and local people in designing our services and our information and in providing insight to the governors and the board about how we are doing. We will build partnerships with local voluntary and community organisations to help us hear from local communities and to improve the care and support to our patients, carers and families.

5. Objectives 2017-2020

Our objectives for the next three years are to:

- Maintain our membership levels across Southwark, Bromley and Lewisham and increase our membership in Lambeth (with a focus on under-represented minority ethnic populations and younger people)
- Increase our membership amongst 16-21 year olds by introducing a new Youth Membership (16-21 year olds) and give young members' a greater voice at the Board and management levels of the Trust
- Establish a new type of membership for voluntary and community organisations and patient charities (an 'Associate membership'), with improved two-way communication and a greater voice for these organisations to inform our work and form partnerships with our services
- Ensure members voices impact on the work of our governors, King's transformation and quality programmes, King's Way for Wards and our estates strategy and increasing numbers of members participate in our governor elections
- Deliver an improved 'offer' to members including more tailored information about our services, a wider range of opportunities to engage with us, plus access to a range of benefits including NHS staff discounts on goods and services

6. Membership strategy workstreams

We will deliver these objectives through five workstreams:

1. Membership recruitment and retention
2. Member communication and profile
3. Members engagement in service improvement
4. Members' feedback (How are we doing?)
5. Members links to governors and the board

6.1 Membership recruitment and retention

Membership eligibility

All King's staff automatically join the membership of King's if they are permanently employed or have a fixed term contract for over one year. We also automatically sign up Kings volunteers as members. This will continue during the life of this strategy.

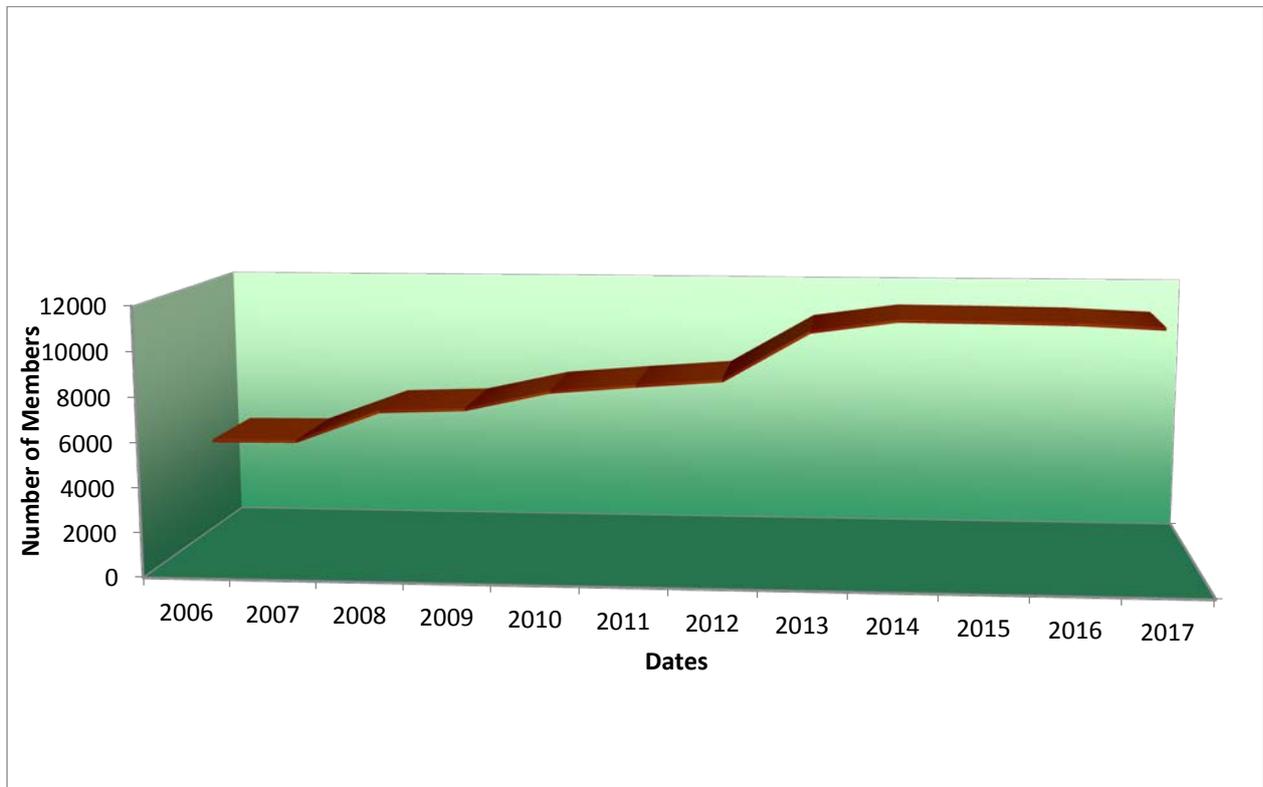
Our patient and public membership will continue to be determined by the following criteria:

- Residents of the boroughs served by King's services (Lambeth, Southwark, Bromley and Lewisham)
- Patients of King's (anyone who is a current patient or has been a patient at King's in the last 6 years)
- Residents/patients aged 16 years and over

Our voluntary and community sector membership will be introduced in 2017-18 under the current trust constitution. Charities and not-for-profit voluntary and community organisations and patient groups based in the boroughs served by King's services or supporting our specialist services, will be able to join King's membership. This will be an 'Associate membership' and as such voluntary and community organisations who become members will not be eligible to vote in elections for King's governors. All other aspects of membership will apply. We aim to recruit and retain 50 local voluntary organisations as Associate members by 2020 and will work with local Healthwatch and umbrella voluntary sector organisations to adopt the best approach to recruitment.

Membership and representation across our constituencies

We aim to maintain our overall membership numbers between 8000-12000 patient and public members. The graph below shows the trend in our membership over recent years.



Our current public membership numbers and the breakdown by geographical area is shown in the table below.

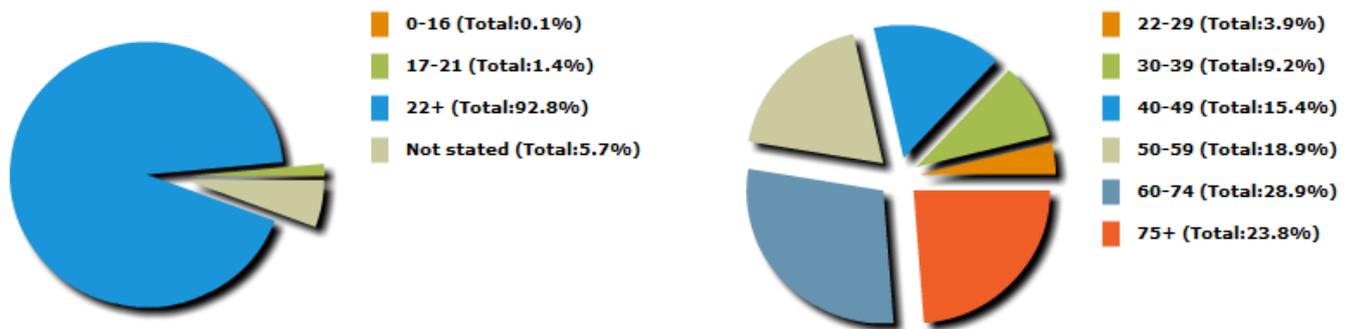
| | Public | % of Membership | Base | % of Area |
|-------------------|---------------|------------------------|------------------|------------------|
| Bromley | 2,672 | 33.38 | 328,334 | 25.94 |
| Lambeth | 1,620 | 20.24 | 325,772 | 25.74 |
| Lewisham | 1,060 | 13.24 | 300,548 | 23.75 |
| Southwark | 2,495 | 31.17 | 310,961 | 24.57 |
| Out of Trust Area | 158 | 1.97 | 0 | 0.00 |
| Total | 8,005 | 100.00 | 1,265,615 | 100.00 |

We aim to build and maintain similar public membership levels in Southwark, Lambeth and Bromley. These boroughs have similar population numbers and are represented by the same number of King's governors. We therefore aim to target our recruitment to increase membership levels in Lambeth to approximately 2200 to address the current under-representation of Lambeth members as compared with Southwark and Bromley members. Our target in Lewisham is to maintain current membership levels.

Our membership should also represent the make-up of our constituency populations. The population groups who are most under-represented are younger people (16-21) and people from some white minority ethnic communities in Lambeth.

Age of King's members

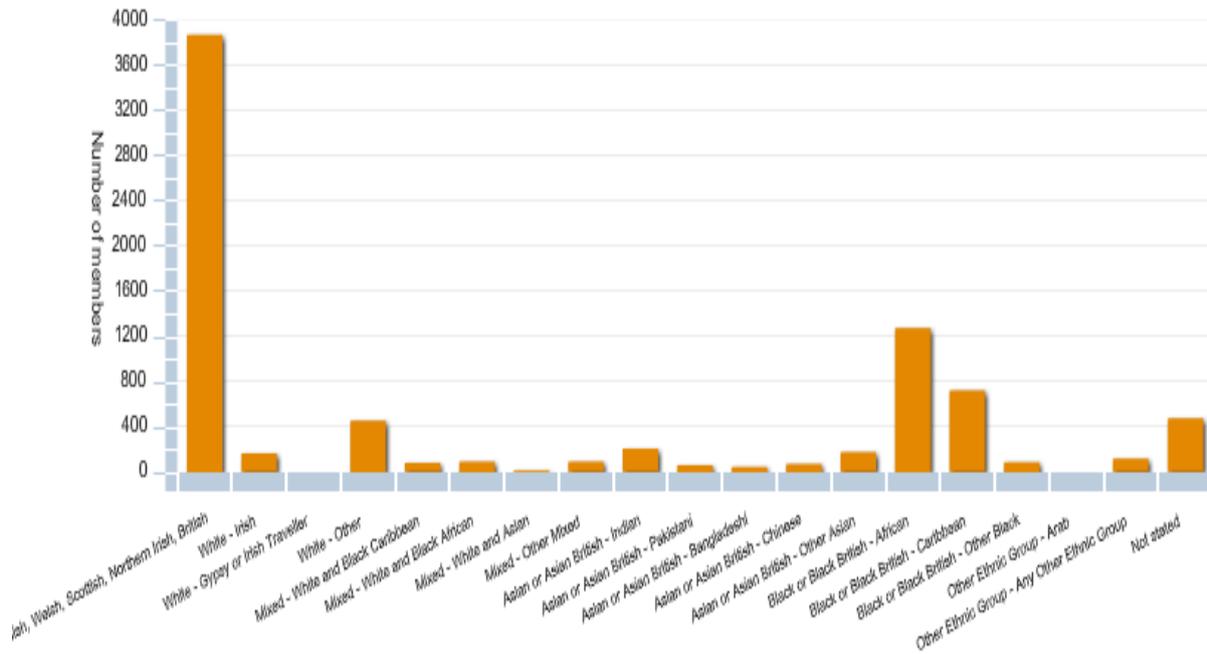
All members



We currently have 160 members who are between 16-21 years. Across all our constituencies we aim to increase our 16-21 year old members to 400 over three years. We will introduce a new 'Youth membership' for 16-21 year olds working with Kings College London, local colleges and sixth forms.

Ethnicity of King's members

An analysis of our membership by ethnicity is shown below. When comparing this data with our local population profile we can identify the populations who are currently under-represented. We aim to increase our membership amongst Polish and Portuguese communities in Lambeth who represent the largest white minority ethnic populations in the borough.



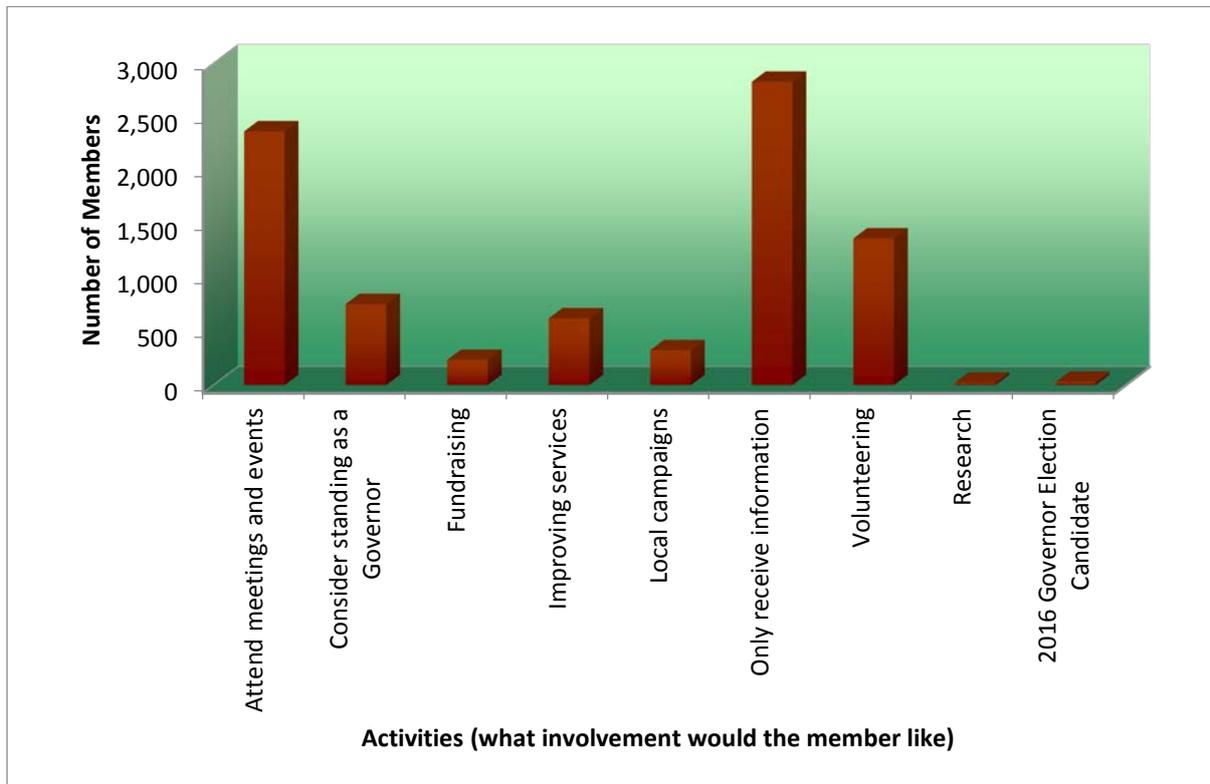
Retaining current members

We will seek to retain our current membership by regularly reviewing our membership lists to keep in touch with people who move within our constituencies. We will also collect more of our current members email addresses to help maintain more regular and cost-effective communication.

The activities described in the rest of this strategy will also encourage our current membership to remain as members.

Members' roles

The main ways our current members want to engage with King's is shown below.



We will continue to encourage all our members to participate in the full range of opportunities that King's membership offers. This includes voting for governors, attending talks and events, providing feedback on services and advising on service developments and improvement.

However we recognise that some members have more time or interest in taking a more active role in King's. We aim to increase the number of members who can take on specific roles as part of patient advisory groups or who can gather feedback about King's services from their communities and families. We will provide support to members who take on these roles, following good practice guidance. For those members interested in taking on more formal volunteering responsibilities, we will work closely with the King's volunteer programme to enable this.

6.2 Member communication and profile

King's is creating a stronger brand and seeking to reach more people to communicate about our services, across digital and printed channels. We want to improve our communication with members as part of our trust-wide communications strategy. We will:

- Co-design a branded multi-channel communications programme for our patient and public members. This will make greater use of email, including

regular branded e-bulletins and social media (linked to trust-wide campaigns). We will continue to use @Kings magazine in print and online and explore ways in which we can increase availability of @King's across our sites. This will be supported by new accessible information for members who have physical, sensory and learning disabilities.

- Co-design and deliver targeted recruitment information and campaigns for new members in Lambeth, for young people and for our 'Associate membership' for voluntary and community organisations. We will work through existing networks, such as Healthwatch, patient participation groups in GP surgeries as well as promoting our membership directly to patients and families when they use King's services.
- Raise the profile of King's patient, public and voluntary sector members to King's staff – encouraging them to tap into the expertise offered by our members
- Raise awareness amongst King's volunteers that they are also members of King's and can take part in all the activities offered to patient and public members
- Once we have established King's Associate membership of voluntary and community organisations we will run members' campaigns to explain and encourage involvement in service improvement projects and other King's developments. We will approach local and umbrella voluntary sector organisations to explore how best to run these campaigns together.

Work to engage staff in King's developments will take place in parallel to the membership strategy, as part of a broader staff engagement programme.

6.3 Members engagement in service improvement

Engaging our members in service improvement is part of King's patient and public engagement and experience strategy. As part of this we will:

- Gather members' views on the Trust's quality priorities annually and involve members in the activities to deliver those priorities each year. In 2017-18 this will include improving outpatient care, cancer care and care for people with mental health needs at King's
- Establish a 'Members' Voices' programme to inform Trust transformation projects. This will involve members alongside other patients and carers, using a mix of virtual groups, teleconferencing, panels and patient/public representatives

- Run a pilot project to test the role of 'trained members' to gather views on King's service developments in their community/patient groups
- Recruit and support 'expert members' to join patient/service user groups to support the new Trust divisions and care groups. We will decide the priorities for these groups with management teams across the Trust
- Extend the involvement of members in PLACE assessments and other site and facilities developments.
- Expand the current 'Health Talks' programme to offer members the opportunity to discuss key health and care issues/services with clinical staff, and to also gather feedback from members about these issues and services at the same time.

6.4 Members' feedback (How are we doing?)

Gathering feedback from members about their experiences of care at King's is also part of King's wider patient and public engagement and experience strategy. We are introducing a range of ways in which we will improve the quantity and quality of feedback we receive from patients over the next three years. Our patient members will be invited to give their feedback about the care they are receiving as part of our regular patient experience programme. However, we will also:

- Approach members who have experience and interest in specific services to share their stories, describe their patient journeys and to give us feedback on specific aspects of care to support Trust quality priorities and service improvements
- Introduce an 'Associate members' survey to gather baseline data on the perceptions of King's amongst our voluntary and community organisation members – and repeat this annually once established
- Undertake a pilot exercise to recruit 'trained' members to help us gather feedback about care from other members or patients in the community, working with King's volunteers

6.5 Members links to governors and the board

During the life of this strategy we aim to improve the ways in which members' views and experience can support King's governors and the board. We will achieve this by:

- Encouraging more members to vote at governor elections
- Promoting the role of governor to encourage more members to stand as governors in future elections

- Creating a specific 'youth forum' of members and Associate members to represent the interests of young people 16-21 years
- Improving the ways in which members share key issues and priorities for local acute care services with governors who represent them
- Improving our feedback to members about how King's governors and the Board have used their feedback.

7. Partnership working

King's recognises the importance of working in partnership with other local statutory and voluntary health and care organisations who are involving patients and the public in their work. We will continue to work collaboratively with local Healthwatch organisations, clinical commissioning groups, local authorities and our neighbouring Foundation Trusts to coordinate our membership activities with other local patient and public engagement.

References:

King's members survey 2014

King's Annual membership report 2016-17

Representing the interests of members and the public, Monitor 2015

Foundation Trust Annual Reporting Manual, NHS Improvement 2017

Appendix 1: Examples of other Foundation Trust membership strategies

This strategy has drawn from membership strategies in other Foundation Trusts including Guys and St Thomas, Frimley Park, Oxleas NHS Foundation Trust, Great Ormond Street, Central Manchester University Hospitals NHS Foundation Trust and Lincolnshire Partnership NHS Foundation Trust. For example:

- Oxleas NHS Foundation Trust's Associate membership scheme
- A number of Foundation Trusts offer members the opportunity to access the NHS discounts and offers service
- Great Ormond Street and others have created youth board/forums to link to governors
- Lincolnshire Partnership NHS Foundation Trust have a 'group of 100' members who take part in focus groups and consultations
- The use of health talks and themed events used by many trusts to engage with members and give them information about healthcare services

- Royal Brompton and Harefield's engagement with specialist patient charities to recruit members
- Central Manchester's strategy of enabling members to act as an ambassador for their community or interest group.

Appendix 2: King's membership strategy

Action plan 2017-18

| Workstream | Milestones | Success measures | Deadline |
|---|---|---|------------|
| Membership recruitment and retention | <ul style="list-style-type: none"> Associate membership information produced and promoted to voluntary organisations in partnership local Healthwatch and VCS umbrella organisations | 20 voluntary/community sector organisations join as Associate members of King's | March 2018 |
| | <ul style="list-style-type: none"> Young people's membership information produced and promoted in Lambeth with young people, in partnership with local colleges/schools/young peoples' charities | 50 young people 16-21 year olds recruited as members | March 2018 |
| | <ul style="list-style-type: none"> New general membership information produced with patients/public and promoted through a membership campaign – targeting Lambeth voluntary sector organisations, PPGs, residents and King's patients | Increased membership in the Lambeth constituency | March 2018 |
| | <ul style="list-style-type: none"> Membership invitation letters in Polish and Portuguese produced to support targeted recruitment campaign via local churches/schools in Lambeth | 50 Polish and Portuguese members recruited in Lambeth | March 2018 |

| | | | |
|--|--|---|---|
| | <ul style="list-style-type: none"> Quarterly membership data cleanse | | Quarterly |
| Member communication and profile | <ul style="list-style-type: none"> Introduce new monthly members e-bulletin with revised format Produce content and introduce social media campaign to promote membership Deliver members content in @Kings magazine and improve email distribution lists Deliver staff communications about King's membership amongst King's senior staff | <p>Positive feedback through member survey</p> <p>Reach of campaign</p> <p>Increased volumes of @Kings via email to members</p> <p>Increased coverage of members/membership activity to staff</p> | <p>June 2017</p> <p>December 2017</p> <p>Quarterly</p> <p>December 2017</p> |
| Members engagement in service improvement | <ul style="list-style-type: none"> Involve members as assessors in PLACE 2017 Engage members in the consultation on the Denmark Hill site plan Engage members in developing the quality improvements for 2017-18 – outpatients experience and cancer patients experience | <p>Members evaluation and use of PLACE findings</p> <p>Members feedback informs the consultation</p> <p>Members feedback informs the service improvements</p> | <p>August 2017 and March 2018</p> <p>March 2018</p> <p>March 2018</p> |

| | | | |
|---|--|--|---|
| | <ul style="list-style-type: none"> Establish a Members Voices programme to enable patient/public involvement in Trust transformation projects (linked to wider patient and public engagement) | Programme in place and success measures to be agreed | March 2018 |
| Members' feedback (How are we doing?) | <ul style="list-style-type: none"> Involve members in senior leaders events/board stories Scope 'member researcher' role to help gather patient feedback - for launch in 2018-19 | Evaluation by staff/board | Ongoing March 2018 |
| Members links to governors and the board | <ul style="list-style-type: none"> Promote governor elections 2017 to members to encourage voting Profile new governors to the membership post-election and how members can communicate with governors Agree and pilot new approach for governors to use members' feedback to support governor committees and the Council of Governors Establish and pilot a mechanism for King's Youth members to share insights with governors Establish and pilot feedback to members on | <p>Increased member turnout</p> <p>Positive feedback from members survey</p> <p>Positive evaluation of pilot</p> <p>Positive evaluation of pilot</p> | <p>October 2017</p> <p>March 2018</p> <p>March 2017</p> <p>March 2018</p> |

| | | | |
|------------------------|---|---|---|
| | <p>governors' use of their insight – via members ebulletin/@Kings</p> <ul style="list-style-type: none"> • Deliver annual general meeting of members and community events to inform 2018-19 Trust quality and operational plans | <p>Member survey feedback</p> <p>Member evaluation of event</p> | <p>March 2018</p> <p>September 2017 and March 2018</p> |
| | | | |
| Member services | <ul style="list-style-type: none"> • Deliver a programme of Health Talks and introduce a new style Health Talks to include gathering feedback from members • Promote the NHS discounts to members as part of new membership recruitment materials | <p>Increased attendance and positive member evaluation</p> <p>Increased membership in line with targets</p> | <p>Ongoing with new programme from January 2018</p> <p>October 2017</p> |

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