

UNIVERSITY HOSPITALS BIRMINGHAM NHS FOUNDATION TRUST

BOARD OF DIRECTORS

THURSDAY 23 APRIL 2015

Title:	MEMBERSHIP RECRUITMENT AND ENGAGEMENT REPORT
Responsible Director:	Fiona Alexander, Director of Communications
Contact:	Fiona Alexander, Director of Communications (x14325)

Purpose:	To update the Board of Directors on progress in the recruitment/engagement of quality members to UHB during 2014/15 and to outline the membership recruitment and engagement strategy update for 2015/16.
Confidentiality Level & Reason:	N/A
Medium Term Plan Ref:	Affects all strategic aims
Key Issues Summary:	<ul style="list-style-type: none">• Number of quality members recruited to UHB during 2014/15• Cost of recruiting those members• Engagement initiatives 2014/15• Engagement and recruitment strategy for 2015/16• Cost of engagement and recruitment strategy in 2015/16
Recommendations:	The Board of Directors is requested: to NOTE progress made in 2014/15 and to APPROVE the Membership and Engagement Strategy for 2015/16 and the costs of delivering it, and to APPROVE the costs for other Foundation Trust sector-related activities for 2015/16

Approved by: Fiona Alexander	Date: 14/04/2015
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UNIVERSITY HOSPITAL BIRMINGHAM NHS FOUNDATION TRUST BOARD OF DIRECTORS

THURSDAY 23 APRIL 2015

MEMBERSHIP RECRUITMENT AND ENGAGEMENT REPORT PRESENTED BY DIRECTOR OF COMMUNICATIONS

1. Purpose

- 1.1 To update the Board of Directors on progress made in the recruitment, retention and engagement of quality members to UHB during 2014/15 and to outline the membership recruitment, retention and engagement strategy for 2015/16 along with the costs associated with delivering it.

2. Objectives 2014/15

- 2.1 The Membership objectives for 2014/15, agreed by the Board of Directors in May 2014, were:

2.1.1 Recruitment

To replace the annual churn and maintain existing membership numbers to no less than 23,500, a 500 member increase on the 2013/14 objective.

With a membership of 23,500, UHB would be in the top 10 of foundation trusts with the highest number of members (2013/14 figures).

1. Heart of England	119,881
2. Northumbria Healthcare	81,948
3. Bradford Teaching Hospitals	50,839
4. The Christie	29,782
5. Sherwood Forest Hospitals	27,291
6. Sheffield Teaching Hospitals	26,563
7. Central Manchester University Hospitals	26,201
8. Norfolk and Norwich University Hospitals	24,911
9. University Hospitals Birmingham	23,941
10. Royal Berkshire	23,356

It was agreed there would not be a major recruitment campaign. Such a campaign would cost between £12,000 and £15,000 to yield around 3,000 new members.

2.1.2 Retention/Engagement

In order to maintain membership and develop engagement further over the next 12 months, the Trust will continue to use the tried and trusted methods listed below:

- Internal recruitment events
- Trust publications
- Internal leaflets
- Trust website
- Social media tools
- GP surgeries
- Existing members
- Community groups
- Governors
- Ambassadors
- Health talks
- Drop-in sessions
- Membership Week

It was agreed emphasis would be put on the retention of existing members and further engagement. This would be achieved through:

- The quarterly publication Trust in the Future
- Further development of the Ambassador Programme, ensuring that Ambassadors are involved in appropriate activities and contributing to the recruitment of new members
- Further developing membership content published via social media and the Trust website
- The inclusion of members on appropriate patient groups
- Raising the profile and role of Foundation Members, Ambassadors and Governors within the Trust
- Working with QEHB Charity to increase membership opportunities amongst fundraisers

2.2 Cost of delivering the 2014/15 objectives

2.2.1 The proposed cost of recruitment, communications, engagement and database management of members for 2014/15 was £31,500. See full breakdown in Appendix 1.

3. Performance against objectives in 2014/15

3.1 Recruitment

The recruitment objectives have been achieved.

While the overall membership for 2014/15 decreased by 335 (1.36%) from 24,536 to 24,211, the end of year figure was still above the 23,500 agreed.

Although overall numbers of members leaving (either due to death or moved away) was greater than those recruited, 1,797 new members joined over the course of the year.

The staff constituency saw the greatest increase in members with an additional 282 staff joining. This is due to recruitment of permanent staff to manage the increase in capacity and new projects such as the Institute of Translational Medicine.

The membership is representative of the constituencies it serves.

Despite this slight decrease in numbers, UHB is still in the top ten of foundation trusts with the highest number of members – at number eight, a place higher than in 2013/14.

3.2 Retention/engagement

The 2014/15 engagement objectives have been achieved.

Engagement activities are aligned to the four membership types; thought, time, energy and support and are communicated via the *Trust in the Future* magazine to all members.

Social media channels such as Facebook and Twitter play an increasingly important role in engaging members. Members may access information directly to their smartphone, or devices with internet connectivity, as it is released and monthly e-bulletins are sent to members who have signed up to receive them.

Staff governors hold drop-in sessions for staff, front internal awareness campaigns and take an active role in developing the Trust's health and wellbeing strategy by championing cycling and healthy eating.

The Trust's annual Best in Care Awards provides an opportunity for governors to recognise those members who have gone that extra mile to support the Trust. Staff, public and patient governors celebrate members' contribution and help to select the winners from the quarterly Customer Care awards nominations.

Members continue to play an important role in developing and improving services. Via the membership magazine *Trust in the Future*, members have actively participated in the work of the Trust's Community Orchard and Gardens Project. More than 50 members and volunteers planted 120 trees as well as developed vegetable patches and set up bee hives within the hospital's grounds.

The involvement of Trust members has contributed significantly to research used to deliver benefits to patients across the West Midlands. One example of this is the National Institute of Healthcare Research's Surgical Reconstruction and Microbiology Centre's (NIHR SRMRC) research into head injuries as a result of cycling incidents. UHB members were involved in promoting the head injury study and awareness around cycle safety.

Members are also engaged with, and invited to take part in, health research via the monthly health talks. In January 2015, the Falls Prevention Team invited members to take part in a ground-breaking study into reducing falls through the use of bare-foot technology.

Evidence of the contribution members make towards improving the Trust's services can also be seen in the monthly 'You Said, We Did' articles which highlight areas of improvement made by listening to feedback. Examples of this in 2014/15 include improving the 'Shuttle Bug' service, introducing better cups for patients and providing better facilities on Ward 303 for teenage patients such as the introduction of games' consoles and DVD players.

In February 2015, UHB recruited six new Ambassadors, all of which are currently studying medicine at the University of Birmingham. The new Ambassadors will support the Trust's 'Every Contact Counts' programme and will assist the outpatient teams through handing out health education literature to patients within the Queen Elizabeth Hospitals.

3.3 Cost of delivering the 2014/15 recruitment and engagement plan

The actual cost of delivering the plan was £27,569, nearly £4,000 less than the budget. This equates to £1.14 per member. See Appendix 1.

4. Patient and Public Involvement at UHB

4.1 The Membership programme is just one strand of public and patient involvement at UHB. See Appendix 2 for a summary of the PPI programme and its outputs in 2014/15.

4.2 Through the work of membership and PPI the Trust ensures that patients and the public are actively involved in improving the patient experience.

4.3 Evidencing the output of this involvement is becoming increasingly important in the context of the Health and Social Care Act, and the publication of key national reports.

5. Objectives for 2015/16

5.1 Recruitment

5.1.1 To replace the annual churn and maintain existing membership numbers to no less than 23,500.

5.1.2 Again, there are no plans to launch a major recruitment campaign.

5.2 Engagement/retention

5.2.1 In order to maintain membership and develop engagement further over the next 12 months, the Trust will continue to use the tried and trusted methods listed below:

- Internal recruitment events
- Trust publications
- Internal leaflets
- Trust website
- Social media tools
- GP surgeries
- Existing members
- Community groups
- Governors
- Ambassadors
- Health talks
- Drop-in sessions
- Membership Week
- Digital Screens

The Trust will specifically seek to increase membership involvement with regards to the haemodialysis satellite units over the coming year to ensure that patients receiving treatment off-site are well represented through the membership programme.

5.3 Cost of delivering the 2015/16 objectives

5.3.1 The proposed cost of recruitment, communications, engagement and database management of members for 2015/16 is £28,000. See full breakdown in Appendix 1.

6. Recommendations

6.1 The Board of Directors is asked to **NOTE** progress made in 2014/15 and **APPROVE** the recruitment and engagement strategy and to **APPROVE** the cost of delivering the strategy and the costs for other Foundation Trust sector-related activities for 2015/16.