

Membership Recruitment and Engagement Strategy
2015-2018

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1. Introduction and purpose

Being an NHS Foundation Trust (FT) means that we are directly accountable to the community we serve and one of the key ways of doing this is through our membership base. Members are vital in ensuring that the Trust has the support and involvement of a significant number of patients, carers and the public across the Trust's catchment areas.

The purpose of this Strategy is to outline how The Royal Marsden Hospital will explore and develop recruitment methods and maintain a membership which is effectively engaged, informed and representative of its community.

2. Current position

As a specialist cancer centre, The Royal Marsden has a unique profile of patients and carers as members. The retention and recruitment of members is therefore challenging as illustrated by the fact the Trust has experienced a loss in numbers for two consecutive years. However this is also reflective of the fact that the Trust has not had an active Membership & Communications Group during that period.

As an established Foundation Trust, membership is the key vehicle by which the Trust embraces patient and public engagement and enables the Trust to fulfil its role as a locally accountable organisation.

3. Recruitment

3.1 Why does The Royal Marsden have members?

Formal membership schemes were introduced for Foundation Trusts (FTs) as a fundamental part of their governance framework. At its core, membership is simply about helping the Trust.

Membership provides a way for the Trust to connect with patients, carers and the public and for those who are interested in our work we will subsequently keep them up-to-date on the latest events and developments.

To attract new and retain existing members, it is vital to have a clear idea of why anyone would wish to become a member and what the benefits are. These include:

- To show support of the hospital and the services it provides
- Gain access to information
- Acquire knowledge and understanding about future developments
- A way to influence services by providing feedback

3.2 Membership numbers

The Royal Marsden Hospital became an NHS Foundation Trust in 2004 and as of 14th November 2017 the Trust had 8,182 members, comprising of the following constituencies:

- 1,749 Patient/Carer members
- 3,305 Public members
- 3,128 Staff members

3.3 Current initiatives

It's important to provide a simple and seamless process in becoming a member. The Trust currently promotes membership through:

- The Trust website : dedicated FT Membership Pages including an online application form
- RM magazine - advertising membership in every edition
- Trust information screens across both sites
- Your Guide to The Royal Marsden (new patients booklet) information included within
- Membership application forms on display across both sites
- Welcome letter from the Chief Executive to all new patients at registration
- Volunteers - The Friends of The Royal Marsden to ensure these are recruited as members

3.4. Who can become a member of The Royal Marsden?

Anyone aged 16 years old or over and lives in England can become a member of The Royal Marsden. The Trust has defined England as the geographical boundary for its membership constituencies for public, patient and carer, thus reflecting the patient profile of the Trust.

The membership is split into three constituencies: Patient and Carer, Public and Staff, as defined below:

Patient and carer membership

The Patient constituency is subdivided into three geographical areas: Kensington & Chelsea and Sutton & Merton, Elsewhere in London, and Elsewhere in England. Anyone living in these areas, who has been a patient at the Trust within the last five years can become a member of the relevant patient sub-constituency. In addition, there is a carer sub-constituency which is open to individuals who class themselves as carers of a current or former patient within the last five years.

Public membership

The Public constituency comprises of individuals who live within the three geographical areas of the Kensington and Chelsea, London Boroughs of Sutton and Merton, and Elsewhere in England.

Staff membership

The Staff constituency comprises of individuals who are employed by the Trust, hold an honorary contract with the Trust or hold an honorary contract with the Trust and the Institute of Cancer Research. Upon joining the Trust, staff will become members of the Trust automatically unless they choose to opt-out. The constituency is divided into five staff groups: Corporate and Support Services, Clinical Professionals, Clinical Support Staff, Doctor, and Nurse.

3.5 Representative membership

Our overall aim is to not only increase our membership but ensure it is representative of the various communities served by The Royal Marsden, spread across different age groups, ethnicities and socio-economic categories. Monitor is looking for FTs to demonstrate that they are working to increase a representative membership along with improving interaction and engagement with members.

It is recognised that our membership recruitment should focus particularly on increasing the number of patient members due to low numbers in this constituency. It also needs to develop strategies to encourage younger members to join the membership (under the age of 21).

4. Engagement

4.1 Level of involvement

The Trust recognises that not all members can be or want to be active members; the Trust has two levels of membership to help determine each member's level of involvement and allows the Trust to manage resources more effectively.

	Level 1	Level 2
Invited to stand in elections	✓	✓
Vote in elections	✓	✓
Receive RM magazine	✓ (excluding Staff Members)	✓
Personal invites to events		✓
Notified of annual review	✓	✓
Invited to participate in surveys and consultations		✓
Invited to focus groups		✓
Invited to AGM	(Staff Member invited)	✓

4.2 Engagement Initiatives

- Membership mailings - all patient/carer and public members receive a minimum of 4 mailings a year which includes a covering letter from their governor(s), a copy of *RM* magazine and details of forthcoming events (e.g. Members' Events, Annual General Meeting etc.) and other ad hoc engagement opportunities.
- E-bulletins members who have given their email addresses receive ad hoc information e.g. Surveys as well as information about forthcoming events and engagement opportunities for members.
- Website - The Trusts new website is being launched this year (Summer 2015) the need to work with the digital team to make the membership and Council of Governors pages on the website look more appealing, and easier to navigate.

- Welcome Pack - All new registered members receive a welcome pack which includes; a copy of the latest RM Magazine, letter from Chairman re: Governors, info re: membership and the two levels of membership, key contacts.
- Members Events - All members are invited to attend members event which are held 2/3 times a year. Level two members receive a formal invitation with details. Members' feedback from events to be made available and to consider: e-forms.
- Elections - When a vacancy arises on the Council of Governors all members within the constituency are written to advising an election will be held and an invitation to them to stand.

5. Strategy review and evaluation

The Membership & Communications Group is responsible for reviewing the Strategy and reporting changes to this to the Council of Governors.

Action Plan in Appendix 1 will be reviewed and updated by the Membership & Communications Group and a summary report presented to the Council of Governors annually by the Governor co-chair.

Action Plan

Objective	Task	Sub Task	Owner	Completed / Status
Informed Raising awareness and building membership base	Continue to raise awareness of FT membership through the use of leaflets and publications produced by the Trust	New Membership form/information screens designed.	AJ	Complete
	Produce posters and application forms to promote recruitment more visual presence at the hospital	Look at display boards to be mounted on the walls throughout the hospital with application form holder and post box.	EP/	Free standing boxes in place in key locations
	Conduct targeted recruitment campaigns to attract patient members	Letter from Chief Executive to new patients at point of registration.	AJ	Complete
		Membership forms being given out to patients when collecting medicines at Pharmacy.	AJ	Complete
	Conduct targeted recruitment campaigns to attract young members (16-21)	Governors attending their local schools to give a presentation on the RM and membership.	Governors/ AJ	Ongoing
	Ensure that all new staff are informed of their membership status and option to Opt-out			Complete
Review and develop the Trust website pages	New Trust website due to be launched in Winter 2015 work with the digital team to update content.	AJ/ Governors	Complete	

	Members Events held 3 times a year		M&C Group	Ongoing
	Members Week held annually		M&C Group /CG team	Due March 2018
Communicating with members	Publish and distribute “RM Magazine”	M&C Group to suggest stories.	EP/AJ	Ongoing
	Keep Members engaged – taking part in surveys, invite to focus groups, carrier in RM Magazine.		AJ/All	Ongoing
Representative	Evaluate data	Work with the Trusts Equality and Diversity Specialist Lead.	M&C Group	Ongoing