

**UNIVERSITY HOSPITAL BIRMINGHAM NHS FOUNDATION TRUST
COUNCIL OF GOVERNORS**

MONDAY 21 JULY 2014

**MEMBERSHIP RECRUITMENT AND ENGAGEMENT REPORT
PRESENTED BY DIRECTOR OF COMMUNICATIONS**

1. Purpose

1.1 To update the Council of Governors on progress made in the recruitment, retention and engagement of quality members to UHB during 2013/14 and to outline the membership recruitment, retention and engagement strategy for 2014/15 along with the costs associated with delivering it.

2. Objectives 2013/2014

2.1 The Membership objectives for 2013/2014, agreed by the Board of Directors in April 2013, were:

2.1.1 Recruitment

To replace the annual churn and maintain existing membership numbers to no less than 23,000.

2.1.2 Retention/Engagement

To deliver the recruitment objectives the Trust agreed to use the methods outlined below, as analysis showed that those individuals who had an existing relationship with the Trust were more likely to play an active role within the hospital, as well as more likely to sign up as a member in the first place.

- Internal membership recruitment events
- Trust publications
- Internal leaflets
- Trust website
- Social media tools
- GP surgeries
- Existing members
- Community groups
- Governors
- Ambassadors

- Health talks
- Drop-in sessions

2.1.3 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 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

UHB also launched an ambitious campaign – to attract 2,013 during 2013.

2.2 Cost of delivering the 2013/14 objectives

2.2.1 The proposed cost of recruitment, communications, engagement and database management of members for 2013/14 was £33,820 (ie £1.40 per member)..

3. Performance against objectives in 2013/2014

3.1 Recruitment

The recruitment objectives have been achieved.

In the last 12 months UHB has recruited 4,636 new members. The biggest growth was in the Patient constituency where numbers increased by 10%. This was due to two main reasons – an increase in clinical activity and the membership recruitment campaigns run in the hospital. The Staff constituency also saw an increase in members – some 400 – due to recruitment of permanent staff to manage the increase in capacity.

However during the year, the Trust also saw a ‘churn’ of 4,045 members – the main reasons being members who passed away or those who moved addresses and no longer qualify as a member, or those who didn’t wish to continue being a member.

Therefore, on 1 April 2014 UHB had a total membership of 24,532, an increase of 591 members (2.5%) on the previous year (23,941 members).

The membership is representative of the constituencies it serves.

3.2 Retention/engagement

The 2013/14 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.

The role of staff governors has continued to be elevated through Trust publications and internal engagement activities. 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. Staff governor profiles have also been improved on the public website during 2013/14.

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 collaborative research groups, clinical trials and local patient involvement initiatives.

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 CLHARC (Collaborations for Leadership in Applied Health Research and Care) research, that a number of UHB members were involved in, which has led to the instigation of a West Midlands-wide online training course to help GP receptionists recognise the symptoms of stroke and the introduction of a specialist stroke paramedic role.

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 highlights areas of improvement made by listening to

feedback. Examples of this include improving information on travel routes, taste testing patient meals, providing better seating and improving visitor facilities on wards such as Internet access.

3.3 Cost of delivering the 2013/2014 recruitment and engagement plan

The actual cost of delivering the plan was £31,152.

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 2013/14.

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 2014/15

5.1 Recruitment

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

With a membership of 23,500, UHB would be in the top 10 of foundation trusts with the highest number of members.

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

5.1.2 There are no plans to launch a major recruitment campaign. Such a campaign would cost between £12,000 and £15,000 to yield around 3,000 new members.

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:

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

5.3 Cost of delivering the 2014/15 objectives

5.3.1 The proposed cost of recruitment, communications, engagement and database management of members for 2014/15 is £31,000.

SUMMARY OF PATIENT AND PUBLIC INVOLVEMENT 2013/14

The involvement summarised below is over and above participation in local and national surveys and outputs resulting from the bedside patient satisfaction surveys.

1. Information for Patients and Shared Decision-Making

Launch of the mystay@qehb website in September 2013, providing patients with information and performance against key clinical indicators by ward, prior to their stay.

myhealth@qehb, which was successfully launched in 2012/13, continues to expand and improve with over 4,272 patients now signed up: more than a three-fold increase since 2012/13.

2. Patient and Carer Councils

The Trust has four Patient and Carer Councils: one for wards (inpatients), one for outpatients, a Mystery Patient Council and a Young Person's Council.

The purpose of the councils is for patients, Foundation Trust members and the public to work in partnership with staff to improve the services provided to patients. All council members are also Foundation Trust members. All of the councils have been active in seeking patients' views to influence the improvements in care.

The councils hosted a seminar this year to celebrate their achievements over the last year. This included a reflection on the developments within the Trust and the work programmes for the next year. Membership of the councils has increased, with the total number of patient and public representatives now being 58.

The wards and outpatients councils have continued to use the 'Adopt-A-Ward or Department' scheme to facilitate partnership working with staff to provide a patient perspective to improving the experience of patients and their relatives. Some members have also been involved in the 'Back to the Floor' quality visits undertaken by the senior nursing team.

The work programmes this year have concentrated on responding to feedback from patients and carers. This has included improvements to letters, signage, patient menus and food choices, information and customer care. Councils have continued to be actively involved with ongoing work on nutrition and hydration of inpatients, privacy and dignity, and patient experience data collection.

3. Young Person's Council

The Young Person's Council has provided a way of involving young people aged 16-25 years in the development and improvement of services within our hospitals to ensure they have the best possible experience. The group has been involved in piloting a Buddy Scheme to provide support to young patients, gaining views on the provision of WiFi for inpatients, and reviewing ways in which the hospital environment could be more 'young person friendly' through the use of artwork.

4. Mystery Patient Council

Council members have undertaken 57 Mystery Patient visits to test services and facilities in the hospital. The initiative has been very useful in highlighting key areas for improvement. Group members have worked with the staff in a variety of areas and have reported their findings which have been used to inform education and training programmes for staff and improvements in facilities for patients and visitors.

The Council has concentrated on diabetes, oncology and radiotherapy outpatient services and the hospital switchboard this year, but plans to roll out the initiative to other departments and services in 2014/15.

5. Readership Panel

The group was established seven years ago and provides a forum for involving patients and the public in reviewing and influencing the way in which information is provided in all formats.

This ensures that all information within the Trust is produced in a way that is useful to patients, carers and the public, has a consistent style, and is in a non-jargonised language that falls in line with national NHS guidelines. This year the group has specifically been involved with:

- Review of UHB Hospital Information Channel
- Leaflet: Make the Difference, Become a Volunteer Care Maker at the QEHB
- Working with Carers – Common Core Principles/Webpage for Carers
- Booklet: Tena Patient Skincare
- Leaflet: Managing Your Pain
- Leaflet: Bone Anchored Hearing Aid
- Leaflet: Cochlear Implants
- Leaflet: Your Anaesthetic for Brain Surgery
- Leaflet: Anaesthesia for Your Spinal Surgery
- A5 size postcard for patients: mysafety@QEHB
- Leaflet: RAPID Assessment, Interface and Discharge (RAID) Mental Health Team

The panel has also been involved in the review of Trust audit documents, procedures and guidelines including:

- Guidelines for Urinary Continence Care for adult patients aged 16 or over
- Patient Guidelines for Self Administration of Medicines
- Protocol for the Management of Erectile Dysfunction

6. Equality Delivery System

Members of the Patient and Carer Councils and public representatives have met throughout the year to discuss the Trust's approach to equality. Members have reviewed the objectives:

- Better health outcomes for all
- Improved patient access and experience
- Empowered, engaged and well-supported staff
- Inclusive leadership at all levels

They have discussed various actions that the Trust is taking to ensure all patients and carers are treated as individuals and consideration given to any special needs they may have. The group have also been involved in the development of the 'Orchard Project' to engage with the local community.

7. Healthwatch Birmingham

Healthwatch Birmingham is hosted by Birmingham Voluntary Services Council and has taken some time to become established. Links have been maintained with key personnel and members have been invited to take part in events and consultations at the Trust.

8. Patient and Carer Consultations

Patient and Carer Council members, Volunteers, Healthwatch members, and Foundation Members were consulted on the following during the year:

- Diarising the patient's day
- Trust Annual Plan
- Promoting research to patients and the public
- Volunteer Strategy
- Patient Experience Strategy

9. Volunteers from the local community

The Trust had around 600 people registered as active volunteers at the end of March 2014. A continued effort has been made to recruit from groups that would not traditionally be linked with hospital volunteering. The profile of volunteers is now:

- 34% male
- 25% black and Asian
- 17% under 30 years old
- 25% over 66 years old
- 24% employed
- 14% unemployed
- 9% students
- 43% retired

UHB volunteers give their time to enhance the experience of its patients, carers, visitors and staff. UHB often received feedback to say how much they are appreciated:

“I was greeted by a lovely elderly lady volunteer who dealt with my query quickly and pleasantly. She was wonderfully helpful.”

The volunteers also benefit from being part of the hospital. Here are two quotes from volunteers:

“I cannot explain how much pleasure it has given me to be a volunteer, I feel so lucky.”

“I would like to take this opportunity to thank everyone for making me a member of their team and creating such amazing memories and experiences.”

A Volunteer Committee, established in 2011 and chaired by a Governor, continues to formally involve volunteers in the development of the voluntary services within the Trust. The committee organised a fundraising event as part of National Volunteer Week, where they were also involved in promoting and publicising the role of volunteers in the hospital. The Committee have been involved in developing the strategy for volunteering for the next three years.

Voluntary Services commenced a new buggy service in 2012, to transport patients and visitors from the car park to the hospital main entrance. During this year they have had 21,831 passenger journeys, making a total of 33,831 in the first two years of operation. Feedback from patients and visitors has been very positive and the team were nominated and won the Trust’s Best in Care Award for the category ‘Volunteer of the Year’.

Good working relationships have continued with the Birmingham Voluntary Services Council, and local volunteer organisation networks.

National recognition of the standard of the service has been demonstrated through a request from the Principal Private Secretary to HRH Prince Charles for the Associate Director of Patient Affairs (ADoPA) to be part of a round-table discussion to encourage more young people to volunteer in health and social care. The ADoPA was also invited by the Department of Health to be part of the strategic group to develop active communities and has continued in a key national role as the Chair for the National Association of Voluntary Services Managers, the organisation that leads volunteering in the NHS.

10. Public Engagement in research and development

The Trust's successful annual Research Showcase in May 2013 coincided with International Clinical Trials Day and allowed members of the public, patients and staff to see how their involvement in research can make a real difference to the healthcare of future generations.

A series of regular Research Awareness Days have now been established with the first, hosted by the Liver Disease Research Team, proving popular with members of the public – both patients and visitors.

Those running the display included researchers, liver PhD students, nurses and support staff, who were able to discuss their involvement in research projects with people interested in finding out more about how they, or their relatives, could take part.

In October 2013 the SRMRC held its first Patient and Families Group Meeting. It was attended by patients who had taken part in an SRMRC study, along with their family members.

The SRMRC's Patient, Carer and Public Involvement (PCPI) Day was held in March 2014. More than 25 patients and relatives attended the trauma research event, which was staged under the theme of Pre-Hospital and Emergency Care.