

**Harrogate and District Foundation Trust**  
**Membership (Engagement) Strategy 2023- 2025**

**1. Introduction by Chair**

**1.1 Why is membership development and engagement important?**

Harrogate District Hospitals Foundation Trust is an important part of the communities it serves, and exists to serve those communities and its patients. We want inform all of our stakeholders (and operational areas) that the Trust is there for them and to feel an ownership of, and ideally an attachment to, the Trust.

As a Foundation Trust we were formed as a membership organisation. We must ensure our members have access to information, events and benefits. It is through our membership we gain insight into the wants and needs of our communities and stakeholders. By understanding what matters most to our members, we can improve our services for the benefit of the local community.

The Trust Board is accountable to the members directly, and through Governors (elected from and by the membership) who have the power to appoint the Chair and other Non-Executive Directors and to oversee the Board's performance.

**1.2 Our ambition**

Our vision is for an actively-engaged, vibrant and representative membership.

This means that:

- Our members will feel informed, and listened to, and be able to see that their views are reflected in the actions of the Trust.
- As a Trust we will be able to improve our services by listening and responding to the needs and wants of the communities we serve.
- Our membership will truly be representative of the communities we serve, so that our services can better reflect the diverse nature and needs of those communities.

**1.3 How will we move forward**

Our membership list has evolved since we became a Foundation Trust in 2005 and it has been some time since the Membership Strategy has been reviewed. We have some work to do to review our current membership database; to check and update the information held; to understand better how representative our membership is of the communities we serve; and to make sure that in future we can communicate effectively and efficiently with our members.

We will work with our members to provide a range of information and engagement opportunities so that members can be involved to the extent that they choose.

The development of this strategy has been led by our Council of Governors and its Governor Development and Membership Committee. The strategy will be supported by an action plan which will set out what we need to do in practice to achieve our vision, and how we will measure our progress.

Our Membership is a valuable asset and we want meaningful engagement between members and the Trust so they can influence the development and design of services to reflect the needs of the communities served by the Trust.

It has been some time since the Membership Strategy has been updated and it has been reviewed to reflect that the many changes and challenges over recent years. We aim to build and develop a more active and informed membership.

We want to ensure we gain more views and ideas from the membership and other stakeholders. Also, to develop how we can take forward and implement actions which will achieve the objectives of our strategy and demonstrate our values.

## At **teamHDFT** we value:

### **kindness**

We show **compassion**, and are **understanding** and **appreciative** of other people

### **integrity**

We display personal and professional **integrity**, are **honest** and bring a **positive** attitude

### **teamwork**

We are **helpful** to each other, **listen** intently and **communicate** clearly

### **equality**

We show **respect**, we are **inclusive** and we act **fairly**

## **2. About The Trust**

Harrogate & District NHS Foundation Trust (“the Trust”) was founded under the Health and Social Care (Community Health and Standards) Act 2003 and authorised as an NHS Foundation Trust from 1 January 2005.

The Trust is the principal provider of hospital services to the population of Harrogate and surrounding district, and also provides services to north and west Leeds - representing a catchment population for the acute hospital of approximately 720,000.

In addition, the Trust provides some community services across North Yorkshire (with a population of 400,000) and provides Children’s Services between birth and up to 19 years of age in North Yorkshire, County Durham, Darlington, Middlesbrough, Stockton-on-Tees, Sunderland, Gateshead and Wakefield, covering a total population of around 1.75m.

The full range of services provided by HDFT can be found on our website at [www.hdft.nhs.uk](http://www.hdft.nhs.uk) and in more detail in the Annual Report and Accounts (<https://www.hdft.nhs.uk/about/trust/statutory-info/>)

## 2.1 Trust Strategy and Ambitions

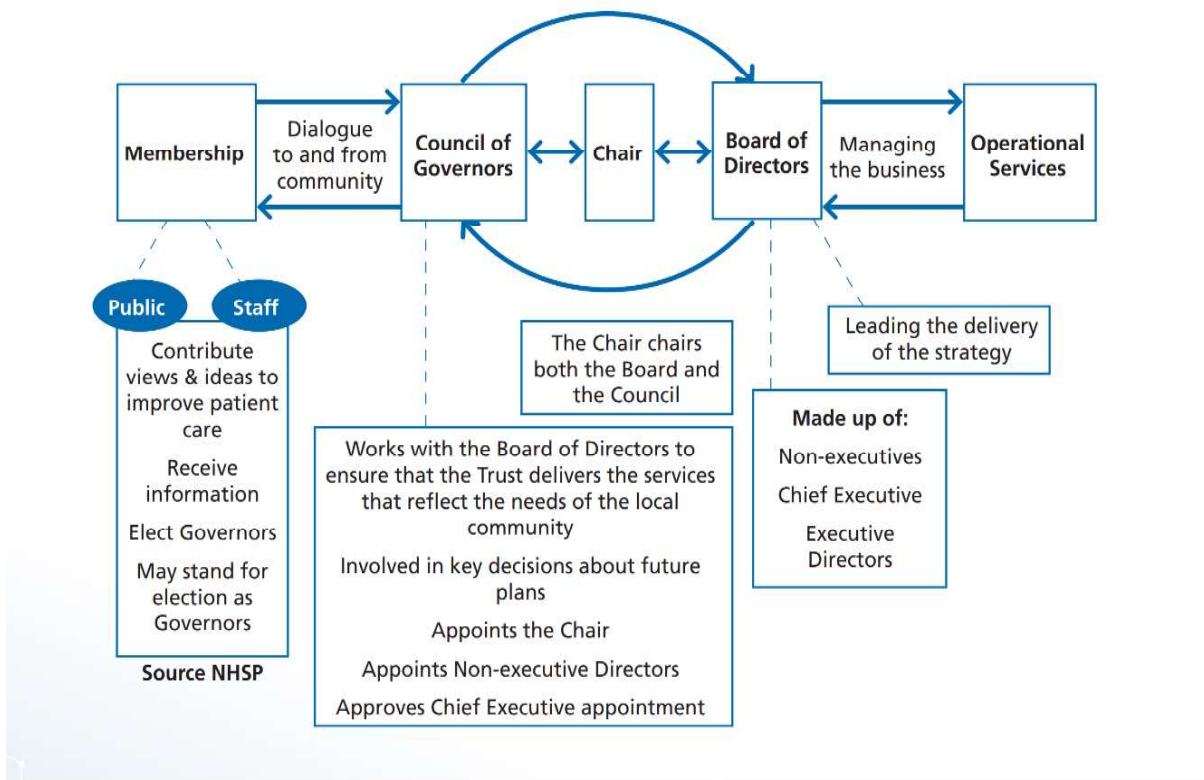


More detail about the strategy can be found here [Our Strategy and Ambitions - Harrogate and District NHS Foundation Trust \(hdfnhs.uk\)](https://www.hdfnhs.uk/our-strategy-and-ambitions)

## 2.2 Trust Local Accountability

The Trust is accountable to the local community, the patients it cares for and the people it employs through its membership. By becoming members, local people, patients, carers and our colleagues are able to have a say in the design and delivery of services. Governors elected by the membership perform a vital role in holding the non-executive Board members to account for the performance of the Board.

The diagram below summarises the links between the Trust, the Governors, the membership and community.



### 3. Who are our Members

As a Foundation Trust, HDFT is accountable to its membership; the membership includes people from the communities the Trust serves, the patients it cares for and the people it employs. Our membership helps us to stay in touch with what people feel they need from our services and being a member provides an opportunity to contribute to how we run Harrogate District Hospital as well as our community services across North Yorkshire and beyond.

#### 3.1 Public members:

Membership is open to anyone over the age of 16 who is a resident of the Trust's constituencies (see map below), or a patient of the Trust and/or their carer.

Anyone who does not meet the criteria is welcome to join as an Affiliate.

You can sign up for membership online here [Introduction \(membra.co.uk\)](http://membra.co.uk)



### 3.2 Staff members

All employees of Harrogate and District NHS Foundation Trust holding a permanent or fixed term contract of at least 12 months are automatically enrolled as members of the Trust unless they express a wish to opt out.

As a member you can vote for, or stand as, a Governor to represent the interests of your colleagues/constituents and feed back to them about the performance of the Trust. The staff constituency is divided into six classes

- Medical practitioners
- Nursing, midwifery and AHPs (Allied Health Professionals)
- 0-19 services (including North Yorkshire, County Durham, Darlington, Middlesbrough, Stockton-on-Tees, Sunderland, Gateshead and Wakefield)
- Community services
- Other clinical
- Non-clinical

### 3.3 Current membership

As at November 2023, we have 15,611 people on our membership database. This includes 10,943 public members and 4,668 staff members.

The list of staff members is up to date and we have work email addresses for all staff members.

The breakdown of staff members by constituency is given below; most of our staff members also live in one of our public constituencies:

Constituency	Number of members (Nov 23)
Medical practitioners	<b>342</b>
Nursing, midwifery and AHPs (Allied Health Professionals)	<b>1,236</b>
0-19 services (including North Yorkshire, County Durham, Darlington, Middlesbrough, Stockton-on-Tees, Sunderland, Gateshead and Wakefield)	<b>227</b>
Community services	<b>1,231</b>
Other clinical	<b>624</b>
Non-clinical	<b>1,008</b>

The database of public members has grown since the creation of the Foundation Trust in 2005.

We recognize that we need to:

- have more confidence in the accuracy of our database
- improve the way in which we identify and collect appropriate information which would help us develop a more representative membership
- Improve communication with our membership and potential future members

The breakdown of public members by constituency is:

Constituency	Number of members (Nov 23)
Harrogate and surrounding villages	<b>4959</b>
Ripon and west district	<b>1414</b>
Knaresborough and east district	<b>1714</b>
Wetherby and Harewood, including Otley and Yeadon, Adel and Wharfedle and Alwoodley wards	<b>1556</b>
The rest of North Yorkshire and York	<b>424</b>
The rest of England	<b>822</b>
Affiliate	<b>54</b>

### **3.4 Benefits of Membership**

As a member, you can choose the extent to which you engage with HDFT.

- gaining information to help improve the understanding of how the local health care system works and is changing;
- sharing your experience and views on services to help shape future design;
- volunteering or working with the Trust;
- voting for Governors who will represent your interests;
- standing as a Governor yourself;
- Additionally all members are eligible to be part of the Health Discounts Scheme [Health Service Discounts: NHS Discounts, Offers & Codes](#)

## **4. Representing the Interests of the Membership**

NHS Foundation Trust governors are accountable to the members who elect them and must represent their interests and the interests of the public. As a member you can vote for, or stand as a Governor to represent your constituency or and provide feedback about the performance of the Trust.

Members views and opinions are heard through the Council of Governors.

The Council of Governors currently consists of 20 elected and six nominated Governor positions.



#### **4.1 Staff Governors are elected by staff representing the following groups:**

- Medical practitioners (1)
- Nursing, midwifery and AHPs (Allied Health Professionals) (1)
- 0-19 services (1)
- Community services (1)
- Other clinical (1)
- Non-clinical (1)

#### **4.2 Public Governors are elected by the following constituencies:**

- Harrogate and surrounding villages (5)
- Ripon and west district (2)
- Knaresborough and east district (2)
- Wetherby and Harewood, including Otley and Yeadon, Adel and Wharfedale and Alwoodley (2)
- The rest of North Yorkshire and York (1)
- The rest of England (1)

#### **4.3 Stakeholder Governors nominated by the following:**

- Harrogate Integrated Facilities (1)
- Local Authority (2)
- Further/Higher Education/Research establishment (1)
- Voluntary Sector (1)
- Patient Experience Sector (1)

#### **4.4 The Council of Governors is responsible for:**

- Representing the interests of members and the public.
- Appointing the Chair and other Non-Executive Directors, and holding them to account for the performance of the Board.
- Approving the appointment of the Chief Executive by the Non-Executive Directors.
- Receiving the Trust's Annual Report and Accounts.
- Appointing the Trust's external auditors
- Approving "significant transactions" acquisitions and mergers
- Approving amendments to the Trust's constitution.

More about the Council of Governors can be found here

<https://www.hdft.nhs.uk/about/council-of-governors/>

## **5. The Purpose of the Membership Strategy**



To set out a **vision** which demonstrates:

- Commitment and responsiveness of the Trust to the membership
- How members will be well informed and have improved understanding of the work of the Trust
- A membership which can influence the shaping of future services delivered by the Trust

## **6. Objectives of Membership Strategy**

- Increase, develop and effectively manage membership
- Encourage membership which is representative of communities, staff and stakeholder groups
- Increase types and quality of engagement with the membership and other groups...
- Measure and track success on the implementation of the Strategy via an action plan

**The table below sets out the supporting aims of each objective**

<b>Objective 1: Increase and develop membership and effectively manage its administration</b>
<ul style="list-style-type: none"><li>• Review on-line recruitment process and membership information packs</li><li>• Review accuracy of existing database information</li><li>• Raise awareness of benefits of belonging as members</li><li>• Develop new marketing materials – differentiated according to stakeholder group</li><li>• Examine potential broadening of media used to promote recruitment</li><li>• Consider regularity of posting/issuing news stories to develop and maintain profile of membership</li></ul>
<b>Objective 2: Encourage membership which is representative of communities, staff and stakeholder groups</b>
<ul style="list-style-type: none"><li>• Regularly analyse membership data and identify underrepresented groups</li><li>• Consider ways in which those served by and working with 0- 19 Services outside Harrogate and North Yorkshire can be effectively represented and young people in the community</li><li>• Develop targeted campaigns to increase recruitment from underrepresented groups and encourage involvement from younger people</li></ul>
<b>Objective 3: Increase types and quality of engagement with membership and other groups</b>

- Review and develop existing ways of communicating with members
- Improve opportunities for more and varied Governor engagement with the communities, staff, and stakeholder groups they represent
- Ensure that respective patient and service user strategies are co-ordinated and complementary (i.e Trust and Membership Engagement Strategies) and improve engagement opportunities between Governors and other organisations representing patients, communities, and other stakeholder interests so that voice and feedback can be strengthened
- Devise a programme of events to meet the needs and interest of members

#### **Objective 4: Measure and track success on the implementation of the Strategy**

- Devise detailed action plan which will set out steps to be taken towards achieving objectives and delivering the vision
- Establish annual reporting to Council of Governors and Annual Members' meetings
- Identify key performance indicators establish baselines against which to measure progress

### **7. Process of Consultation, Approval and Implementation of Membership Strategy.**

<b>Action</b>	<b>By</b>	<b>Timescale</b>
Initial Discussion on Membership Strategy Objectives	Informal Council of Governors	19 <sup>th</sup> September 2023
Production of Draft Strategy and Action Plan	Membership Engagement Working Group	31 <sup>st</sup> October 2023
Finalise Draft Strategy prior to consultation at Annual Members' Meeting	Governor Development and Member Engagement Committee(GDMEC)	15 <sup>th</sup> November 2023
Presentation of strategy at the Members Annual Meeting and gather feedback	Lead Governors	21 <sup>st</sup> November 2023
Develop Detailed Membership Strategy Action Plan	Membership Engagement Working Group/GDMEC	January to March 2024
Membership Strategy Final Approval	Council of Governors Trust Board	6 <sup>th</sup> March 24 27 <sup>th</sup> March 2024
Progress Reports on Implementation of Strategy and monitoring of Action Plan	Governor Development and Engagement Committee	Quarterly reporting ongoing 3 years

	(Minutes to Council of Governors)	
Annual Report to Members	Annual Members Meeting	September 2024/25/26