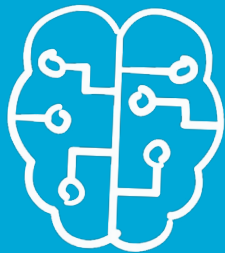




NHS

Great Ormond Street
Hospital for Children
NHS Foundation Trust

Join our
Membership



Knowledge



Inclusivity



Sustainability

Digital Innovation & Connectivity



Membership Strategy

2022–2025

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1 Our Membership Strategy

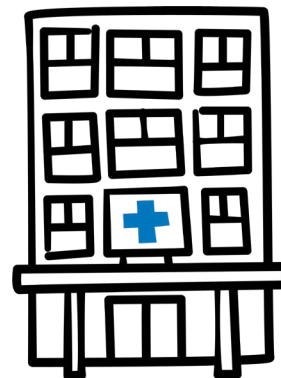
1.1 Overview of our membership

Anyone living in England and Wales over the age of 10 can become a member of Great Ormond Street Hospital for Children NHS Foundation Trust (GOSH). We strive for our membership to reflect the broad and diverse public communities we serve as well as patients, their families and carers, and staff.

CIVICA Engagement Services (CES) is our membership database provider who holds and manages our public and patient, parent and carer data.

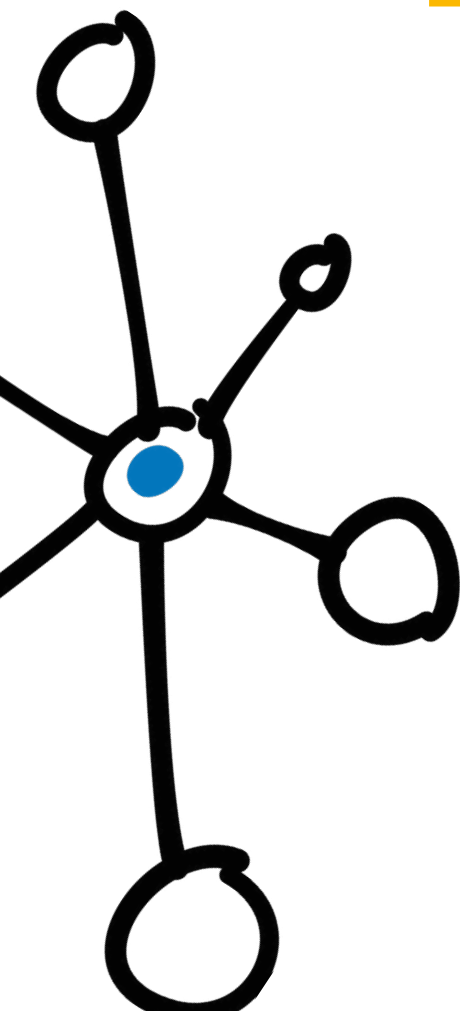
Over 5,600 staff members

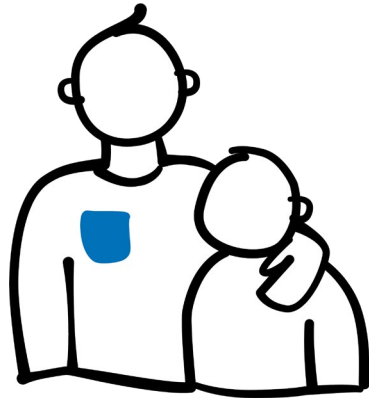
5,600



3,000+ public members

3,000+

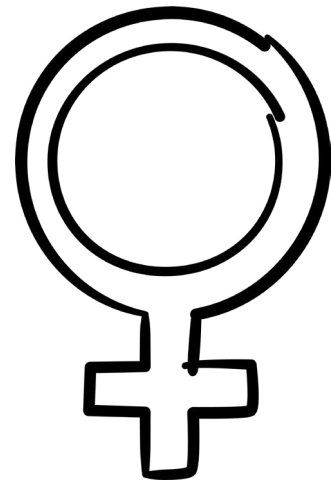




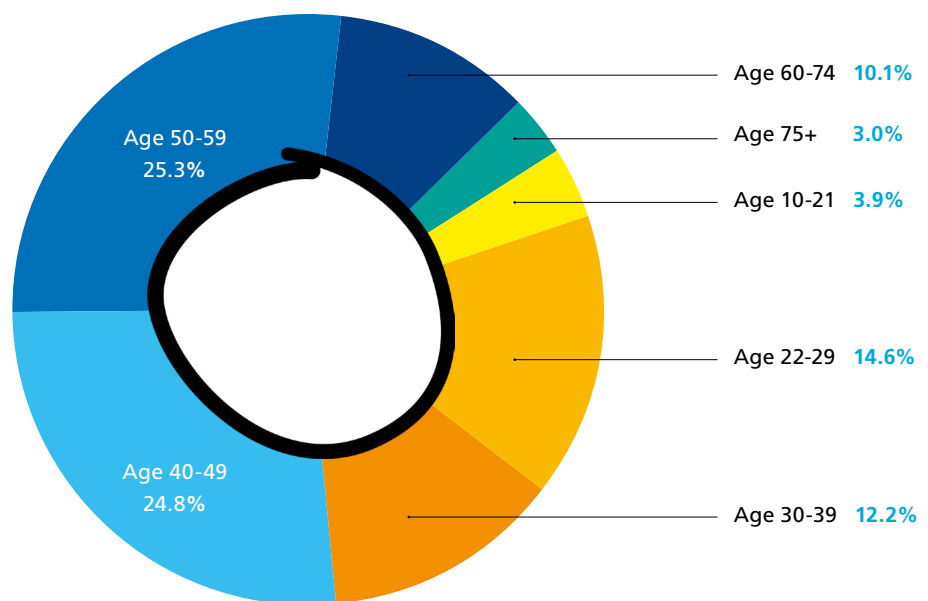
More than 6,700 patient and parent/carer members

6,700+

More female members than male members



Our public and patient/ carer age is reflected with the following percentages:





1.2 Explaining the background for our new Membership Strategy

A Foundation Trust is an NHS organisation which gives greater opportunities for people, patients and staff who have an interest in the Trust to have more of a say about the way in which services are provided. It also means strategic decision-making can be made quickly by a Trust Board who are focused solely on Great Ormond Street Hospital. Foundation Trust status is only awarded to hospitals who have shown they demonstrate the highest clinical standards, quality leadership and a great record of patient responsiveness and safety.

In 2012, GOSH became a Foundation Trust following a strong reputation of patient, parent/carer, staff and public engagement activity throughout the Trust. Prior to becoming a Foundation Trust, we had a Members' Forum that was established to help guide how the Trust planned, developed and delivered its services.

Our core purpose remains the same: to put the child first and always. We remain an internationally renowned centre for treating sick children, with the widest range of children's specialists in the UK. With our research partner, the UCL Great Ormond Street Institute of Child Health, we will continue to be a leading centre for research into childhood illness and training children's specialists.

As a Foundation Trust, we are accountable to our patients, community and staff through our membership which is available to anyone over the age of 10 years old. Membership ensures we deliver better patient, public and staff engagement so that we are representing the views of everyone. Joining our membership is easy, just fill out this [form](#).

This strategy builds on the success of our 2018-2021 membership strategy and seeks to help us progress as a Foundation Trust that better supports its members and actively recruits new ones. The strategy will address how we plan to communicate with our members and fresh creative ideas for effective engagement with our community that assists in ensuring that our Trust is fit for its future in the changing NHS environment. The strategy also ties in with our wider Trust strategy '[Above and Beyond](#)' which articulates our purpose to 'advance care for children and young people with complex health needs so they can fulfil their potential'.

1.3 What does our 2022 – 2025 Membership Strategy look like: What, Why and How?

The updated membership strategy will seek to address ways to increase the recruitment and retention of members ensuring we are not just attracting people to become members but also keeping our current members engaged. Most importantly, it aims to show members that their contributions towards the development of the Trust are valued.

The new strategy run will from 2022 until 2025 with the following new key themes:



- Knowledge
- Inclusivity
- Sustainability

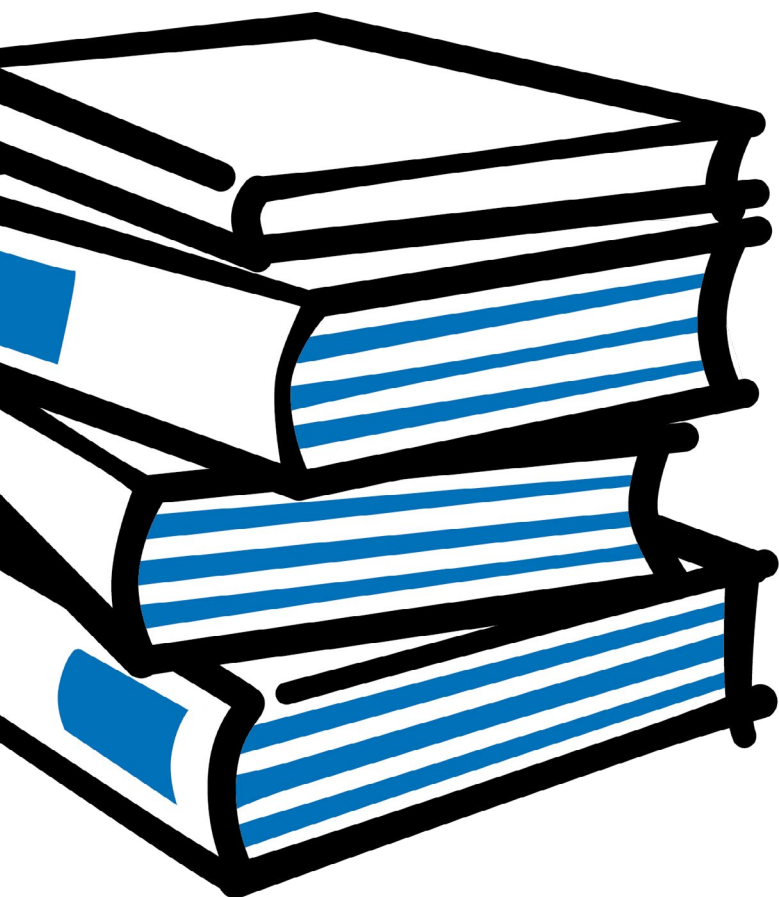
The underpinning element to be highlighted across all three themes is the need for digital innovation and connectivity which in recent times has proven to be a necessity considering the global pandemic.

This will form the framework of the strategy and will be the basis of the membership objectives over the three-year period. The new strategy will complementing the wider Trust strategy ensuring there is a consistent and cohesive alignment of strategic efforts and there will be an intentional drive to display how the membership activities are being implemented plus their outcomes and learnings ('Show and Tell' approach).

Overall, in this new strategy, the key areas of focus will be as follows:

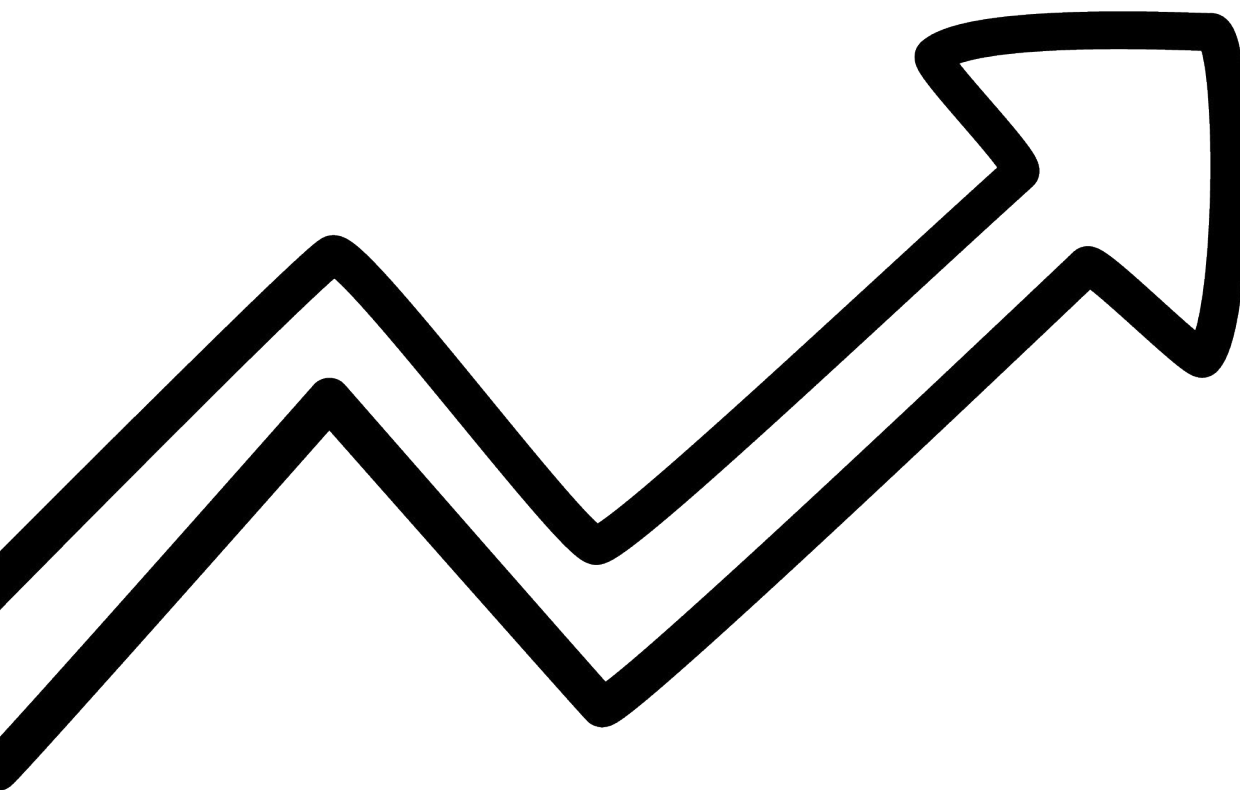
- Highlighting that members matter, especially because of their experience
- Creating a robust, clear and attractive membership offer (the 'WHY') to help aid the recruitment and retention of members. This will have a heavy focus on targeting the groups who we have seen to be under represented in our membership statistics (young patient and public members under the age of 21, male members in both the patient and public categories and members in the ethnic minority categories).
- Reviewing the use of various communications channels and ensuring they are accessible, inclusive and have diverse representation
- Taking intentional steps to ensure the communications/ engagement activities are conducted in a way that is sustainable and that the membership feeds into the sustainability agenda of the Trust

- Elevating the profile of the Council of Governors and demonstrating how they partner with the senior management to make decisions that benefit different member groups across the Trust (patients, parent/carers, public and staff)
- Collaborating with stakeholders both internally and externally to promote the benefits of membership
- Outlining the way we will measure success through regular reviews to ensure we are on the right track, accommodate any learnings and ensure there is continued commitment to developing, engaging and communicating with our members.



2 Impact

Growth is constant and at the Trust we recognize that to ensure we're moving in the right direction for everyone, our membership needs to have a strong audible voice across the Trust. To do this, we want our members to feel valued, confident, and equipped with the necessary tools to share their views that will help in decision making. We want our members, no matter their background or experience, to be clear about what opportunities are available for them to contribute and understand how they help shape the Trust. By centering our efforts around these objectives, we aim to build a supportive community of members with shared experiences who feel connected to GOSH and are empowered to make a difference at GOSH.



3 The Objectives: Broken Down

In this section, we will discuss our plans between now and 2025 with regards to the three themes and how we propose to achieve these aspirations. It is important to note that through all these themes, the digital innovation and connectivity will be the common thread that loops them all together as the pandemic has shown us that the need for virtual adaptation is crucial in sustaining engagement. We will create a communications and engagement activity plan to support the objectives which will shape the work we do.

3.1 Knowledge

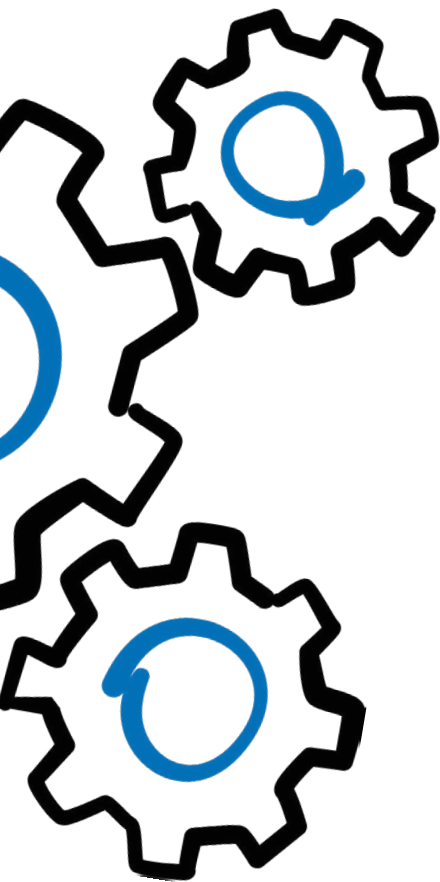
Aim: This theme is centered around how we use the information our members provide us with so that we can equip them with the knowledge they need to be strong ambassadors for GOSH.

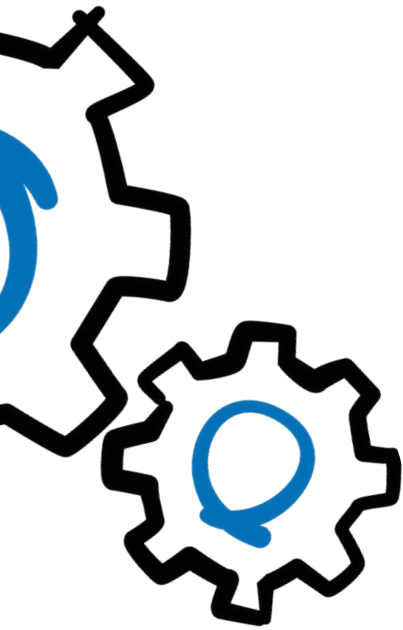
Our priorities will include:

- Educating people on what it means to be a member at GOSH and what this means in terms of commitment and the value they add
- Reinforcing the various ways members can contribute their views, thoughts and ideas to help shape the hospital and actively showcasing what the Trust is doing in response to the feedback
- Keep members and partners updated on developments at GOSH plus activity of the Council so that we can sustain engagement and also attract more people to join

Ways we will seek to carry out these priorities include:

- Intentional and consistent use of social media channels as well as traditional methods like email to communicate messages
- Hosting virtual (or hybrid if the opportunity arises) 'Meet the Governor' and 'Meet the team' sessions which would be an





opportunity for people to drop in and ask questions to our Council of Governors strengthening the relationship between members and their representative Governor as well as other teams within the trust facilitating connectivity across the Trust

- Refining the membership offer by breaking down the benefits through infographics and videos
- Regular online/hybrid surveys or polls and questionnaires to understand how members feel about the membership
- Hosting events that members tell us are important to them

3.2 Inclusivity

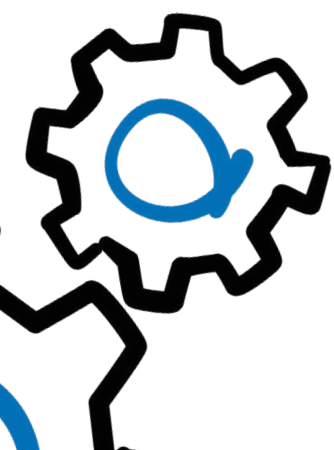
Aim: This theme is centered around ensuring our membership is truly reflective of the different families, communities, and staff we serve, in particular our young people.

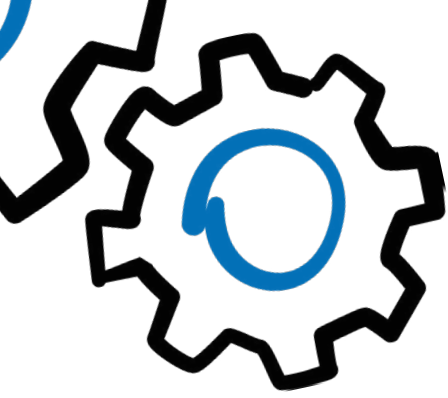
Our priorities will include:

- Making sure everyone feels like they belong so reflecting that inclusivity in our communications, marketing and messaging
- Placing an emphasis on young people to have a say and showing the difference young people have made also to encourage recruitment to the membership
- Focusing on reaching out to the target groups which are underrepresented such as under 21's, patient/public male members as well as those in ethnic minorities
- Simplifying our communications so that the message is clear

Ways we will seek to carry out these priorities include:

- Refreshing the marketing material that is shared regarding the membership such as the 'Member Welcome' Letter and sign up form
- Creation of two different newsletters, both with the same information but targeted to different audiences e.g. one for young people/patients and another for parent/carers
- Partnering with internal stakeholders such as staff networks, play teams, patient experience colleagues and so on for joint collaborative work that promotes the membership across teams
- Partnering with external stakeholders such as schools, youth groups, colleges, universities, religious centres and other health related forums to explore areas of joint working





- Targeting young people within our membership with large social media followings to develop 'GOSH Influencers' who act as champions that promote the membership
- Making communications accessible such as captioning of videos and alternative languages plus reflecting people from different backgrounds, religions, ethnicities in the content we put out
- Target our staff members by ensuring our staff Governors are more visible across the Trust such as at Senior Leadership Team meetings, Virtual Big Briefs, Roundabout magazine, Intranet and so on

3.3 Sustainability

Aim: This theme will look to tie into the Trust's wider sustainability agenda and taking meaningful steps so we can make sure that we are protecting the environment for generations to come.

Our priorities will include:

- Being environmentally conscious in production of our marketing material
- Playing an active role in contributions to the sustainability agenda at GOSH
- Looking for creative ways our members can get involved in eco-friendly initiatives
- Promoting the work we are doing on sustainability at GOSH to our members

Ways we will seek to carry out these priorities include:

- Cutting back on the use of non-renewable materials and/or opting for recyclable alternatives in all our print (posters, leaflets, etc)
- Creating a calendar of events each year that members can participate in such as 'Veganuary', less waste challenges, cycle rides, etc
- Working with the estates and facilities team to consider the impact of a changing climate on our operations across the board at GOSH.



4 Partnering with others

A key element in achieving success is to build on the partnerships we have as well as developing new ones. This includes relationships with internal and external stakeholders which currently are:

- Patients and their families
- Public
- Staff / Colleagues
- GOSH charity
- Council of Governors, Non-Executive Directors and Board
- Local schools
- Local voluntary organisations
- Local faith groups
- Camden Council

Our partners help drive and steer the membership directive so for the priorities to be achieved, it is important that we get people involved and embed the themes into the organisation through wider corporate objectives and targets. This means that with the help of our partners, we can develop and implement specific action plans with clear roles, responsibilities and timescales for activities i.e. who does what, when and how. It will also help us set measurable targets that aligns with our overall membership plan so it's easier to identify what good looks like and track how well we are doing. This means we can continue to do a good job of being accountable to the people we serve.





5 Membership engagement

The GOSH membership is a vital link between the Trust and its communities so it is important that members are clear on how they can get involved and what different levels of engagement look like.

We want to ensure that not only are we recruiting to the membership, but we are recruiting people who are enthusiastic and active. What that means is that quality is extremely important irrespective of how much time a member is contributing. In line with this, we are introducing the Tiers of Membership which highlight levels of involvement members can be at:

Tier 1

The interested member

This member receives newsletters and communications such as regarding elections and keeps an eye out about developments across GOSH from time to time.

Tier 2

The engaged member

This member is actively engaged with GOSH, provides feedback and gets involved with engagement activities for membership. May attend Council and Annual General/Members' meetings and acts as a champion for the membership.

Tier 3

The supercharged member

This member takes their commitment to the next level by standing as a Governor on the Council, consistently promoting the membership as an ambassador.

It is important to note that due to the impact of the pandemic, engagement activities are still limited to online/ virtual means until the time where we can conduct more face to face recruitment drives.

6 Measuring success and continuous learning

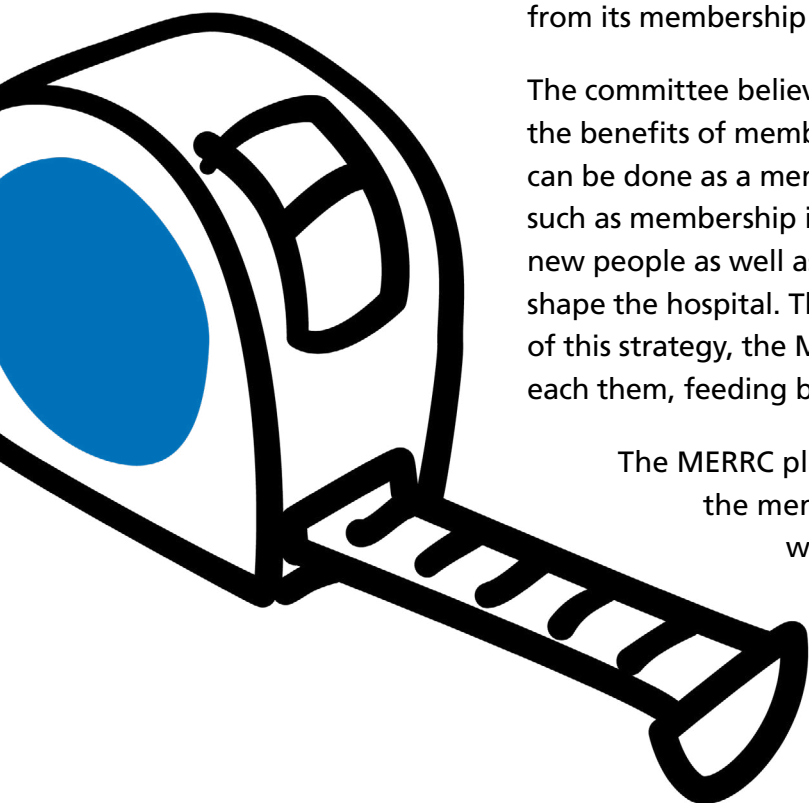
The Membership Representation, Recruitment and Engagement Committee (MERRC) is a subcommittee of the Council of Governors of Great Ormond Street Hospital NHS Foundation Trust and is chaired by a public or patient/carer Governor.

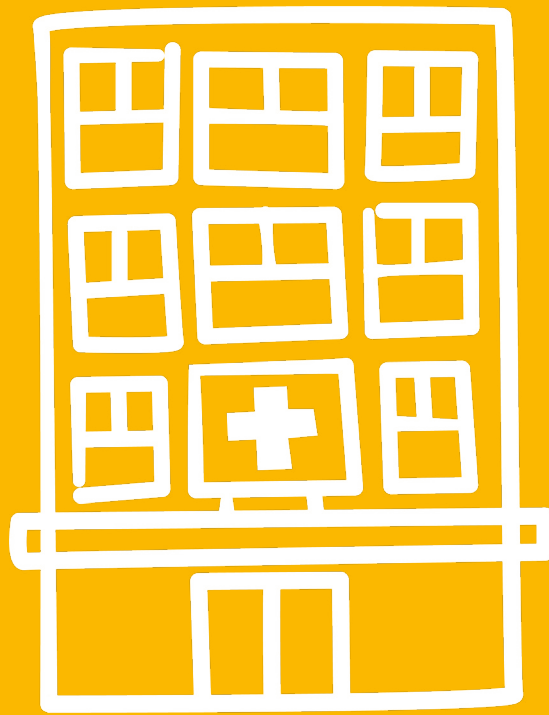
It has delegated authority from the Council of Governors to make decisions on behalf of and be accountable to the Council of Governors with regards to ensuring GOSH is effectively recruiting and engaging with its membership, reviewing the membership targets as well as representing the interests of the patients, carers, families and the general public in the areas served by the Trust.

As such, members of the MERRC will be the chief reviewers of the delivery and continuous implementation of this strategy to ensure that the plans are achieved, and the learning is being taken on board across the Trust. In previous consultation, the MERRC highlighted that the main driver for membership was to show that members matter and emphasising this in this new strategy. To do this, the Trust needs to build on the concept that GOSH must learn from its membership so collectively we can make it better.

The committee believe it is necessary to rephrase how we advertise the benefits of membership and rather than list of the things that can be done as a member, instead promote the emotive benefits such as membership is an opportunity to make friends and meet new people as well as advertising what people can do to help shape the hospital. Through ongoing evaluation of the objectives of this strategy, the MERRC commit to fulfilling the aims set out in each them, feeding back to Council on the progress as needed.

The MERRC plan to meeting on a quarterly basis to review the membership numbers and demographics as well as level of engagement on social media accounts to see if there are increasing numbers of people visiting the account.





Join our Membership

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