




The Walton Centre
NHS Foundation Trust

Excellence in Neuroscience 

Membership Strategic Plan 2022 - 2025



Table of contents

1. What is a Member?	3
2. About us	4
3. Trust vision	4
4. Our purpose and ambitions	4
5. Our values	4
6. Key drivers for Member, patient and public engagement	5
7. Our Membership Strategic Plan – Key aims.....	6
8. What is membership?.....	7
9. Defining the membership community	8
10. Engaging with our membership	9
11. Measuring success.....	11
12. Privacy notice	11

Appendix 1 – Membership maps

1. What is a Member?

NHS Foundation Trusts (FT) were established as a new type of NHS Trust that would have more freedoms to act. The Trust would be more accountable to the communities that they serve as they can become members of that Trust.

Members are given a greater say in the management and provision of services within the FT, directing their services more closely to their communities so that hospital services more accurately reflect the needs and expectations of local people (patient-led NHS services).

The Walton Centre believes our members make a real contribution to improving the health of our communities. Many of the Trust's patients, former patients and carers feel a strong allegiance to the Trust due to the life-saving and life changing nature of the conditions we treat and the services we provide. We believe that a membership that is actively engaged will help us achieve our Trust's Strategic ambitions.

By acting as ambassadors of the Trust, fundraising, assisting in health promotion, member recruitment and voluntary work our members, alongside members of the public, will enable the Trust to better serve its communities and ensure that its services are designed and developed around the needs and expectations of its patients and their carers.

We anticipate and proactively encourage our staff to continue to be members and actively engage with the organisation and raise our local, regional and national profile.

There are many different reasons why someone may choose to become a trust member. They may want to support their local trust, they may wish to have a say in how services are developed or how the Trust is run, or stand as a Governor of the Trust.



2. About us

The Walton Centre NHS Foundation Trust is the only specialist hospital trust in the UK dedicated to providing comprehensive neurology, neurosurgery, spinal and pain management services. We offer a world-class service in diagnosing and treating injuries and illnesses affecting the brain, spine and peripheral nerves and muscles, and in supporting people suffering from a wide range of long-term neurological conditions.

We serve a catchment area of 3.5 million people across Merseyside, Cheshire, Lancashire, Greater Manchester, the Isle of Man and North Wales and beyond. We have service partnerships with 18 NHS hospitals across the area we serve.

The Trust has been rated as 'Outstanding' by the Care Quality Commission twice. The independent regulator of all health and social care services in England published its first rating on Friday 21 October 2016, following announced and unannounced inspection visits to the Trust in April 2016. The second was announced in August 2019 after inspections in March and April 2019.

3. Trust vision

Our vision is Excellence in Neuroscience. We are always striving for outstanding patient outcomes and the best patient, family and carer experience. We will continue to cherish the standards we have achieved, whilst exploring how we can enhance

these further, shaping neuroscience treatments and care for the future.

4. Our purpose and ambitions

Our purpose has been chosen by our staff to reflect our culture, what we believe in and what we strive to deliver for our patients and their families. As a specialist trust we have a strong track record of consistently performing well, delivering excellent patient outcomes in our specialist area of neurosciences care. We have a therapeutic focus and world class expertise in many rare and complex patient conditions in our specialist field. To deliver our vision and to meet our purpose, we have consulted with staff, patients and partners who agreed a set of ambitions together.

Our key ambitions are:

- Education, teaching and learning
- Research and innovation
- Leadership
- System working
- Social responsibility

These ambitions are underlined by a series of cross-cutting themes:

- People: Committed to a safe, healthy and productive workplace that promotes diversity of thoughts, heritage and social background
- Quality care: Ensuring the delivery of the highest quality of care to our patients and their families
- Health inequalities: We play a key role in tackling health inequalities across the system

- Digitalisation: Industry leading digital solutions for our patients and our people
- Best value: We will maximise use of resources, improve productivity and develop market opportunities to deliver best value for the Trust and the wider system

5. Our values

Our values underpin everything we do. They are:

- Caring
- Dignity
- Respect
- Pride
- Openness



6. Key drivers for Member, patient and public engagement

- The NHS Constitution sets out rights of individuals to be involved in decisions about their own healthcare and also in the planning of healthcare services. It also sets out the responsibilities of patients and public. The Walton Centre will

aim to promote these rights and responsibilities through its engagement activities

- The NHS Act 2006 Section 242 (1B) places a duty on NHS organisations to involve and consult people when it comes to making changes to services
- The Health and Social Care Act 2012 empowers patients, giving a focus to public health; it extends the duty of governors to represent the interests of the public as well as membership
- The report of the Mid Staffordshire NHS Foundation Trust Public Inquiry – emphasised the importance of putting the patient first and made recommendations about enhancing accountability to the public, through the Governors
- NHS Improvement’s (formerly known as Monitor)’ Code of Governance refers specifically to patient and public engagement and the need for clarity about how public interests will be represented
- Monitor’s Director-governor interaction in NHS foundation trusts: A best practice guide for boards of directors which highlights areas of best practice identified as a result of research with a number of Foundation Trusts.

7. Our Membership Strategic Plan – Key aims

The COVID-19 pandemic has made it challenging to engage with members over the last two years. The Walton Centre and the NHS face ongoing challenges of managing COVID-19, alongside the other medical and healthcare needs of its patients and with limited finances. The aims of our Membership Strategic Plan for 2022-25 reflect this environment.

The key aims are summarised as follows:

Maintain a membership that is representative of our patient population. We have a minimum membership figure of 5,000 and a current figure of approximately 7,500.

- Governor-led review of the Trust's Membership Strategic Plan and the Membership Recruitment, Engagement and Communication plans in response to the needs of local communities
- Regular review of membership demographics
- Encourage new members who are less well represented within our patient population and profile of the public population

Communicate with members whilst ensuring the Trust achieves effective membership communications for a minimal cost.

- Embracing new ways of communicating such as online platforms and email while still ensuring that all members can

access information in a way that they choose

- Running events, virtual and face to face for members, that provide insight into the services the Trust offers
- Encourage our members and members of the public to share experiences and spread the word about the excellent care received, enhancing the Trust's reputation or let us know how we can do better
- Ensure there are easy and effective methods for members to contact Governors

Engage with members throughout the year

- In service redesign, by seeking feedback from patients and families to ensure there is a balanced perspective in delivering our goals
- Ensure that governors are invited to attend regular Trust and partner events to help them engage and represent the communities they serve and gauge opinion on our care delivery
- Encourage participation in the Governor elections, either as a candidate or by voting



8. What is Membership?

Membership is free and members can choose the extent of involvement they wish to have by indicating on their Membership Registration Form which aspects of membership interests them. They can opt to increase or reduce their level of involvement at any time.

- Receive information about the Trust e.g. receive a printed or emailed newsletter four times a year. This will also be accessible on the website
- Participate in surveys, e-surveys and focus groups on areas of specific interest
- Attend meetings and events
- Consider standing for election as a Governor
- Find out more about volunteering
- Find out more about The Walton Centre Charity

The Trust will communicate and interact with members in accordance to their membership preference, to ensure members are given the opportunity to become involved in what interests them.

You can sign up online to become a member

<https://secure.membra.co.uk/WaltonCentreApplicationForm/>

Alternatively:

- Write to the Membership Manager, Executive Offices, The

Walton Centre NHS Foundation Trust, Lower Lane, Fazakerley, Liverpool, L9 7L

- Phone our Membership Manager on 0151 556 3484
- Email to: membership@thewaltoncentre.nhs.uk

Members have a dedicated membership page on the Trust website.

<https://www.thewaltoncentre.nhs.uk/get-involved/membership.htm>

The Trust has a responsibility to ensure that all membership recruitment, communications and engagement activity is carried out in the most cost-effective way possible, achieving value for money. To achieve this all members will be encouraged to provide an email address on registration, enabling them to receive Trust information electronically. Hard copies of the membership magazine remain available to all members who prefer to receive it this way. Members are also encouraged to vote electronically when taking part in Governor elections but a postal return is also provided as an option.

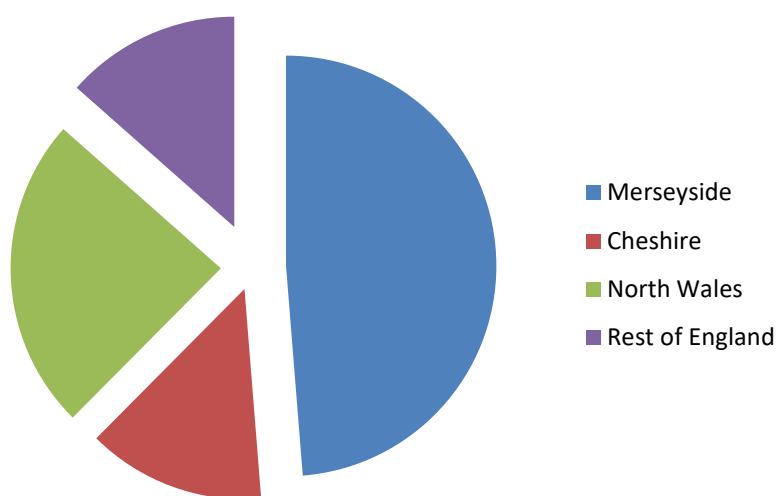
9. Defining the membership community

Everyone is welcome who is willing to accept the responsibilities of membership, irrespective of age, gender, disability, social, racial, political, sexual orientation or religious belief (within the restrictions of Trust Membership). As a specialist

Foundation Trust we have two membership constituencies

A **public constituency** divided into four defined voting areas, representing public, patients, carers and volunteers residing in these defined areas (see graph below).

Public membership by constituency



Constituency	Classification	Restrictions	Age	Rationalisation
Public “Opt in”	A Merseyside B Cheshire C North Wales D Rest of England and Wales	Vexatious complainants Any person who has made an assaults on staff or volunteers	16 years or over	Patients, carers, volunteers and public will be members of one of the four defined areas of the public constituency, determined by where they live. The defined areas of the public constituency are based on local authority electoral wards to ensure that all areas are fully and proportionately represented.

Distribution of membership across Constituencies A, B and C can be found in Appendix A.

A **staff constituency** divided into four defined classes

<p>Staff: “Opt out”</p>	<ul style="list-style-type: none"> • Registered Medical Practitioners • Registered and Non Registered Nurses • Allied Healthcare • Professionals -Technical and Scientific • non-clinical staff 	<p>Permanent or Fixed term contract >12 months</p>	<p>N/A</p>	<p>Rationale is for the inclusion of all staff in the change process for the future development of the hospital and the value the Trust places on staff involvement.</p> <p>Excludes volunteers and all honorary contracts of employment. Membership would be on a “opt in” public basis for these groups.</p>
-------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------	------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

10. Engaging with our membership

As a Foundation Trust we recognise that recruiting and retaining a genuinely active membership will be challenging. Our membership provides an important vehicle through which to channel patient and public engagement activity and influence how we plan, redesign and deliver our services.

Our Governors are encouraged to engage within their own constituencies, including any community groups they are involved with, and they will continue to be supported by the Trust’s Membership Office to improve this engagement. This has been particularly challenging through COVID-19 as many of the regular activities have not been possible.

In 2022 the Trust is trialling a series of virtual membership events which can

be recorded and sent out to all members to watch in their own time.

These events focus on a particular area or services and are led by senior managers or clinicians talking about their area of specialism. We recognize that virtual events do not suit all members and will be reinstating face to face events as soon as we can. We will also continue to be mindful of making best use of resources and wherever possible seek opportunities to work with community groups or forums to create engagement activity.

Our aim is to continually increase the quality of participation and involve the patients of tomorrow as well as those of the past and present in order to ensure a balanced perspective in delivering our goals. Every member will have a different approach to how they wish to engage with us and the Trust aims to ensure that there are options that suit a wide cross-section of our membership community. We

understand that a proportion of our members simply wish to be kept informed of news and developments from The Walton Centre. However there is a proportion of our membership who would also like to be more engaged with the work of The Walton Centre. This is the group of members we will specifically focus on encouraging to become more involved and actively engaged.

The range of communication and involvement activities that we have identified for public members are as follows:

- On receipt of application, all public members will receive a welcome letter with a communication highlighting the Governors who represent them
- Neuromatters magazines will be distributed three times per year. In order to reduce costs all members providing permission to receive email communications will receive this electronically. This magazine is targeted at public members and members of the community in addition to all staff, patients and key stakeholders
- Member surveys to understand how members wish to be communicated with and areas they would like to be included in members events
- Invitation to Annual Members' Meeting, which is key meeting for accountability and an opportunity for Governors to report to members on their work in delivering the Membership Strategic Plan
- In addition to other Membership events, members of the public are also welcome to attend and observe Council of Governors and Board of Directors meetings which are held in public
- Targeted invitations and mailshots/e-shots to participate in topical surveys, e-surveys or focus groups on specific issues to tie in with the Trust Strategy
- Dedicated Members web pages on the Trust website which includes a feedback mechanism to Governors and the Membership Office.
- Members are encouraged to follow the Trust on social media e.g. Twitter and Facebook to hear more live information and news as and when it happens and use this as a means to be more interactive. This is also an important means for promoting membership events and newsletters. This is a cost-effective method of communicating and engagement and one that will be encouraged more in the future through the use of imagery and video.
- Organise Council of Governor walkabouts to enable engagement with staff members and patients and families
- Members can vote or stand for election to the Council of Governors
- Members are eligible to be appointed as a Non-Executive Director or Chairman of the Foundation Trust (subject to meeting criteria determined by the Foundation Trust)

- Become involved in fundraising for The Walton Centre Charity

The Membership Office will continue to seek new and innovative ways to communicate and engage with members and members of the public.

The following communication and involvement activities are also available to Staff Members:

- Receive a range of dedicated staff communications including dedicated Staff Intranet, Weekly Walton Way e-bulletin, global email communications and monthly Chief Executive Team Brief. This is in addition to the Neuromatters magazine.
- Induction of all new staff – including their role as a member

The Trust is also committed to offering translation and interpreting services to enable us to engage effectively with any member or community group where English is not the first language.

11. Measuring success

The Trust has identified the following indicators that will be used initially to measure the success of its membership representation:

- Maintaining minimum membership level of 5,000
- Identifying under-represented groups in the Trust's membership and improve this over time
- Election turnout – a year on year improvement with an ambition to be above the national average

- Results and return rate from bi-annual Membership Survey – to match or exceed the return rate of the last members survey (summer 2015) of 6.8%
- Fully functioning Council of Governors

The Council of Governor's Membership and Engagement Group supported by the Corporate Secretary and the Membership Office. They will monitor and support implementation of the Membership Strategic Plan and regularly review the Membership Strategic Plan and recommend revisions to the Council of Governors and Board of Directors. An annual report of activity against this strategic plan will be completed each year by the Membership and Engagement Group and presented to the Annual Members' Meeting.

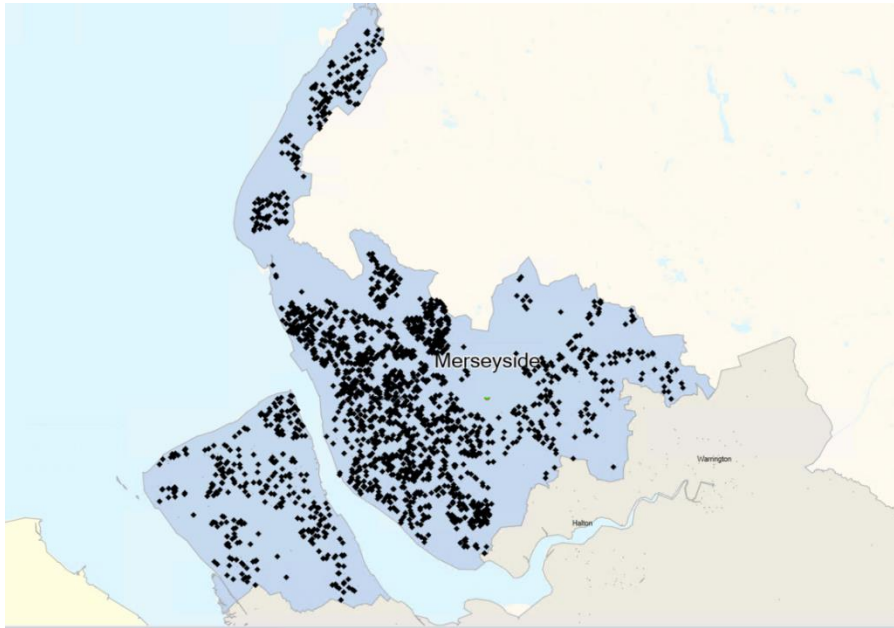
12. Privacy notice

We collect and hold public and staff member information for the purposes of the Trust to meet the legal requirements set out in UK law, or exercise the official authority established for a Foundation Trust as a public body. Personal information will only be used to fulfil the requirements in relation to the individual's membership of The Walton Centre NHS Foundation Trust and not shared elsewhere.

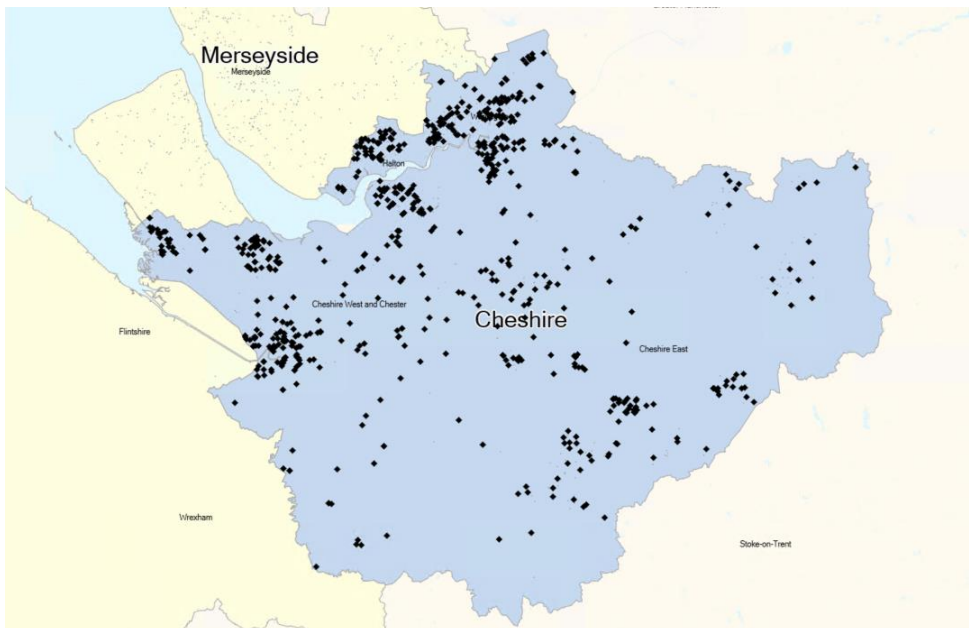
Staff and Public Members can opt out at any time by contacting the Membership Office on 0151 556 3484 or by emailing membership@thewaltoncentre.nhs.uk

Appendix 1 – Location of Trust Members

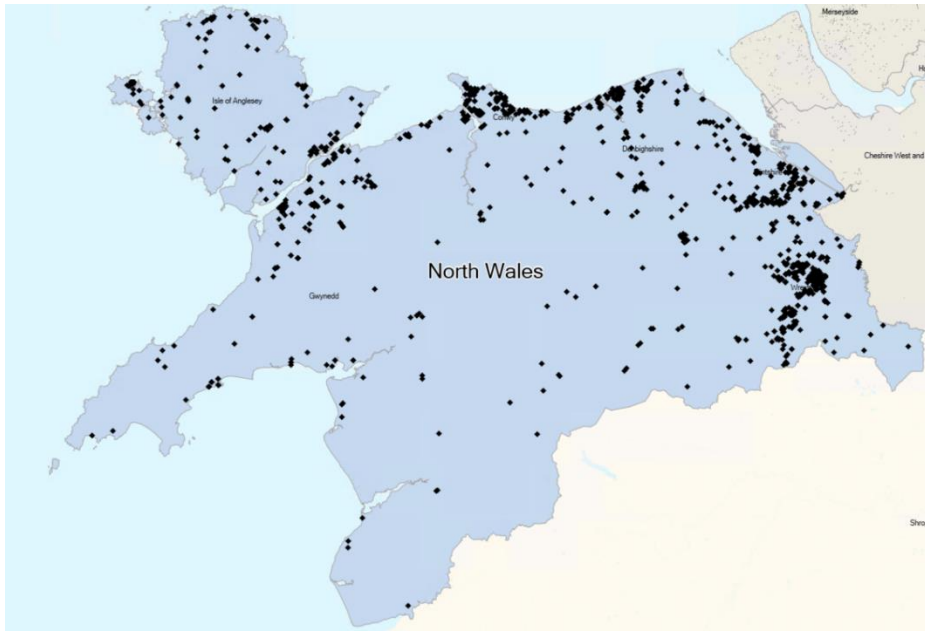
Merseyside



Cheshire



North Wales



The Walton Centre NHS Foundation Trust
Lower Lane
Fazakerley
Liverpool
L9 7LJ

Tel: 0151 525 3611

Visit: thewaltoncentre.nhs.uk



The Walton Centre
NHS Foundation Trust

Excellence in Neuroscience 