

Council of Governors

Date:

7th June 2018

Agenda item:

22

Title:

Annual Member's
Meeting – Governors
Annual Report

Items:

- Enclosed 2016/17 Report



Council of Governors

Annual Report 2016 - 2017



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1. Message from Lead Governor



The Council of Governors is delighted to present this, our third report to the members since the Royal United Hospitals became an NHS Foundation Trust on 1 November 2014. It covers the period April 2016 to the end of March 2017.

Nothing stays still for very long at the Trust, with year on year demands on the services supplied always increasing. There are a number of reasons for this, which we are all aware of, but the numbers of patients that pass through the RUH are absolutely staggering - as are the number of success stories. The Hospital has seen some significant changes over the last year, the one that most of us see first-hand is the improved

car parking. There have been a few teething problems with this, but feedback from some of our Governor sessions with you has been taken on board and suggestions have been implemented to improve usage.

All Governors regularly meet their members to pass information to you, and to also receive feedback. An example which I saw at a relatively recent constituency meeting was an update on the excellent work performed by our Emergency Department and we had the opportunity to gather feedback for the tender for urgent care facilities at the RUH.

As Governors, we are required to hold the Non-Executive Directors (NEDs) to account for the performance of the Board of Directors. We have access to all of their assurance committees which is necessary to perform our duties as Governors. This year we have also helped interview and select a new Non-Executive Director.

We are keen to increase and improve our communication with the Membership and further support the RUH. We are thus attending public meetings for some of the users of the RUH. You can help by spreading the word and asking family and friend to become members as well.

I do hope that you will find this report informative, and please feel free to contact any of us via the Membership Office if you have any comments or questions about its contents.

Chris Callow, Lead Governor



2. Meet your Governors?

Public Governors



Amanda Buss



Mike Midgley
elected 1
November 2016



Dominic Tristram
until 31
October 16



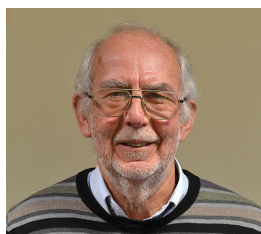
Helen Rogers



Nick Houlton
re-elected 1
November 2016



Anne Martin
elected 1
November 2016



Mike Welton



Ian Bynoe
until 31
October 16



Jan Taylor



Chris Callow
re-elected 1
November 2016



Jane Shaw



James Colquhoun
elected 1
November 2016



Phil Morris
until 31
October 16



Bill Aiken

Governor moves in 2016-17

A number of Governors retired from the Council of Governors in October 2016 when their terms expired. Staff Governor, Liz Brown resigned from the position in December 2016 and Shaun Lomax was eligible following the 2016 election to undertake the role for the remainder of Liz's Governor term.

Keith Humphries, Stakeholder Governor for Wiltshire Council resigned as a Councillor and therefore as a Governor in January 2017.

Mark Humphriss, Stakeholder Governor for the University of Bath's term expired in March 2017.

Staff Governors



Liz Brown
stood down
December 2016



Mike Coupe
until 31
October 16



Sharon Manhi
until 31
October 16



Shaun Lomax
from December
2016



Hassan El-Wakeel



Phill Lunt



Dave Chodkiewicz
elected 1
November 2016



Julie Scriven
elected 1
November 2016

Stakeholder Governors



Mark Humphriss
University of Bath
until 31 March 17



Dr Ian Orpen
BaNES CCG



Keith Humphries
Wiltshire Council
until 31 January 17



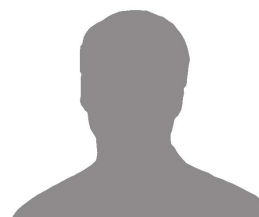
Vic Pritchard
BaNES Council



Dr Andrew Girdher
Wiltshire CCG



Prof. Julian Hughes
University of Bristol
from 1st April 2017



Vacancy
Wiltshire Council



The Council has 21 members: eleven public governors representing five distinct geographical constituencies, elected by the members in those areas; five Staff Governors, elected by RUH staff; and five Stakeholder Governors representing, respectively, Wiltshire Council, BANES Council, University of Bath, and the Clinical Commissioning Groups in Wiltshire and BANES, which are the NHS bodies who commission the majority of the Trust's services for patients.

Our meetings are held roughly every three months, usually in public, and the minutes and documents presented to the meetings are all available on the RUH's website.

In the course of our meetings, which are attended by Board Directors and senior staff, we receive reports on the current performance of the Trust, its strategic plans and developments, and the challenges and opportunities facing the Trust, and the NHS locally and nationally. We have the opportunity to question the Trust's staff and comment on what we have heard. In particular, we focus on measures being planned to improve quality or performance if these objectives or targets have been shown to be unsatisfactory. Non-Executive Directors usually attend the meetings and can hear and address any concerns that Governors have.

Every meeting includes time to receive and consider reports on feedback received in the preceding three months from members and to decide what action (if any) should be undertaken as a result. Often a seminar is held after the meeting for Governors to receive an in-depth explanation of an aspect of Trust policy or practice. At least twice a year, a joint seminar is also now held with the Trust's Non-Executive Directors, providing an opportunity for Governors to obtain assurance from them as they describe their activities. During the year, Governors also observe the NED's at work at the Board's various assurance committees: Non-Clinical Governance, Clinical Governance, and Audit.

Away from our full Council meetings, Governors have established three formal working groups, and a mandatory Nominations and Remuneration Committee. A further group of Governors attend all Board of Director meetings. More information about these groups can be seen overleaf.



Strategy & Business Planning Working Group

Reviews plans and strategies regarding the future of the hospital, ensuring that member's views are represented as well as the needs of the local community.



Quality Working Group

Listens to patients and members to understand how we can improve patient experience at the RUH and to ensure Quality, patient experience, patient safety and clinical outcomes are of a high standard.



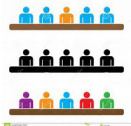
Membership & Outreach Working Group

Aims to grow and develop the Trust's membership and facilitates communication between Governors, Members and the local community.



Nominations and Remuneration Committee

Oversees the recruitment of the Chairman and other Non-Executive Directors as well as making recommendations to the Council of Governors on the remuneration of the Chairman and other Non-Executive Directors



Board Monitoring Group

A group of Governors who attend the Board of Directors meetings in public to gain a greater understanding of the Trust and see the Non-Executive Directors hold the Board of Directors to account.

The first two Groups meet quarterly with Trust Directors, to receive and comment on RUH plans, performance, inspection findings and projects. The third group meets quarterly with the Membership and Governance Manager to plan how the Trust's membership will be expanded and to facilitate communication between Governors, members and the public.

The Nominations and Remuneration Committee oversees the recruitment and reappointment of the Trust Chairman and other Non-Executive Directors as well as making recommendations to the Council of Governors on their remuneration.

The fifth group is a new group that has been established by the Council of Governors during 2016-17 which meets each month after the Board meetings and enables Governors to see first hand the Non-Executive Directors holding the Board of Directors to account.

3. What the Council of Governors has achieved in the past year

Membership events, public constituency meetings, Governor survey

In addition to the work of the Membership Office, this year, Governors have begun to promote and extend the membership of the Trust. At the time of the last Annual Members' meeting, the total public membership stood at 10,615, this figure is now 11,747. Nearly all RUH staff are members and extending public membership increases the number of supporters in the community who are better informed about how the Trust works and what the future holds for its services.

From 1st April to 31st March 2017, five public constituency meetings have been held in North East Somerset (1); North Wiltshire (2); South Wiltshire (1); and Mendip (1). The Membership and Outreach Working Group has refined our approach to such meetings to encourage consistency and effectiveness. For example, this has prompted the "You said...We did" approach to reporting on action resulting from feedback, this is available for all members to read via the Insight magazine.

The same Working Group has issued the 2017 member survey and will review its results and feedback from the Annual meeting.



Making appointments

Assisted by the detailed work of its Nominations and Remuneration Committee the Council of Governors has during the past year:

- ◆ Recruited a new Non-Executive Director, Jeremy Boss, to replace a retiring NED

The Governors who sit on this Working Group are:

Amanda Buss, Public Governor, City of Bath
Mike Welton, Public Governor, Mendip
Hassan El-Wakeel, Staff Governor

Monitoring the meetings in public of the Board of Directors

A group of Governors has continued to attend all Board of Director meetings, and provide a written report to the Council of Governors. These reports highlight the main topics discussed and identify areas that could be of concern to Governors or that require more detailed assurance. The Council of Governors then addresses these issues and may delegate the assurance items to one of the working groups.

Some of the topics that Governors have looked at a result of attendance at the Board of Directors include:

- ◆ Patients delayed in hospital due to a shortage of Community care/support
- ◆ Avoiding unnecessary admissions for patients who could be cared for at home.
- ◆ Improving the pathway for patients with complex or multi-system disease
- ◆ Achievement of Cancer targets
- ◆ Infection control
- ◆ Complaints response times
- ◆ Action plan to prevent patient falls in hospital
- ◆ Achieving the Financial Plan and Quality Improvement programme
- ◆ Hospital Mortality Rates
- ◆ Major Risks to the Trust

Attendance at Board meetings has enabled us to work closely with the Non-Executive Directors (NEDs) to obtain specific assurance in relation to the areas that concern Governors and our members. It has also resulted in a more productive and effective relationship with the NEDs.

Attending Board of Directors meetings has enabled us to deepen our understanding of the challenges facing the trust and the measures in place to resolve them and/or improve quality for patients. This is in addition to the twice yearly seminars that the Council now receives from the NEDs to brief us on their ongoing assurance work.

4. Strategy and Business Planning Working Group Annual Report 2016/17



Introduction

This working group ensures that Governors are able to contribute to the business planning process which the Trust undertakes each year. It is important that we are able to have input into and influence on the strategic direction and long term vision of the organisation. This is also an opportunity to feed in the views of our members as appropriate. This report is intended to give a flavour of how this has been achieved over the past year.

The Working Group is made up of:

Helen Rogers, Public Governor, North East Somerset (*Chair*)
Amanda Buss, Public Governor, City of Bath
Jan Taylor, Public Governor, North Wiltshire
Mike Midgley, Public Governor, City of Bath (*from January 2017*)
Hassan El-Wakeel, Staff Governor (*from 31st October 2016*)
James Colquhoun, Public Governor, South Wiltshire (*from January 2017*)
Phill Lunt, Staff Governor (*until 31st August 2016*)
Michael Coupe, Staff Governor (*until 31st October 2016*)
Phil Morris, Public Governor, South Wiltshire (*until 31st October 2016*)
Keith Humphries, Stakeholder Governor, Wiltshire Council (*until 31st January 17*)
Joss Foster, Commercial Director
Roxy Poultney, Membership & Governance Manager
Fiona Bird, Head of Business Development

Activity

Each year the working group agrees its work plan. The main focus of activity is on the Business and Strategic plans and this year was no different. Our agenda is made up of items that are delegated by the Council of Governors, to which we are accountable, items for information and items on which we have required assurance. The working group has met four times a year.

Monitoring activity

The working group has monitored activity through updates on corporate projects, such as the cancer centre building. We review and approve the strategic plan and have had opportunity to seek assurance from the Non-Executive Directors that the Trust is on track to achieve its strategic objectives. This year a process has been developed in order to seek and obtain assurance from Non-Executive Directors in a consistent manner.

Public views

The Trust has well established mechanisms for taking Members' views into account. Issues that specifically relate to strategy and business planning are delegated to us by the Council of Governors.

The Council of Governors and Board of Directors also discussed the feedback themes at its strategic away day in December 2016 to ensure member views could be incorporated into the Business Plan. This feedback is then shared with members via the quarterly magazine, Insight.

Key decisions and activities

The voice of our members is key and with that in mind, we developed a question for our Member focus groups which took place at the Annual Members Meeting in September 2016. This question related to the needs of patients in relation to supporting them to have more personal control over their health. Focus group questions are developed annually to ensure that member's views are included and progressed in our strategic and business plans.

The Working Group was concerned that the Operational Plan in its current format needed to be understandable to members and staff. At its meeting in January 2017 the working group requested that the Membership & Outreach Working Group reviewed the current "plan on a page" for dissemination to Members.

The Working Group continues to receive reports via the Council of Governors from each of the constituency meetings. This gives us assurance that member views are influencing the Trust's Business Plan.

Our regular review of strategic projects that are taking place across the trust includes discussion of how members can be involved. We were keen that members would be better able to find out about and attend future design and engagement events regarding the new RNHRD and therapies building. In response to our raising this as an issue, it was confirmed that the Trust would;

- ◆ Let Governors know when focus groups were set up for public engagement around new build design;
- ◆ Update the website regularly with details;
- ◆ Articles would be included in the Insight magazine; and
- ◆ Briefings for Governors would be produced to discuss with Members.

One of the key roles of your Governors is that we hold the Non-Executive Directors to account for the performance of the Board. The working group has developed a process by which any Non-Executive Director can be asked assurance questions. Written questions are prepared at each meeting (or in advance) and a formal written response is provided to the working group. In the last year we have sought and received assurance in relation to the following:

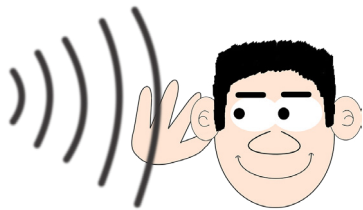
- ◆ Breast 2 week target;
- ◆ Achieving financial targets;
- ◆ Meeting cost savings;
- ◆ Ensuring the Trust's capital plan stays on target and within budget;
- ◆ Delivery of the Trust Objectives;

Future work

Throughout the next year the group will continue to ensure that the views of members are heard – and that those views are taken into account when we discuss the strategic and business plans.



5. Quality Working Group Annual Report 2016/17



Introduction

This working group ensures that Governors are able to gain assurance from the Trust's Non-Executive Directors on matters relating to the quality of services provided by the Trust. By gaining an understanding of the Trust's Quality priorities, the group is able to fulfil its main objective, to identify any issues affecting the quality of care provided and which encompasses all aspects of patient experience, patient safety and clinical outcomes.

The Working Group is made up of:

Jan Taylor, Public Governor, North Wiltshire (*Chair*)
Amanda Buss, Public Governor, City of Bath
Nick Houlton, Public Governor, North East Somerset
Jane Shaw, Public Governor, South Wiltshire
Anne Martin, Public Governor, Mendip (*from November 2016*)
Hassan El-Wakeel, Staff Governor (*until November 2016*)
Ian Bynoe, Public Governor, Mendip (*until 31st October 2016*)
Phil Morris, Public Governor, South Wiltshire (*until 31st October 2016*)
Liz Brown, Staff Governor (*until November 2016*)
James Colquhoun, Public Governor, South Wiltshire (*from February 2017*)
Shaun Lomax, Staff Governor (*from February 2017*)
Dave Chodkiewicz, Staff Governor (*from February 2017*)
Jane Scadding, Non-Executive Director (*LINK NED*)
Roxy Poultney, Membership & Governance Manager
Helen Blanchard, Director of Nursing and Midwifery (*or Deputy*)

Activity

The working group has had the opportunity to consider an array of reports, surveys and data focusing on the Quality and Operational Board of Directors reports as well as the Trust's performance scorecard. The attendance of the Director of Nursing and Midwifery enables the group to seek assurance on any issues that arise from them, in addition to which the group can seek assurance from the Non-Executive Directors that the Trust is achieving its quality priorities and objectives.

Each year the working group agrees its work plan. The main focus of activity is always on the Trust's progress against its Quality priorities. In addition to this, the working group also advises the Council of Governors in the setting of the Trust's future Quality Accounts priorities, and ensures that member's views on Quality related issues are properly considered and addressed. Our agenda is made up of items delegated by the Council of Governors, which routinely consists of issues or topics highlighted by other Governors and members.

The working group meets four times during the year.

Key decisions, Monitoring & Assurance Activities

In February 2017, the working group had the opportunity to contribute to and comment on this year's Quality Accounts (QAs) and has ensured that feedback from members on last year's QAs has been used to inform the 2017-8 process. The following QAs for 2017/18 were endorsed by the working group:

- ◆ Frailty
- ◆ Jaundice management in babies
- ◆ To continue to improve the experience of patients and carers at discharge
- ◆ Sepsis

As well as endorsing the QA priorities, the working group is also required to select a "local indicator" whereby the external auditors are asked to examine data used by the hospital. In February 2017, the working group debated the possible indicators and chose the "2 week GP referral to first outpatient appointment" as the local indicator to be audited. This was endorsed by the Council of Governors and all measurements were found to be satisfactory.

Some agenda items have been directly delegated from the Council of Governors and areas that have been considered by the group include:

- ◆ The revision of a Governor Quality Dashboard - This piece of work was carried out by two of the public governors to revise the document which is produced by the Trust to provide an overview for Governors, of the Trust's performance in relation to the key performance indicators up-dated on a month by month basis. The document acts as the starting point for Quality monitoring by the QWG, and is often the trigger for further consideration and discussion.
- ◆ Patients Transport – in particular non-emergency transport (NEPT) - an issue which appears in the top three matters reported through the Datix Incident reporting system.
- ◆ Assurance focusing on the Trust's CQC improvement plan
- ◆ Assurance focusing on the Trust's C. difficile improvement plan
- ◆ The Wiltshire Health and Care Performance Dashboard

In addition, the group has sought assurance on a wide range of quality related issues including:

- ◆ The 2016/17 Winter Plan
- ◆ Nursing workforce concerns
- ◆ Problems associated with difficulties in maintaining the quality of cleaning across the Trust as a result of staff vacancies.
- ◆ Patient Discharge Planning

Public Views

The Council of Governors and Trust have a well-established mechanism for ensuring that members', service users and the public's views are taken into account. All feedback is identified by Governors, collated and common themes are discussed by the Council of Governors. Issues that relate to the Quality of services and patient care are then delegated to the QWG.

Future Workplan

Throughout the next year, the Quality Working Group will continue to monitor the Trust's performance in relation to Quality issues, and its response and action plans in respect of the CQC report findings, as well as to ensure that members' views are taken into account when Quality Priorities are agreed.

6. Membership and Outreach Working Group Annual Report 2016/17



Introduction

The working group supports the Trust's Membership aim to ensure that the public is at the heart of everything we do by creating a representative membership and engaging them in the development and transformation of their health services.

The Working Group is made up of:

Phil Morris (*Chair*), Public Governor, South Wiltshire (*until 31st October 2016*)

Keith Humphries, Stakeholder Governor, Wiltshire Council (*until 31st January 2017*)

Sharon Manhi, Staff Governor (*until 31st October 2016*)

Hassan El-Wakeel, Staff Governor (*until 31st October 2016*)

Jan Taylor Public Governor, North Wiltshire (*until 16th November 2016*)

Phill Lunt, Staff, Governor (*Chair*)

Michael Welton, Public Governor, Mendip

Chris Callow, Public Governor, North Wiltshire

Mike Midgley, Public Governor, City of Bath (*from January 2017*)

Julie Scriven, Staff Governor (*from January 2017*)

Joss Foster Commercial Director

Roxy Poultney Membership & Governance Manager

Emma Mooney, Head of Marketing & Communications

Activity

Each year the working group agrees its work plan. The main focus of activity is on the Public and Staff Membership Development Strategy which has the following objectives:

- ◆ To create an engaged and supportive membership, representative of the public and stakeholders in our area.
- ◆ To inform members of the health landscape and provide them with the information to access services and make the best health choices.
- ◆ To enable members to influence the services the Trust offers them and hold the Board to account for the delivery of those services.
- ◆ To develop the infrastructure and processes to enable efficient and effective dialogue between the Trust Board and its members.

Our agenda is made up of items that are delegated by the Council of Governors, to which we are accountable, items for information and items on which we have required assurance.

The working group has met four times during the year.

Monitoring activity

The working group has reviewed and updated the Public & Staff Membership Development Strategy Objectives and Action Plan 2016-17. Each quarter, the working group also reviews the Membership demographics and makes suggestions on where to focus member recruitment in order to be as representative as possible.

Key decisions, activities and public views

The voice of our members is key and with that in mind, we have ensured that as many constituencies as possible have held a constituency meeting during 2016-17 and continued this into the 2017-18 year. We have held the following meetings:

Constituency	Date	Total Attendees
Mendip	April 2016	36
South Wiltshire	May 2016	25
North East Somerset	June 2016	32
North Wiltshire	August 2016	52
North Wiltshire	November 2016	12

As well as the Constituency Meetings being a way of sourcing member feedback, in June 2016, the working group developed the “2016 Public and Staff Governor survey” which was disseminated to all members with the Notice of Election in August 2016. Whilst a very small number of Staff responded to the Survey, 11% of members sent us their feedback which we analysed.

In April 2016, the Membership and Governance Manager reviewed and updated the Membership Form which was reviewed and approved by the working group; the new membership form has a fresher approach and is simpler than previous versions.

During 2016-17, Staff Governors have tried to engage with as many staff members as possible and with the help of the Membership Office have been attending staff team meetings. Whilst there was a little disruption during the election process last year, Staff Governors have attended 9 team meetings and sourced feedback which is presented to every Council of Governor meeting.

In November 2016, Chris Callow, Public Governor encouraged his local Parish Council to include an article on becoming a member in his local Parish council Newsletter which was disseminated to approximately 300 homes.

The working group approved the question for the Annual Members Meeting which took place in September 2016. The working group have ensured that all of the feedback gathered at this meeting was analysed and that within every Insight magazine, the Trust has included a “You said, we did” style article to feed this back to members.

In February 2017, the working group began to explore the options to commission a promotional video to raise awareness of membership. This idea grew, and the Membership & Governance Manager has been working with students at Wiltshire College to produce something within the 2017-18 financial year.

Future work

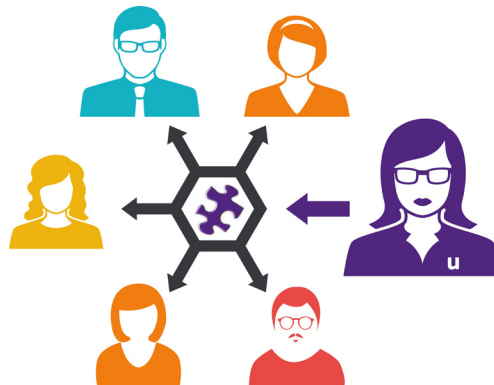
Throughout the next year the group will continue to ensure that the public is at the heart of everything we do by creating a representative membership and engaging them in the development and transformation of their health services with particular focus on the Strategic plan.



7. What does the future hold?

Several Governors will retire at the end of October and the 2017 elections will bring some new faces to the Council of Governors. Again the Trust faces uncertain and challenging times ahead as the NHS continues through a period of exceptional constraints on its spending while demands increase relentlessly.

As the RUH responds to these circumstances, by seeking new ways to deliver its services to meet contemporary expectations of quality, accessibility and effectiveness, the Governors' role and the contribution which their independent advocacy and oversight can bring will be all the more important. During the coming year, we will continue the progress we have all made in developing that role so it is focussed and effective.



8. A Big Thank You

Throughout the year, the Governors' efforts have been greatly assisted by numerous Trust staff, Directors and Non-Executive Directors who have attended our regular meetings or working groups to provide information and presentations and answer our questions. For their constituency meetings, Public Governors have also been willingly supported by senior staff and Directors who have talked about the work of the hospital, its plans and answered members' questions. Our sincere thanks and appreciation goes to all of them.

Finally, our grateful thanks also go to the Trust's Membership and Governance Manager, Roxy Poultney, and to staff in her (very small) team.

Governors and members are extremely fortunate to have someone of Roxy's ability and commitment helping them. They benefit enormously from the dedication and time which she and her colleagues devote to assisting us in our roles and furthering the interests of members, new and old.

I would like to become a Member of the Royal United Hospitals Bath NHS Foundation Trust

Title First Name Surname

Address

Postcode Telephone

Email address

Date of birth / /

Gender: Male Female

Signature Date

By submitting this form I agree to be a member of the NHS Foundation Trust and be bound by the rules of the organisation. These rules are subject to legislation and the agreement of a written constitution. Full details can be found on our website, www.ruh.nhs.uk/membership

I am interested in

- Cancer services Outpatients Older peoples' services
 Long term conditions Women & Childrens' services Urgent care (emergencies)
 Other, please specify

I would like to

- Keep in touch;** receive our quarterly magazine
 Get involved; attend events and take part in surveys to help us improve our services
 Work with the Foundation Trust; consider being a future governor

About me

What do you consider to be your ethnic group?

- White** English, Welsh, Scottish, Northern Irish, British
 Irish Gypsy, Irish traveller Other white background
- Black / Black British** African Caribbean Other black background
- Asian** Indian Pakistani Other Asian background
 Chinese Bangladeshi
- Mixed** White and Black African White and Asian
 White and Black Caribbean Other mixed background
- Other ethnic groups** Arab Other ethnic group

Do you consider yourself to be:

- Heterosexual Gay Bisexual Prefer not to disclose

Do you consider yourself to have a disability?

- No Yes If yes, please specify

Are you a carer?

- No Yes

The Foundation Trust is required to keep a public register of our members' name and constituency. If you do not wish to be on this register, please tick here

your details will be held on a database and will be used by the RUH to provide you with information about the work of the Foundation Trust. The information you provide remains confidential and will be held and managed in accordance with the Data Protection Act (1998).

Become a member

Discover your voice



“What is membership?”

Being a member of the RUH provides you with an opportunity to influence how the hospital is run and the services on offer to our patients.

It's a great way to keep up to date with >



and offers a way for **you** >



Membership is completely **FREE**

to anyone aged

16+

to be more involved

and you can choose just how involved you would like to be

Become a member and...

1.

Have your say

and help the Trust improve services by sharing your feedback based on your experience

2.



Receive the hospital's quarterly magazine direct to your door or inbox

3.



Be involved and consulted on issues such as changes and improvements to services

4.



Be invited to special Members events, gaining a unique insight into the RUH's activities

5.



6.



Choose who represents you by voting during the Governor elections and be eligible to stand for election yourself

How do I become a member?

Simply complete the membership form overleaf and return it to us using our freepost address below, alternatively you can sign up online at: www.ruh.nhs.uk/membership