

To: Healthwatch Surrey Board

From: Kate Scribbins

Date: 15th January 2018

Healthwatch Surrey work plan 2018/9

Purpose: The Board is asked to consider and comment on this first draft of our work plan for 2018/19, and approve next steps according to the timeline below.

Timeline:

Jan 23rd 2018 – First draft of work plan

Feb 20th 2018 – second draft of work plan to include KPIs, and first draft of associated budget, draft SLAs

March 27th 2018 – final draft of work plan and associated budget; partner notification

April 24th 2018 – Public Board to sign off on work plan and budget

This work-plan has been driven by our vision statements:

- 1. Healthwatch Surrey is the respected, trusted and credible champion of the consumer for health and social care in Surrey.**

We will:

- Continue to prioritise constructive relationships with commissioners, feed back what we've heard on a regular basis and seek outcomes.
- Have effective escalation routes for sharing cases of concern with service providers.
- Continue to build the way we collect and handle experiences from the public, and share this in an influential way that leads to changes.

- 2. Healthwatch Surrey's role, function and services are known, understood and valued by consumers and therefore they readily contact us.**

We will:

- Have an increased emphasis on awareness-raising across all our core functions.
- Continue to seek varied and accessible outputs for our work so that we maximise reach, awareness and understanding.
- Ensure we collect feedback on our Helpdesk and via Independent Health Complaints Advocacy to enable us to better assess value.

3. Our influencing is based on sound evidence, knowledge and insight.

We will:

- Develop and implement a plan to engage with people in a way that maximises use of our limited resources and ensures equal opportunity to have voices heard.
- Increase the number of experiences we gather, and ensure we have a range of ways that people can share their experiences with us, including through our partner organisations and through the Community Cash Fund.
- Set clear priorities for our thematic work based on transparent criteria.
- Build our volunteer base to help with our work.
- Capture, store and analyse our evidence in a safe, efficient and effective manner.
- Ensure that our evidence is used in an influential manner.

4. As a social enterprise we have secured a growing and sustainable future.

- We will secure additional sources of income by offering services that are complementary to those of our main Healthwatch contract.

How we will deliver on these vision statements

1. Healthwatch Surrey is the respected, trusted and credible champion of the consumer for health and social care in Surrey

To do this we need to

- ✓ *Build good relationships*
- ✓ *Feed our evidence back effectively to the system and seek outcomes*
- ✓ *Demonstrate our effectiveness*

We will:

1.1. **Commissioners:**

- 1.1.1. Continue with regular quarterly opportunities to share What We've Heard meetings with commissioners.
- 1.1.2. Ensure we give sufficient priority to children's social care commissioners.

1.2. **CQC:** Continue regular quarterly meetings with CQC.

1.3. **QSG:** Continue regular attendance

1.4. **Quality committee of Surrey Heartlands STPs** – seek invitation and regular attendance

1.5. **Adults and Health Select Committee** – continue to prioritise attendance and input

1.6. **Providers:**

- 1.6.1. Continue to ensure we have effective routes in for escalation of concerns and seeking outcomes from providers.

1.7. **Escalations**

- 1.7.1. Continue the work of the Escalations Panel which will meet monthly to guide our approach to issues of concern.
- 1.7.2. Pilot local Escalations Panel in Surrey Heath.
- 1.7.3. Ensure all escalations procedures are in place and that we have relationships with providers that we need to achieve outcomes.

1.8. **Influence**

- 1.8.1. Continue to review our approach to What We've Heard meetings every 6 months to ensure we remain effective and build on learnings.
- 1.8.2. Continue to review key influencing relationships on a quarterly basis and agree individual strategies needed to achieve agreed goals.
- 1.8.3. Once findings from Reflective Review are available, incorporate these into influencing strategy where necessary.
- 1.8.4. Implement next steps from our review of key boards, committees and meetings to ensure we have the right people in the right place at the right time.

- 1.8.5. Continue to work cooperatively with other local Healthwatch and to build more relationships. Particular emphasis to ensure we have the relationships in place to have a joined up approach to Frimley.
- 1.8.6. Ensure we make full use of the media to become more vocal/critical when required to increase our influence/credibility to ensure we are as effective as possible whilst maintaining good relationships.
- 1.8.7. Continue to publish our outcomes on a quarterly basis, continue to review whether this is as impactful as possible and find ways to ensure it reaches a wider audience.
- 1.8.8. Extend our influencing reach by having the recruitment and support mechanisms in place to support volunteers' participation in decision-making meetings.
- 1.8.9. Develop a new process for making specific, actionable and proportionate recommendations based on our evidence, in order to maximise our influence.
- 1.8.10. Give a presentation on a thematic priority area to a key decision-making forum each quarter.

How will we know that we are doing a good job?

We will: TO FOLLOW

2. Healthwatch Surrey's role, function and services are known, understood and valued by consumers and therefore they readily contact us.

To do this we need to:

- ✓ *Improve awareness amongst general public and ensure that it is easy to contact us*
- ✓ *Improve awareness amongst stakeholders in a targeted manner*

We will:

- 2.1.** Continue our campaign-led communications - we will continue this approach for 2018/19 with a further review in Dec 2018, as endorsed by the Board in December 2017.
- 2.2.** Build and develop our awareness raising initiatives, using our volunteer groups and establish a task force to help us achieve our goals within the local community.
- 2.3.** In addition to our general Surrey wide and 'point of entry' GP surgery awareness building, we will also focus on District & Boroughs and VCFS groups. This targets those identified in the reflective review as having lower awareness of Healthwatch Surrey in particular our information and advice offering.
- 2.4.** Conduct a review of awareness of health complaints advocacy and Helpdesk and implement specific steps to boost take-up.
- 2.5.** Following our successful campaign with Eagle radio we will continue to look for new ways of working with local advertising channels to promote our message to a wide audience.
- 2.6.** Explore new and innovative ways of communicating our messages such as animations, blogs, new media channels.
- 2.7.** Ensure our outcomes and sound bites are effectively communicated and integrated into all our communication initiatives, to highlight the impact we make.

- 2.8. Ensure consistent look and feel across all HWSy output and ensure our output is accessible.
- 2.9. Achieve increased HWSy literature distribution through the awareness raising strategy.
- 2.10. Work with VCFS partners to review the accessibility of our communications.
- 2.11. Evaluate and adapt our social media strategy based on the metrics we have now got from our first paid campaigns to ensure maximum reach and efficiency.
- 2.12. Craft content to communicate our different messages in a way that is relevant to our different target audiences.
- 2.13. Build on our increased media coverage in 2017 to develop close relationships with the channels and look at proactive partnership working with those identified as high interest/impact media partners.
- 2.14. Develop the content on the new website and monitor the metrics closely to ensure we optimise the user journey when visiting the site.

How will we know that we are doing a good job? TO FOLLOW

3. Our influencing is based on sound evidence, knowledge and insight.

To do this we need to:

- ✓ *Set clear priorities and stick to them*
- ✓ *Have an engagement strategy to guide our work*
- ✓ *Ensure our evidence is stored safely and we are able to analyse and report on it to good effect*

We will:

- 3.1. Implement a new Evidence Gathering strategy which addresses the recommendations set out in our most recent review of this activity
- 3.2. Gather over 3,000 experiences that provide a balanced evidence base in order to contribute to a fair and transparent way of responding to emerging issues and setting priorities
- 3.3. Collaborate with our local volunteer teams to innovate our Evidence Gathering in ways that inspires more volunteer activity in this area
- 3.4. Better utilise our communications channels – particularly in the VCFS sector – to generate more evidence
- 3.5. Engage with people in a variety of locations which will lead to us hearing about all ‘service types’¹ during the year
- 3.6. Take more opportunities to align our evidence gathering with the needs of the health and social care system
- 3.7. Be more responsive to emerging issues and set aside resources to work on these issues, including re-active Listening Events, re-active Enter & View visits and a re-active project
- 3.8. Introduce a little more flexibility in planning of Listening Events i.e. by visiting 12 ‘alternative locations’ that are not GPs, Acute Hospitals, Community Hospitals or high street locations

¹ As defined by CQC

- 3.9. Visit four seldom heard or disadvantaged groups that we have not been in contact within in the preceding 12 months
- 3.10. Undertake activity in order to close the gaps in our evidence base around 'social care' and 'community services'
- 3.11. Maintain and continually improve our partnership with Citizen Advice branches
- 3.12. Undertake a desktop research project which documents the barriers and preferred engagement methods of people with protected characteristics and those from seldom heard groups
- 3.13. Undertake 4 projects around our thematic priorities which produce a report, conclusions and recommendations
- 3.14. Undertake another project on an issue that emerges during the year
- 3.15. Review our Data Protection Policy and where appropriate implement new plans to take account of the new GDPR legislation

How will we know that we are doing a good job?

We will: TO FOLLOW

4. Building our use of volunteers

To do this we need to

- ✓ *Have a clear strategy and implement it*

We will:

- 4.1. Continue to implement our new volunteer strategy.
- 4.2. Nurture and learn from Surrey Heath local team; get Guildford and Waverley up and running fully; establish two more local teams by end Q2; conduct a thorough evaluation of effectiveness at end of Q2.
- 4.3. Ensure volunteers have been assigned ownership of relationships with key influencers in local areas and feel confident in their roles.
- 4.4. Develop capacity of volunteers to get involved with Patient Experience Monitoring Committees at the Trusts (by use of volunteers).

How will we know if we are doing a good job?

We will: TO FOLLOW

5. As a social enterprise we have secured a growing and sustainable future.

To do this we need to:

- ✓ *Develop a strategy*
- ✓ *Build our ability to pitch and tender for work*
- ✓ *Ensure we have the relationships in place*

We will:

- 5.1. Have a steering group in place to start planning for re-procurement by SCC
- 5.2. Continue to deliver excellent service on core contract and maintain excellent relationships with commissioners
- 5.3. Have a clear pitch for our offer, and staff team and board will be familiar with this and will be encouraged to take all opportunities to open discussions with potential clients.
- 5.4. Allocate specific resource within the staff team to identifying, developing and pursuing new business leads
- 5.5. New business opportunities to be discussed as a standing item in staff team monthly meetings.
- 5.6. Bring in a minimum of £50,000 in new income turnover this year.
- 5.7. Seek to win an award at the HWE annual awards; and an award for volunteering.

How will we know that we are doing a good job? TO FOLLOW

6. Other

- 6.1. Ensure we have appropriate accommodation for our team.
- 6.2. We will ensure we have staff appraisal, development and training plans in place across the staff team and for our volunteers.
- 6.3. We will continue to review and update all policies.
- 6.4. We will review HWSy Board development and seek to recruit more NEDs.