

To: Board

From: Kate Scribbins

Date: April 2019

Healthwatch Surrey work plan 2019/20

Purpose: To finalise our plans to deliver on Healthwatch Surrey's mission and vision for 2019/20.

The Board is asked to approve our work plan and associated KPIs.

Our Mission

Healthwatch Surrey is an independent champion that gives the people of Surrey a voice to improve, shape and get the best from health and social care services by empowering local people and communities.

Our annual work plan to deliver on this mission has been driven by our vision statements and associated goals:

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

Goal: To have the relationships, people and organisational structure in place that enable us to be trusted by all of our stakeholders, collect the consumer voice and feed it back to the relevant parts of the system. We will be persistent in seeking outcomes and measuring our impact.

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

Goal: To have a simple, widely understood identity and mission and ensure that at the time when people may benefit from contacting (or have stories to tell) Healthwatch Surrey, they know who we are and what we do, can find and interact with us easily and, where appropriate, do share their need and/or stories with us.

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

Goal: To acquire evidence, knowledge and insight that much more fully reflects consumer and local experience of services in Surrey and usage by different user groups, whilst ensuring that we actively seek out insight from seldom heard or hard to reach groups.

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

Goal: To secure additional sources of income by offering services that are complementary to those of our main Healthwatch contract.

We have a number of strategic priorities for 2019/20:

Thriving

- Building new business
- Ensuring we are well prepared and in the best possible place to win the tender for the Healthwatch Surrey contract in 2020.

Hearing more

- Continuing our Evidence Gathering Strategy to ensure that in addition to gathering insight across a broad range of NHS and social care services, we reach out to those at risk of health inequalities and who are harder to reach and less well heard.
- Developing Volunteer Groups across Surrey, and volunteer involvement in *engagement* to enable us to hear more from local people.
- Reviewing how we engage with local people and considering innovative methods to ensure we are as inclusive and cost effective as possible.
- Reviewing our communications to ensure that our message around why people should share experiences with us is as compelling as possible.
- Reviewing how people can interact with us to ensure we make it as easy and inclusive as possible for people to share with us.

Sharing more

- Continuing to review how we share our insight (what and how we share and who with) to ensure we use our insight as effectively as possible.
- Continuing to review our attendance on boards and committees and groups to ensure maximum impact and full use of volunteers.
- Developing Volunteer Groups across Surrey, and volunteer involvement in *sharing insight with system partners* to enable us to share more of what local people tell us.

The following statements and associated KPIs demonstrate how we plan to deliver on our vision statements in 2019/20.

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

We will:

- Continue to promote our independence and the value that brings.
- Continue to develop the work of the Escalations Panel.
- Continue with our Influencer Strategy and mapping work to ensure we have key goals and relationships in place.
- Continue to keep our attendance at Boards, committees and groups under review to ensure best use of resource, refine our decision-making toolkit for this and ensure we are disciplined and consistent in our approach, as per our “Participation in system forums” approach as approved by the December 2017 Healthwatch Surrey Board.
- Continue to develop our process for making specific, actionable and proportionate recommendations based on our evidence, in order to maximise our influence.
- Continue to develop our “outputs” from reactive engagement events to maximise our influence and ability to share insight.
- Continue to work collaboratively with our local HW colleagues in the region.
- Continue to work with our system partners to establish their priorities to ensure that where possible/appropriate we are aligned with what’s on their agenda.
- Continue to review our approach to what we share and who we share it with to ensure we are achieving maximum impact.
- **Review** where we are sharing information in the light of developing structures within our STP/ICS/ICP areas.
- **Develop** the capacity of our volunteers to help us to hear more and to share more.
- **Develop** volunteer roles in our representation work and ensure training and support is in place.

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

1. Receive an increase in positive feedback from key stakeholders via a reflective review.
2. Meet regularly with all Clinical Commissioning Group and SCC and Public Health commissioners and have insight to share.
3. Receive and capture positive feedback from all commissioners and CQC around the quality and value of Healthwatch Surrey’s work.

4. Maintain effective escalation routes to all provider organisations for cases raised by the Escalations Panel and demonstrate outcomes from these.
5. Continue to capture outcomes from our work, refine how we define and demonstrate these, and report on them quarterly.
6. Demonstrate via our Influencing Strategy and underlying mapping that we have clear goals, ownership, monitoring and improvement of relationships and influence.
7. Support volunteers in regularly attending What We've Heard meetings alongside a staff Commissioner lead.
8. Support volunteers to establish new roles on three decision making forums.

As an overall KPI we will measure and report on:

- the number of experiences we have shared and escalated.

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

We will:

- Continue our campaign-led communications - we will continue this approach for 2019/20 with a further review in Dec 2019, as endorsed by the Board in December 2018.
- Continue to look for new ways of working with local advertising channels to promote our message to a wide audience.
- Continue to explore new and innovative ways of communicating our messages such as animations, blogs, new media channels.
- Continue to ensure our outcomes and sound bites are effectively communicated and integrated into all our communication initiatives, to highlight the impact we make.
- Continue to ensure consistent look and feel across all HWSy output and ensure our output is accessible.
- Continue to build our communications and awareness database
- **Review** the routes by which people can contact us, and the way in which they can do so, to ensure we make it as easy as possible for people to share an experience.
- **Review** how we talk about what we do and how we encourage people to share and refine our narrative around this.
- **Review** how we manage our internal communications to ensure, as Volunteer Teams grow, that we are communicating effectively internally as well as externally.
- **Develop** our collection and use of case studies to illustrate our impact.
- **Develop** our awareness raising initiatives, using our volunteer teams and establish a task force to help us achieve our goals within local communities.
- **Develop** our relationships with key media contacts.

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

In 2019/20 good will mean we are able to demonstrate we've reached a wider audience in places we haven't been before, using platforms we haven't used before. We will continue to grow our contacts database and relationships with local VCFS partners to allow awareness to be spread to local community groups. We will do so via consistent and accessible communications. Our aim is to have more people engaging and interacting with our content and sharing feedback through our media channels, Helpdesk and Advocacy.

9. Achieve/meet objectives set by each of our communications campaigns (measured by post-campaign analysis including web metrics).
10. Promote our message via new channels and capture key learnings (measured by the number of new channels and how we adapt to our findings along the way).
11. Regularly share outcomes and case studies and demonstrate the impact of our work to the public, stakeholders and volunteers (measured by the number of case studies/outcomes developed across the year and how people interact with them - web metrics).
12. Be consistent in the look and style of all our communications and in accessible formats, with a clear narrative around what we do, to encourage people to share experiences and feedback (measured by an increase in the number of people engaging, interacting and sharing feedback with us - web metrics).
13. Capture all new contacts for engagement groups, awareness and communications within the contacts database (measured by a robust, up-to-date contacts database we can call upon for promoting our communications campaigns).
14. Ensure staff, Board members and volunteers are all aware of our campaigns and actively participate in helping us to promote them (measured by the comms campaign briefings and staff, Board and volunteer interaction with the campaign).
15. Inform volunteer teams of upcoming awareness raising events so they can attend on our behalf (measured by volunteer attendance at awareness events on the awareness tracker).
16. Ensure journalists know we are a trusted source and the first point of contact for related health and social care stories (measured by meetings with all key journalists, invites to interview and media coverage).
17. Be able to demonstrate that people are aware of local system change and how to be involved. (measured by views to our consultations page and reach of our social media posts relating to system change).

18. Increased awareness of our offering with regards to Advocacy and Information and advice for VCFS partners (measured by the reflective review)

As overall KPIs we will measure and report on:

- The number of people proactively engaging and sharing experiences with us via the website, post, Helpdesk.
- The number of people contacting the Helpdesk for information and advice.
- The number of people accessing the Independent Health Complaints Advocacy service.

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

We will:

- Continue to work on established thematic priorities which are determined through a transparent process with wide stakeholder input and input from our volunteers.
- Continue to hold reactive engagement events or Enter and View visits at service delivery points when appropriate and as determined by Escalations Panel.
- Continue to ensure we have a sound understanding of health inequalities across Surrey.
- Continue to analyse the experiences we collect to ensure that we are hearing about health and social care; and primary, secondary and community services.
- Continue to implement our Evidence Gathering Strategy to ensure that in addition to gathering insight across a broad range of NHS and social care services, we reach out to those at risk of health inequalities and who are less well heard, and develop new initiatives to address key gaps.
- Develop our use of evidence from Independent Health Complaints Advocacy cases in our evidence-base and take themes and trends from Advocacy to What We've Heard meetings.
- Develop training on Information Governance policies in line with new policies.
- Develop a wider range of outputs to maximise the influence of our insight
- Develop new ways of engaging and encouraging people to share experiences (innovation) in order to ensure we are as inclusive and cost effective as possible.
- Develop our database of contacts to ensure that we have contacts for Surrey-wide and more local community groups in all our areas (with help from Volunteer Groups).
- Review where Listening Events are held to ensure they are sufficiently targeted at places where we are likely to hear from people who are seldom heard or disadvantaged.

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

19. Gather a minimum of 3,000 Useable Experiences to provide a broad evidence base and to feed into What We've Heard meetings across health and social care
20. Gather Useable Experiences via the Community Cash Fund
21. Increase the proportion of experiences we gather on non-GP and non-hospital services and aim to capture at least one Useable Experience from every service type annually.
22. Under each of our four thematic priorities we will produce one report or other output
23. When we produce a report or other output which contains conclusions and recommendations, we will follow this up with an Impact Report to track whether we have had any influence
24. Publish at least one report or output on an emerging/new issue
25. Publish reports/outputs from four outreach projects which amplify the voice and gather experiences from seldom heard or disadvantaged communities
26. Find a new method of gathering Useable Experiences which improves our cost effectiveness or inclusivity.
27. Grow our VCFS contact database by 25%

As an overall KPI we will measure and report on:

- The number of Useable Experiences we gather to a minimum target of 3,000
- Whether we have captured at least one Useable Experience from every service type annually
- Whether we have undertaken targeted awareness-raising or engagement with specific groups as outlined in Evidence Gathering Strategy
- Whether we have gathered Useable Experiences from one ward within each CCG area identified as amongst most deprived and/or having lowest life expectancy
- Whether we have published 4 reports/outputs on thematic priorities
- Whether we have published 4 reports/outputs based on outreach work
- Whether we have published one report/output on an emerging issue

We will share a report on the breadth of our coverage (both of service types and progress on Evidence Gathering Strategy) with the Board at our quarterly meetings in public.

Building our use of volunteers

We will:

- Continue to implement our volunteer strategy which is designed to increase Healthwatch Surrey's capacity to fulfil its remit and deliver more for the people of Surrey via the use of volunteers, with a particular emphasis on hearing more and sharing more.
- Continue to nurture and learn from Surrey Heath and Guildford and Waverley local groups.
- Continue to carry out an annual survey of satisfaction amongst volunteers and learn from it.
- Review the support available in the staff team to ensure we are able to offer the Volunteer Groups the help they need to develop.
- Develop Volunteer Groups in all 5 largest Clinical Commissioning Group areas with terms of reference, clear aims and targets with input from volunteer teams.
- Develop a recruitment and communications strategy to build the volunteer teams.
- Develop mechanisms to ensure effective two-way communications between Volunteer Groups and Healthwatch Surrey staff team; and for groups to communicate and network with each other.
- Develop our ability to ensure volunteers have been assigned ownership of relationships with key influencers in local areas and feel confident in their roles.
- Investigate feasibility of requirements of "Investors in Volunteers" accreditation

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

Support and Training

28. Have volunteers that are trained, online and in person, and feel confident in their role (measured by the training log and the volunteer satisfaction survey).
29. Ensure all volunteers partaking in engagement are signed off on the engagement competency framework within 3 months of joining the volunteer team (measured by the competency framework).
30. Assign volunteer groups the key influencers in their area and support them in this role, (measured by influencer mapping and volunteer confidence reported in the volunteer satisfaction survey).
31. Have the processes in place to achieve 'Investing in Volunteers' accreditation (measured by achieving the accreditation).

Hearing more and sharing more

32. Have volunteers present at a minimum of 50% of staff led engagement / outreach workshops/reactive listening events (measured by the engagement log).
33. Support the established volunteer groups to conduct a minimum of 12 volunteer-led engagement events per annum (measured by the engagement log).
34. See an increase in useable experiences captured by volunteers (measured by Informatics data).
35. Have 1 volunteer representative to attend every Clinical Commissioning Group What We've Heard meeting to help share information from the local groups (measured by number of meetings attended in the meetings log).
36. Through supporting volunteers to hear more and share more, see an increase in volunteer hours vs. 2018 (measured by volunteer hours).

Recruitment and communications

37. Have recruited the volunteers required to establish 3 further local area groups (measured by recruitment figures/groups formed).
38. Have retained the volunteers in the existing groups (measured by retention rates).
39. Have regularly communicated with the volunteers (measured by volunteer newsletter, open rates and response to requests).
40. Have established a means of two-way communication with all the groups (measured by the volunteer satisfaction survey, as well as response to information being shared between the 5 volunteer groups and the staff team).

As an overall KPI we will measure and report on:

- **the number of hours our volunteers have contributed**

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

We will:

- Continue to deliver excellent service on our core contract and maintain excellent relationships with commissioners.
- Continue to ensure project budgets are maintained to enable us to cost and track work accurately.
- Continue to ensure we have plans in place and are in an excellent position to re-tender for the Healthwatch contract.
- Develop and implement an ambitious plan for our new business development and have a target of £60,000 new business turnover.

- Develop a clear pitch for our offer, combined with a portfolio of recent work, and staff team and board will be familiar with this and will be encouraged to take all opportunities to open discussions with potential clients.
- Seek to win an award at the Healthwatch England annual awards; and an award for volunteering.

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

41. Win the retender
42. Bring in more new business than last year

As an overall KPI we will measure and report on:

- Whether we win the retender
- Progress against target to bring in £60,000 in new business turnover

Operational. We will:

- Continue to ensure we have staff appraisal, development and training plans in place across the staff team and for our volunteers.
- Continue to review and update all policies.
- Continue to implement policies in order to comply with GDPR.
- Continue to develop the HWSy Board and ensure succession planning for the Chair role.
- Develop new culture and values statements for the organisation.
- Develop our planning process for the retender of the Healthwatch contract and allocate appropriate resource.