

Influencers Strategy

Pro-actively managing a reputation and creating opportunities to collaborate amongst key decision makers and influencers in health and social care.

October 2017

Purpose

The Board tasked the staff team with developing a stakeholder mapping strategy. We started this as a mapping exercise for all stakeholders however this proved rather unwieldy due to the range of stakeholder we interact. We have now developed this so that we have a strategy which identifies key categories of influencer and establishes a goal and key messages for each category.

Recommendations

The Board is asked to endorse this strategy and approve the associated actions.

It is recommended that this strategy is adopted and reviewed after one year (Oct 2018).

If we manage our relationships with these influencers well, we will be more effective at fulfilling our mission and vision. Successful relationships will help us to achieve our mission and vision in the following ways:

- build our **reputation** as the respected, trusted and credible champion of the consumer for health and social care
- enable **collaboration** on opportunities that support a growing and sustainable future for Healthwatch Surrey

Healthwatch Surrey's approach to relationships with the Voluntary, Community & Faith sector (VCFS), people who use local services and volunteers have already been documented in other strategies (VCFS Strategy, Awareness Strategy, Volunteering Strategy).

Who are 'influencers'?

People who either make or directly influence decisions about health and social care services.

Which influencers are we most interested in?

The health and social care landscape in Surrey is extensive and complex and we cannot have relationships with all influencers.

A number of categories have been defined in order to provide a focus to the strategy. Healthwatch Surrey's existing strategy has had particular success in cultivating relationships with:

- Care Quality Commission
- Existing funder (Surrey County Council)
- Commissioners (CCGs, Surrey County Council, NHS England)
- Health & Wellbeing Board

This revised strategy seeks to build further on that work, whilst also improving our understanding and management of relationships with:

- Potential funders
- Service providers and front-line workers
- District & Boroughs
- Elected Members (Parliamentary, County, District)
- Sustainability & Transformation Partnerships
- Thematic Priority influencers
- People regularly engaged in Public Participation:
 - Patient Participation Groups

- Surrey Coalition of Disabled People
- Disability Alliance Network
- Independent Mental Health Network

and;

- Key decision making Boards:
 - Adults & Health Scrutiny Committee
 - Children & Young People's Partnership Board
 - Safeguarding Adults Board
 - Quality Surveillance Group - Surrey & Sussex
 - Adult Social Care Quality Surveillance Group - Surrey
 - Health & Wellbeing Board

It's also recognised that there is a cohort of people who are particularly influential, whom may not be covered within the categories above, or who are important to identify as individuals within this strategy:

- Top Leaders

Our approach

Aim

This strategy explains how we will interact with influencers of most interest, in order to:

- build our **reputation** as the respected, trusted and credible champion of the consumer for health and social care; *the influencers we are most interested in should have these perceptions of us*
- enable **collaboration** on opportunities that support a growing and sustainable future; *'potential funders', 'service providers', 'commissioners', 'thematic priority influencers' and 'groups involved in Public Participation' are important potential collaborators*

13 categories of influencer

This strategy focuses on 13 categories of 'influencer', within which we have identified a specific goal related to building our reputation and/or enabling effective collaboration. Key people or roles are also identified, along with key messages.

Quarterly action planning

The success of these relationships will be assessed on a quarterly basis, through a RAG rating of a stakeholder map, which will inform a dynamic approach to specific relationship development activities. During this process we will review the specific people and roles to ensure these are kept up to date.

Success criteria

The success of these strategies will be measured through:

- the 360 reflective audit, through which we will see increases in participation rates and perceptions of credibility, trust and respect
- examples throughout our work on an on-going basis will demonstrate the effectiveness of collaborative working

Existing funder

Goal

Existing funders at Surrey County Council are champions of our work, continue to contract us to provide the service and a decision is taken to remove the annual 5% reduction in our budget.

Key people or roles

- Saba Hussain (Policy & Strategic Partnerships Manager, New Models of Delivery Team)
- Lead Commissioning Officer (Lesley Harding)
- The Cabinet Member with a Healthwatch Surrey oversight role (Mel Few)
- Elected Member Co-Chair of the Health & Wellbeing Board (Helyn Clack)

Key messages

Healthwatch Surrey is doing an excellent job

Healthwatch Surrey are “good people to do business with”

A 5% reduction is unsustainable and not consistent with statutory obligations

People regularly engaged in Public Participation

Goal

We know about local groups and active individual participants that seek to influence the health and social care system, who in turn know about us, regularly hear about our impact and perceive us to be credible, trusted and respected. They connect us with the communities they are involved in.

We manage the expectations they have of us. These expectations are consistently met or, where they cannot be reasonably met, the effects of this are well managed.

Key people or roles

- Members and Chairs of GP Patient Participation Groups
- Attendees of commissioner or service provider Public Participation (engagement) events
- Members of Surrey Coalition of Disabled People (SCDP) and Disability Alliance Networks
- The Independent Mental Health Network (coordinated by SCDP)
- Chief Executive of Surrey Coalition of Disabled People (Carol Pearson)
- Bess Harding
- Anna Sartori, Don Illman, Cliff Bush, Nick Marwick, Eleanor Levy

Key messages

Case study of recent improvement to services or challenging 'the system'

We are doing some work in the future that you can get involved in

We have volunteering opportunities and may need to recruit in future

Commissioners

Goal

We have a way of regularly sharing our data effectively and in a way that leads to outcomes for local people. We know what the challenges and plans are within each local health economy. Commissioners come to us for advice on Public Participation strategies and initiatives. We maximise synergies across our related work plans.

Key people or roles

The following roles within commissioning organisations:

- Director responsible for communications
- Director responsible for public participation
- Officers leading communications work plans
- Officers leading public participation work plans
- Directors responsible service change
- Officers leading service change
- Directors responsible for quality assurance
- Officers leading quality assurance
- Lay Governors

Key messages

The unique insight we provide helps commissioners to do a better job

We want to keep up to date with your challenges and plans

We are tenacious in making sure that people are heard

We are experts in Public Participation

Case Studies demonstrating the breadth of our work

Sustainability & Transformation Partnerships (STPs)

Goal

We have an agreed role within the STPs which is known by senior members of the STP and can be easily established by anyone in the system and the general public. Part of this role includes a method through which we ensure that public participation is done and done well. People working on behalf of the STP turn to us for advice on how and when to do public participation and consultation. We also have a route to sharing our data and intelligence in the most effective way which secures outcomes for local people.

Key people or roles

- CEOs of CCGs in Surrey
- Transformation Director, Surrey Heartlands (Sarah Parker)
- Transformation Director, Frimley Health (Tina White)
- Directors overseeing Public Participation in STPs
- Officers leading Public Participation in STPs
- Members of the Surrey Heartlands STP Transformation Board
- Senior Responsible Officers of the STPS

Key messages

We have an agreed role which is... [as agreed]

Think of us before embarking on service changes, we can add value through well planned conversations with local people

We are a key partner in the Surrey Heartlands STP co-design programme

Thematic Priority influencers

Goal

We know who thematic priority influencers are and they are responsive to our requests for information. They know we have a priority in their areas of interest, they know - broadly - what our plans are and they feel that they have been consulted.

Key people or roles

- *To be determined within Project Initiation Documents*

Key messages

We want to help you and add value
Your views are essential to ensure we have the right conversations
Case study of us adding value through project work

Care Quality Commission (CQC)

Goal

CQC use our data and take demonstrable action which evidences the value of our relationship and our data, as appropriate.

Key people or roles

- Adult Social Care Inspection Manager
- Primary Care Inspection Manager
- Acute Hospital Inspection Manager
- Mental Health Services Inspection Manager

Key messages

Our unique insight helps CQC focus on the issue that matter most

We want to avoid duplication of activity

We complement the role of CQC

Service Providers & Front Line Workers

Goal

Service providers and front line workers know who we are. We know where to escalate experiences in order to secure outcomes for local people. We can access people who use services through collaboration on projects.

Key people or roles

- Nominated contact for Healthwatch Surrey escalations
- *Others to be determined within Project Initiation Documents*

Key messages

We are good to work with

We want to add value

We are tenacious in making sure that people are heard

District & Boroughs

Goal

We utilise communications channels to improve awareness of Healthwatch Surrey. We will consider requests to collaborate with those District & Borough's with a specific interest in health and social care.

Key people or roles

- Officers leading on communications work plans

Key messages

We provide an important service for your residents

Elected Members (parliamentary, county and district)

Goal

Elected Members know about our services and refer constituents to us.

Key people or roles

- As elected

Key messages

We provide an important service for your residents
We have statutory functions and are fulfilling them effectively

Key decision making Boards

Goal

We are a presence, make useful contributions, increase the amount of user experience data and stimulate interest in the views of users through our participation in on-going key decision making Boards. We secure outcomes for local people. We make challenges to the extent, nature and value of Public Participation.

Key people or roles

Members of the following Boards:

- Health & Wellbeing Board
- Adults Health & Select Committee
- Children & Young People's Partnership Board
- NHS England Quality Surveillance Group
- Safeguarding Adults Board
- Surrey Priorities Committee
- North West Primary Care Co-Commissioning Board

Key messages

We have an agreed role on this Board which is to... [as agreed]

Top Leaders

Goal

Top Leaders have a detailed understanding about our work. They talk favourably about us in the forums they operate. They ask us for help. They know and have a good experience of Kate. They help us to get access to people and take actions which enable our reputation and collaboration. We tell them about problems early.

Key people or roles

To be agreed and specified in underlying spreadsheet and kept under review as STPs develop.

Key messages

We are good to work with

We are worth working with

We are well connected and in-tune with developments in 'the system'

Potential funders

Goal

Potential funders know that we can provide commissioned services and they know the range of services we could provide. They believe we are responsive, professional and reliable. We know who potential funders are and are in places, at times, to have timely conversations with them about what we can offer.

Key people or roles

- Directors in ‘the system’ with oversight of public participation (engagement/consultation)
- Directors in ‘the system’ overseeing service change
- Officers in ‘the system’ leading service change
- Citizen-Led Transformation Lead at Surrey Heartlands (Rich Stockley)
- Joint Accountable Officer of Surrey Heartlands CCGs (Matthew Tait)
- Senior Responsible Officer of Surrey Heartlands STP (Claire Fuller)
- Transformation Programme Director of Surrey Heartlands STP (Sarah Parker)
- CEOs of large providers looking to re-designing or quality assure services
- Helen Atkinson (Director of Adult Social Services, Surrey County Council - SCC)
- Julie Fisher (Director of Children’s Services, Acting CEO, SCC)
- Kat Stolworthy

Key messages

Case study of value of recent commissioned work

We are reliable, professional, responsive and we add value

It’s a different conversation with an independent body like Healthwatch