

From: Kate Scribbins

Date: April 2020

## FINAL DRAFT Healthwatch Surrey workplan 2020/21

Final draft as approved by Board 24<sup>th</sup> March 2020, prior to final approval in the April Board in public.

**Note: As of April 2020 this workplan is subject to restrictions placed on our ability to carry out our work due to Covid-19 measures, and is therefore subject to change and review with our commissioners. We will keep this workplan under regular review as the situation develops.**

**Yellow** = work partially compromised by Covid-19

**Red** = work severely compromised by Covid-19

**Green** = increased emphasis on this work due to Covid-19

We have a number of strategic priorities for 2020/21:

### Thriving

- Continuing to deliver excellent service under our Healthwatch contract.
- Building new business: employing a Business Development Officer; developing a strategy; maximising the potential of the CitA contract; building relationships with Trusts.

### Hearing more

- **Shifting the focus of our Community Engagement Strategy to ensure that we build on our knowledge of health inequalities to focus our resources on reach out to those at risk of inequalities and who are harder to reach/less well heard.** Our value to the system is in bringing to the table independent insight, particularly from communities who are less well heard, as well as insight on people's experience of NHS and social care across the system/multiple providers/not in silos. We will prioritise and be selective about what we work on in order to build our understanding and expertise about particular communities. Our approach will be about depth and quality of experiences rather than breadth and quantity. This is in line with our outcomes framework in the Healthwatch contract which states:

*..HW (sic)...prioritises seeking out, supporting and presenting the views of those that are less well heard, complementing and supporting existing routes*

- Using our Enter and View powers to ensure we reach people “behind closed doors” who might not otherwise be able to contact us via our Listening Tour activity.
- Developing Volunteer Groups across Surrey, so that they become larger, more self-sustaining and empowering for local people. Increasing volunteer involvement in engagement to enable us to hear more from local people (Community Listeners). Increasing volunteer involvement with system engagement and transformation (Community Influencers).
- Ensuring we have good arrangements in place to harness the intelligence and feedback gathered by our volunteers and maintain excellent communication with them.
- Reviewing how our Volunteer Groups can best interact with evolving PCNs and existing voice mechanisms such as PPGs and patient experience groups as the Surrey Heartlands and Frimley architectures evolve.
- Reviewing how we engage with local people and considering innovative methods to ensure we are as inclusive and cost effective 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

- Ensuring we capture, code, store and analyse our stories in a way that maximises their potential (inc review of our database).
- 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. The new Intelligence Officer post is a key part of this.
- 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.

## 2020/21 Workplan

This Workplan outlines how we plan to deliver on our three vision statements and our two principles of business in the year ahead.

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

#### We will:

- Continue and consolidate our position at the Surrey Heartlands Quality and Performance Boards and Joint Intelligence Group by producing impactful reports and feeding in insight
- Continue to develop the work of the Escalations Panel - we will review remit in Q1 and provide recommendations to Board
- Continue to ensure we have key 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
- 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 all our work 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 attendance on the Primary Care Co-Commissioning Committees and Surrey Priorities Committee to ensure we are making efficient use of our resources
- **Develop** our relationships with the providers across Surrey so that we are influential and effect change
- **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.
- **Develop** our ability to track our relationships and activity
- **Develop** our work with our place-based ICPS to establish where our insight is best shared and how we can be informed about ongoing engagement and service changes
- **Develop** our work with the Frimley ICS to establish how best to share our insight
- **Develop** our role as champion of the “General Population” cohort on the HWB
- **Develop** our ability to share insight on the less well heard cohorts within Surrey HWB strategy
- **Develop** our ability to hear more from children and young people and our role on the Children’s Select Committee

**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. By the end of the year, meet regularly with CQC, all ICPs, SCC and Public Health commissioners and have insight to share, and outcomes to report.
3. By the end of the year have regular meetings established with all hospital trusts, get swift responses to our escalations, and have outcomes to report.
4. Have volunteer involvement at public engagement fora for all providers.
5. Continue to capture outcomes from our work, and report on them quarterly.

**As overall KPIs under our core contract we will measure and report on:**

- KPI 1.1 the number of experiences we have shared
- KPI 1.2 the number of experiences we have escalated
- KPI 1.3 The proportion of REASONABLE RESPONSES received to escalations
- KPI 1.4 Reflective Review - number of responses received and satisfaction levels

2. **Healthwatch Surrey’s role, function and services are known, understood and valued by local people who therefore readily contact us when they need us.**

**We will:**

- **Promote our message in new and existing channels within our key point of access locations and capture key learnings**

- **Continue our proactive led communications - as agreed by the Board in November 2019**
- Continue to look for new ways of working with local advertising channels to promote our message to those who are accessing services and are therefore most likely to contact us
- Continue to explore new and innovative ways of communicating our message to ensure maximum stand out to people who may need information and advice or want to share an experience
- Continue to focus on promoting our information and advice offering to the general public, with the aim of meeting our KPIs for calls to our Helpdesk (target 100 per quarter) and new cases for Advocacy (target 30 new referrals per quarter)
- Continue to ensure our case studies and outcomes are effectively communicated and integrated into our communication initiatives, to highlight the impact we make and encourage those who want to/should contact us to do so
- **Continue with our Community Cash Fund**
- Continue to ensure consistent look and feel across all HWSy output and ensure our output is accessible and challenge others where communication is not accessible
- Continue to build our communications and awareness database, ensuring contacts made by local volunteer groups are captured in our central database
- Continue to maintain our relationships with key media contacts.
- 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. This will include a review of the Healthwatch Surrey website
- Review partner, provider websites and directories to ensure our details are easy to access, consistent and up to date
- Review how we talk about what we do and how we encourage people to share and refine our narrative around this, as well as understanding and targeting our message to the groups we hear less from
- 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 communications strategy to identify key points of access to target those accessing services who are most likely to contact us.**
- **Develop** our collection and use of case studies to illustrate our impact and place these at the point of access in services
- **Develop** our awareness raising initiatives towards those who are accessing services, using our volunteer teams and establish a task force to help us achieve our goals within local communities
- **Develop** close links with our engagement strategy to ensure maximum exposure of engagement and use our online network as a source of experiences through regular calls for evidence

- **Develop** the use of volunteers to identify local key points of access for service users and to raise awareness/help give us a presence /promotion for Healthwatch Surrey in those areas

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

1. Regularly share outcomes and case studies and demonstrate the impact of our work to the public, stakeholders and volunteers.
2. See an increase in the number of people coming to us proactively to share their experiences.
3. See an increase in the number of people coming to our IHCA service.
4. See an increase in awareness via Reflective Review.
5. Make people aware of local system change and how to be involved, through promotion of consultations on our online channels.

As overall KPIs under our core contract we will measure and report on:

- KPI 2.1 The number of people proactively engaging and sharing experiences with us via the website, post, Helpdesk
- KPI 2.2 The number of people contacting the Helpdesk for information and advice (400 PA)
- KPI 2.3 The number of people accessing the Independent Health Complaints Advocacy service
- KPI 2.4 The number of new cases managed by the Independent Health Complaints Advocacy service (30 per quarter)
- KPI 2.5 Service user satisfaction with the Helpdesk and Independent Health Complaints Advocacy service

**3. Our influencing is based on sound knowledge of local issues and the insight and experiences of local people.**

**We will:**

- Continue to engage with people across Surrey according to our Community Engagement Strategy and our project/outreach work. This will ensure we provide all residents with the opportunity to share their stories with us agenda-free, as well as conducting specific project and outreach work.
- Continue to ensure we have a sound understanding of health inequalities across Surrey
- Continue to amplify the voices of people in relation to health and social care services via a) our Community Engagement strategy which is agenda free and covers the county; b) targeted work around specific priority issues or priority groups

- Continue to provide Surrey residents with a broad range of opportunities to share their views and experiences with us and to capture Useable Experiences
- Continue to work with our partners (Citizens Advice Champions, Helpdesk and IHCA) to ensure we are maximising the useability of the insight they collect and to ensure it is put onto our database according to our specifications
- **Continue to develop the skills of our volunteers to help us collect insight**
- Continue to produce a wide range of outputs to maximise the influence of our insight
- Continue to build our database of contacts as one of our USPs
- Continue to explore ways to increase the number of Useable Experiences we gather beyond GPs and hospitals
- Produce minimum 4 reports a year which contain recommendations and then follow these up with an impact report to track impact and influence
- Review our priorities in Q1 to ensure we are working on issues which are relevant and topical
- Review our planning and capacity to ensure we can respond flexibly to emerging issues and to respond to opportunities
- Review our database to ensure we have the best product to meet our needs
- **Develop** our ability to bring our outreach and priority project work closer together and maximise working as one across the team

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

1. **Gather a minimum of 3,000 Useable Experiences.**
2. See an increase in the number of experiences we gather that relate to services beyond GPs and hospitals.
3. Report on outcomes in terms of improvements to services as a result of our recommendations.

As overall KPIs under our core contract we will measure and report on:

- **KPI 3.1 Number of Useable Experiences collected (3,000 PA)**
- KPI 3.2 Number of outcomes achieved (4 PA min)
- KPI 3.3 Project and outreach reports (4 PA min)

In addition to these vision statements we will work on two areas which are core to our ability to thrive – namely building a sustainable future and building our volunteer support.

### Securing a sustainable future

We will:

- Continue to deliver excellent service on our core Healthwatch contract and maintain excellent relationships with our commissioners
- Continue to deliver excellent service on the Citizen Ambassador contract, and look for ways to develop this
- Recruit a Business Development Officer and work with this post to develop a new business strategy by end of 2020/21 based on a good understanding of new business potential market, and funding opportunities and a strategy for growth
- Continue to maintain project budgets and to build our ability to track ROI.
- Continue to build new business into as many conversations with key stakeholders as possible
- Follow up on all leads to maintain a pipeline
- Develop a clear vision and pitch for our offer and a portfolio which showcases our work
- Develop a statement of culture and values for the organisation

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

1. Receive positive feedback from commissioners of the Healthwatch contract at regular contract review meetings
2. Receive positive feedback from Citizen Ambassadors and commissioners of this contract when it is evaluated
3. Win new business and bring in £60,000 in turnover
4. Have a clear strategy for growth approved by the Board by the end of the year

As overall KPIs we will measure and report on:

- KPI 4.1 Amount of new business turnover (Target 60,000 PA - as agreed at New Business meeting 24.3.20)

### Building our use of volunteers

The volunteer recruitment target of 5 new volunteers per quarter outlined in our new contract will mean that our pool of volunteers will grow from 45 volunteers at the start of 2020, to a potential 145 volunteers in 2025. We will manage this growth as follows.

Over the next 5 years we plan to continue with our locality approach to volunteering, and with our 3 distinct volunteer roles (Community Influencer, Promoter and Listener). In year 1, we will focus our efforts on bringing all volunteer groups up to the same operational level as our longest standing group, the Surrey Heath group. We will recruit 20 new volunteers (5 per quarter) to support us in our three smallest groups; North West Surrey, East Surrey and Surrey Downs. We will also prioritise recruiting the Chairs for the Surrey Downs, North West Surrey and East Surrey groups.

As the number of volunteers increases in year 2 and beyond, some groups may become too large to be manageable. Where this happens, we will review the area covered by the group and split the group into smaller, hyper-local groups. We will be led by our volunteers when identifying where our smaller, hyper-local groups should be based and the area they should cover.

Whilst we plan to continue with our locality group approach, we recognise that not all volunteers can give the amount of time required to support us as members of their local group. In addition to our volunteer groups we will therefore grow a bank of volunteers (e.g. to include our Young Healthwatch Volunteers) who will support us with ad hoc volunteering tasks and projects, and with engagements and meetings on evenings and weekends. These volunteers will potentially meet virtually rather than in person (e.g. via Whatsapp, Facebook or via a Volunteer Management App).

We will also investigate the possibility of training volunteers within other organisations and charities to support us as Healthwatch Champions. These Healthwatch Champions would continue to volunteer within their organisation; but will be able to signpost to our helpdesk and advocacy service, and to record the experiences of their service users on our behalf. This will further help us to grow our pool of volunteers outside of our traditional volunteer-base, raise awareness of Healthwatch Surrey with the VCFS, and give us a direct link to the seldom heard communities we are targeting through our volunteer led engagement and awareness raising work.

#### 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 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.
- Continue to develop Volunteer Groups in all 5 largest ICP/Clinical Commissioning Group areas with terms of reference, clear aims and targets and a Chair appointed in each group.

- 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 and to take learnings from the more established groups
- Investigate feasibility of requirements of “Investors in Volunteers” accreditation

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

1. Have volunteers that are supported, trained, and feel confident in their roles of community listener, community promoter and community influencer.
2. Have volunteers contributing to staff-led local area engagement events and conducting volunteer led engagement activities in their local areas
3. Have 5 established groups with an appointed Chairs in each of the CCG/ICP areas
4. Have successfully recruited 5 new volunteers per quarter
5. Have volunteers report feeling supported, motivated and valued in their role through the volunteer satisfaction survey.
6. See an increase in volunteer activity (volunteer hours) vs. 2019
7. Have regular and effective two-way communications with the volunteer groups and staff team

As overall KPIs we will measure and report on:

- KPI 5.1 The number of hours our volunteers have contributed
- KPI 5.2 The number of new volunteers per quarter (5 PQ)