

Healthwatch Board meeting  
1 June 2015  
Draft Healthwatch Newcastle business  
plan 2015-18 (paper 4)  
Presented by: Steph Edusei



Members of the Board are asked to:

1. Consider the draft three year business plan
2. Make suggestions for amendments and additions
3. Approve the plan's release for consultation

The Healthwatch Newcastle (HWN) business plan ran from 2013 to 2015 and supported the organisation through its early stages. The attached draft business plan aims to take us forward from our current position as a still new organisation to become even more effective in ensuring that people's voices are listened to and that services commissioned and provided across social care and health services are of a high quality.

The period that the draft business plan covers is uncertain; the country now has a majority Conservative government and it is thought, therefore, that there won't be significant changes to the Health and Social Care Act (2012). However, it is likely that the contract for HWN will be re-tendered during 2015-16 and that austerity will continue, with the associated limits on public sector funding. These factors, combined with the local clinical commissioning groups (CCGs) becoming a new single organisation, Newcastle Gateshead CCG, on 1 April 2015 may bring about more change from a health commissioning perspective.

The business plan will be supported by an operational delivery plan and this will be prepared once the final plan has been approved.

The 2013-15 business plan was consulted on with local people and organisations giving views on how HWN should work in future. As this is in keeping with the whole ethos of HWN, it is proposed that this is done again and final approval of the business plan is undertaken at the September Board meeting.

## **Executive summary**

*To be added prior to consultation*

### **About us**

Healthwatch Newcastle is one of 152 local Healthwatch organisations established throughout England on 1 April 2013 under the provisions of the Health and Social Care Act 2012. It has a dual role to champion the rights of users of social care and health services and to hold the system to account for how well it engages with the public. The remit of local Healthwatch covers all publicly funded social care and health services for both adults and children.

Healthwatch Newcastle has the following functions:

- Promote and support the involvement of a diverse range of people in monitoring, commissioning (planning and buying) and providing social care and health services
- Obtain the views of the wider community about their needs and experiences of local social care and health services and make those views known to those involved in commissioning and delivering services
- Provide information and signposting to the public about accessing social care and health services
- Make reports and recommendations about how social care and health services could or should be improved
- Provide information that supports Healthwatch England in its role to understand the needs, experiences and concerns of people who use services and speak out on their behalf

Healthwatch Newcastle has a statutory place on the Wellbeing for Life Board (health and wellbeing board).

### **Vision, mission, values and principles**

#### **Mission**

We amplify the voice of local people so they can comment on and influence the way their social care and health services are planned, purchased and provided.

#### **Vision**

The vision for Healthwatch Newcastle is to be Newcastle's voice for outstanding health and social care services for all.

#### **Aim**

Our aim is to be rooted in the communities of Newcastle and to act as an ambassador for local people ensuring their voices are heard and that health and social care services are built around them rather than the system.

#### **Values and principles**

The way that we work is important if we want to make a big impact. Everything we do will be driven by the following values and principles:

- **Leadership** - we will ensure that everything we do contributes to positive improvements in health and social care services

- **Independence** - we will be an independent organisation, transparent, accountable and trusted to represent the communities of Newcastle
- **Critical friend** - we will be constructive as well as challenging with service providers, ensuring that we provide evidence to support what we say and do
- **Committed to excellence** - we will ensure that all of the work that we do meets national quality standards
- **Inclusive** - we will support communities that are not normally heard and the voluntary and community groups that support them to have a voice and challenge inequality
- **Accountable** - we will be driven by the commitment of local volunteers and the passion of our Board and we will share information about the organisation widely
- **Integrity** - we will rise above individual and single organisational interests and ensure that all that we do is for the benefit of the public and health and social care service users
- **Value for money** - we will make the best use of our resources, seeking to avoid duplication by working closely with those stakeholders who already carry out user engagement

## Compact

### Behaviours and expectations

We want Healthwatch Newcastle (HWN) to present certain behaviours and be seen in a certain light by our key stakeholders and members of the public. All our stakeholders and members of the public can expect HWN to:

- Listen
- Be locally led
- Be professional
- Have a balanced opinion
- Build effective relationships
- Work in partnership (across geographical boundaries where needed)
- Be informed of up and coming stakeholder activities
- Provide an information and signposting line
- Communicate in a clear way

By doing that HWN will be able to:

- Work to clear priorities based on intelligence, evidence and consultation with the public and our stakeholders
- Contribute to the improvement of services and make a difference
- Give useful feedback
- Get things done

Throughout all our activities HWN will be:

- Open and transparent
- Inclusive and representative

- Proactive
- Approachable and responsive
- Helpful and supportive
- Experienced and knowledgeable
- Reliable and credible
- Objective
- Organised and consistent
- Proportionate
- Challenging where needed
- Innovative and creative

HWN will be a good, valued and constructive partner to other organisations involved in the planning, buying, monitoring and providing health and social care services and to the voluntary community sector.

HWN will:

- Work with the VCS to gather their intelligence into one place and use it to influence the way services are delivered
- Work with those who plan, buy and provide social care and health services to resolve issues and act as a critical friend.
- Work with other local Healthwatch organisations and Healthwatch England to raise standards and set the agenda.

## **Strategic objectives**

Our strategic objectives were reviewed in January 2015 to ensure that they still reflect the work needed over the coming year. They have been slightly revised as follows:

1. To ensure that service users, patients, carers and the public are involved and engaged in the design and delivery of social care and health services
2. To provide accessible information that helps people to make choices about their own and their family's social care and health needs
3. To support the improvement of the quality of social care and health services by identifying and prioritising key issues
4. To be a valued, influential and challenging critical friend to providers and commissioners of social care and health services and contribute to the representation of the views of Newcastle people
5. To be a transparent, effective and well governed organisation

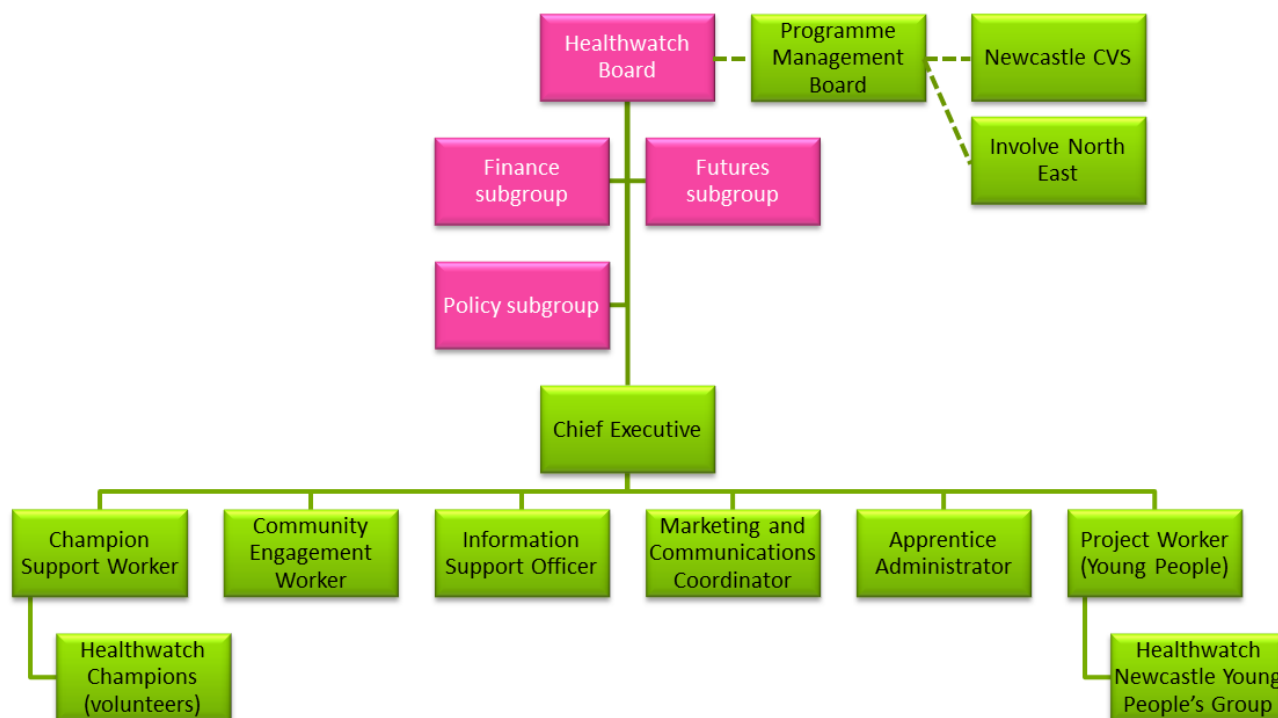
## **How we work**

### **Delivering our service**

Healthwatch Newcastle is co-hosted by Newcastle Council for Voluntary Service (Newcastle CVS) and Involve North East.

Healthwatch Newcastle works through a combination of employed staff input and volunteer support.

## Organisational structure



### Our board

The purpose of the board is to give strategic leadership and direction to the work of HWN. Our board is wholly voluntary and consists of a maximum of 12 members:

- Chair Bev Bookless
- Vice Chair Vacant
- At least three independent Board members Alison Walton  
Lisa Charlton  
Tim Care
- Three voluntary and community sector (VCS) partner Board members Anne Bonner  
Alisdair Cameron  
Sarah Cowling

### Healthwatch Champions

Our Champions are a team of volunteers that act as a link to share information to and from Healthwatch. The Champions are the ‘eyes and ears’ of Healthwatch within their communities and help us to deliver a lot of our outreach work.

### Our staff

Our employed staff deliver the bulk of the HWN work programme. They have a wide range of skills and experience in engagement and involvement, health and social care delivery and health service commissioning.

### Our associates

We have a growing group of organisations and individuals registered to work with us as associates. This allows us to be flexible and responsive when we require additional skills or capacity to meet our objectives.

## **Our ‘customers’**

We are here to support and meet the needs of social care and health service users and the public. They are our primary focus and ‘customer’.

However, the work that we do and the information and insights we gather are also useful to a wide range of stakeholders. We aim to share this (maintaining confidentiality) to help ensure that the services planned and delivered are of the highest possible quality. To do this we share information with:

- Commissioners of services
- Providers of services
- Wellbeing for Life Board (Newcastle’s Health and Wellbeing Board)
- Newcastle Health Scrutiny Committee
- The Care Quality Commission
- Healthwatch England
- Other local Healthwatch
- Monitor

## **Our partners**

As described in our Compact, it is important that we build strong partnerships with a wide range of stakeholders, whilst maintaining our independence.

Our key partners are:

- Commissioners and providers of social care services
- Voluntary community sector organisations
- Wellbeing for Life Board members
- Newcastle Health Scrutiny Committee
- Other local Healthwatch
- Healthwatch England
- Care Quality Commission
- Independent Complaints Advocacy Service
- Monitor

## **How we set priorities**

We use three main methods to determine the priorities for our work programme.

### **Service user/public feedback**

We provide an information and signposting service called ‘Just ask’. This is a free independent service that gives information about finding local social and health care services. We give information to people don’t know what to do if they are unhappy with the care or treatment that they or a friend or family member has received.

This service provides us with valuable insights about the services people require, the information that is available to people to support them to make the right choice for them and how easily people find it to navigate the services and systems.

We also ask people to ‘Just tell’ us about their experiences of local social care and health services. This information can be complementary but is also often about situations when people are not satisfied with their care and/or outcome.

We undertake a range of different outreach activities:

- Community priorities - we work with groups across the city to identify the key issues and highlights of the services they use
- Community stalls - we have pop up stalls in a range of venues to give information about the work of HWN and to capture people's views

All the information we gather from these activities is analysed to identify key trends. We use the Ofsted 1-2-3 method. When something is brought to our attention the first time it is logged. If we hear the same a second time, the issue is flagged as item of interest. If we hear it a third time we investigate further and decide whether action needs to be taken.

We also report the trends to each board meeting and share our report with the CQC and the NHS Quality Surveillance Group (a locally run group of NHS commissioners and providers who review service quality across the Northumberland, Tyne and Wear region).

### **Local and national information**

Healthwatch Newcastle constantly scans the outputs of organisations such as the CQC inspection reports, Patient and Care Opinion and Monitor to identify if there are any local concerns about service provision.

We also maintain a national perspective, reviewing issues in the media and that have been raised by respected organisations such as The King's Fund.

This local and national information is combined with our local insights to determine what we should focus on. This led to the development of a shortlist of 2015-16 priorities and these were also voted on by attendees at our annual conference.

## **How did we do?**

Our 2013-15 goals:

- **Support and empower local people to get the most from the health and social care services they use**  
We have developed our information and signposting service which we call 'Just Ask'. This service enables us to provide free independent information to people about how they can find local health and social care services. We can also help them when they are unhappy with their care and don't know what to do.
- **Involve people via established groups and networks**  
We have worked with the voluntary and community sector (VCS) to produce an information-sharing protocol for local social care and health service information. The protocol is called 'One collective voice' and it includes how VCS partners will share reports/case studies with us as part of a bank of information by client group and type of issue. We now keep in touch with the VCS by holding information sharing meetings where needed.

We have also been working with a local VCS organisation to ensure young people are involved in Healthwatch Newcastle.

- **Gather views of local people about the health and social care services they use**  
We have run information stalls at community events and venues and also run group discussion sessions by attending meetings of local community groups. We use these opportunities to gather people's experiences.

We have also launched 'Nominate a Star'. This gives people the opportunity to nominate a person or service that has provided them with outstanding care.

Our 'Just ask' service mentioned above also helps us gather the views of local people.

- **Develop an accessible signposting and information service about health and social care services in Newcastle**

We have developed this service and it is described above. It is accessible on our website (Just tell), via a Freephone (from landlines) telephone number, a local telephone number and via text message.

- **Inform people about current health and social care issues in the city and support seldom heard groups to have a say**

We have publicised engagement and consultation events using our newsletter, website and news flashes.

- **Develop a skilled and motivated team of Healthwatch Champions**

We have recruited and trained 27 champions and we get them together on a quarterly basis. They help us to run our information stalls and community meetings and have also helped us to complete three pieces of work (street surveys, GP mystery shopping and NHS Choices mystery shopping).

We have also recruited and trained 27 young people champions by working with a local VCS organisation. They have helped us gather views from young people (13-25) and complete work on dental services.

- **Develop a strong Healthwatch network of individuals and organisation**

We have a mailing list that individuals and organisations are able to sign up to via our website or when we are out and about running discussion sessions and information stalls.

We have also developed our 'One collective voice' initiative as mentioned above.

## How have we chosen our new goals?

Healthwatch Newcastle is a young organisation and while we have established a sound governance foundation for our work and started to build a good reputation and develop a deeper understanding of the local social care and health services' strengths and weaknesses, there is still much to do. Reviewing our progress against our 2013-15 goals has helped us to identify gaps and informs our goals going forward.

The information and experiences that people have shared with us over the last two years have been essential in helping us to shape the way forward for our organisation. Our desire to make sure that we can continue to listen and to use that valuable insight to support the planning and delivery of great services is stronger than ever.



We are aware that the environment we operate in is very changeable and therefore we've undertaken an analysis to see how we can ensure that we are able to weather any storms, continue to develop and meet our strategic objectives.

We undertook an analysis of our strengths, weaknesses, opportunities and threats (SWOT) in 2013/14 and this has been reviewed to take account of our changing environment and level of organisational maturity.

We have also completed a political, economic, societal and technological (PEST) analysis which complements the SWOT analysis and helps to give a broader view of the internal and external environment.

## SWOT analysis

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Experience and expertise of staff and board</li> <li>• Links with Newcastle CVS, Involve NE and VCS</li> <li>• Statutory organisation status</li> <li>• Local Healthwatch network</li> <li>• Diverse volunteer group</li> <li>• Growing positive reputation</li> <li>• Associate register for additional capacity/skills</li> <li>• Addressing need identified in national inquiries</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Perception of the VCS (and Healthwatch association) by statutory bodies</li> <li>• Ambiguity of Healthwatch England role and purpose</li> <li>• Lack of Healthwatch Newcastle distinct role</li> <li>• Wider 'social' challenges for individuals - less likely to engage</li> <li>• Potential conflict of interest with host organisations</li> <li>• Pause in organisational development (OD) in 2014-15</li> <li>• Capability and capacity to regain ground lost through pause in OD</li> <li>• Sustainable method to analyse local and national intelligence</li> <li>• Lack of consistent approach to service delivery and analysis of trends</li> <li>• Weak contractual performance indicators</li> <li>• Query regarding future legal entity</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Definition of distinct HWN role</li> <li>• Contract and funding to September 2016</li> <li>• VCS information sharing protocol in place</li> <li>• Potential to influence governmental thinking</li> <li>• Developing value for money proposition</li> <li>• Shaping the organisation to take advantage of wider commercial opportunities</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• New government policies</li> <li>• Contractual arrangements (renewal in 2016)</li> <li>• Cuts in local authority funding</li> <li>• Frequent health and social care changes - HWN viewed as temporary</li> <li>• Maintenance of volunteer commitment</li> <li>• Potential conflict of interest with Healthwatch Newcastle commissioners (social care commissioners)</li> </ul>

## PEST analysis

<p><b>Political</b></p> <ul style="list-style-type: none"> <li>• Change of government make up</li> <li>• Increase in focus on mental health</li> <li>• Organisation beliefs re: Healthwatch (life expectancy, etc.)</li> <li>• Large organisations (health and social care) vs small Healthwatch</li> <li>• Competing perspectives, approaches etc. of local Healthwatch organisations</li> <li>• Changes in local authority elected members</li> </ul>	<p><b>Economic</b></p> <ul style="list-style-type: none"> <li>• Cuts in local authority funding</li> <li>• Reducing effectiveness of NHS funding</li> <li>• Increasing deprivation</li> <li>• Crowded provider economy (involvement)</li> </ul>
<p><b>Societal</b></p> <ul style="list-style-type: none"> <li>• Social inequalities</li> <li>• Health inequalities</li> <li>• Ageing population</li> <li>• Public health issues <ul style="list-style-type: none"> <li>- Alcohol consumption</li> <li>- Teenage pregnancy</li> <li>- Increasing obesity</li> <li>- Dental health</li> </ul> </li> <li>• Employment/unemployment</li> <li>• Increasing ethnic diversity</li> </ul>	<p><b>Technical</b></p> <ul style="list-style-type: none"> <li>• Myriad of patient experience tools/ methods in use</li> <li>• Increasing social media use</li> </ul>

## Our goals 2015-18

Our objectives are achieved through the delivery of goals that can change depending on internal and external factors. Our key goals are:

- Increase the volume of quality information and insights Healthwatch Newcastle obtains to ensure we have a sound basis to identify issues, trends and best practice
- Increase Healthwatch Newcastle's understanding of the social care and health issues important to our population
- Continue to encourage information sharing and promote critical thinking, planning and delivery across the social care and health sectors
- Ensure that Healthwatch Newcastle has the capacity and capability to deliver its strategic objectives
- Ensure that the purpose and work of Healthwatch Newcastle is sustainable in the longer term

Our service area priorities for 2015-16 are:

- Domiciliary care
- Dementia care and care for older people
- Identifying priorities in primary care
- Care for people with a learning disability

### Core initiatives delivery plan

Healthwatch Newcastle has a series of business initiatives that support the achievement of our goals and address our service area priorities. A full objectives, goals, initiatives and measures (OGIM) plan is available as appendix X, however a summary of the strategic objectives and associated goals and initiatives is shown below.

Strategic objective	Goal	Initiative
1 To ensure that service users, patients, carers and the public are involved and engaged in the design and delivery of social care and health services	Effectively influence commissioner & provider engagement/involvement approach & activity	Actively participate in key meetings & groups
		Identify & publicise opportunities for engagement
		Undertake stakeholder evaluation
2 To provide accessible information that helps people to make choices about their own and their family's social care and health needs	Increase volume of information/signposting requests	Renew purpose and method of outreach stalls
		Implementation of marketing plan
3 To support the improvement of the quality of social care and health services by identifying and prioritising key issues	Increase volume of quality insights	Community outreach stalls
		VCS protocol roll out
		Bring an audience events (Community priority setting sessions)
		Annual event/conference
		Develop 'Just Tell' feedback tools Implementation of marketing plan
Increase understanding of the insights we gather	Develop systematic & regular analysis of insights with effective analysis tools	

Strategic objective	Goal	Initiative
		Targeted project work (research projects)
	Actively share findings & recommendations with key stakeholders	Regular sharing of trend reporting
		Project report sharing
	Actively monitor and report/celebrate changes and improvements	Healthwatch Newcastle stars
		Programmed reviews of recommendations
4 To be a valued, influential and challenging critical friend to providers and commissioners of social care and health services and contribute to the representation of the views of Newcastle people	Encourage information sharing and promote critical thinking & planning & delivery	Actively participate in key meetings and groups
	Increase demand for HWN involvement in social care & public health	Awareness raising of function/ purpose of HWN
	Actively share findings & recommendations with key stakeholders	Regular sharing of trend reporting
		Project report sharing
5 To be a transparent, effective and well governed organisation	Ensure that HWN work is transparent	Board meetings held in public
		All board papers available online
		Other public meetings
	Ensure that HWN work is effective	Identifying outcome measures
		Undertake stakeholder evaluation

Strategic objective	Goal	Initiative
		Completion of commissioner monitoring
	Ensure that HWN has the capacity and capability to deliver its strategic objectives	Staff development to meet needs
		Increase range & volume of quality associates
	Ensure that HWN work is well governed	Complete board self assessment
		Complete governance audit
		Complete financial audit
	Increase involvement of lay people & volunteers in decision making	Investigate opportunities to involve more lay people/volunteers in sub-groups
		Spot polls on website
		Involve people in priority setting in annual conference
	Ensure that the purpose and work of Healthwatch Newcastle is sustainable in the longer term	Identify alternative income streams & targets
		Decide on legal entity and take any necessary actions to deliver this

## **Equality and diversity**

Healthwatch Newcastle seeks to ensure that it does not discriminate in any way and tries to ensure that any barriers to people being involved in our work are removed or significantly reduced.

We are aware that certain sectors of society are seldom heard within the field of social care and health and supporting these voices to be heard forms part of our strategic objectives. We have tried to work closely with voluntary community sector groups that already have established links with people in seldom heard groups and will continue to put emphasis on this in future.

In 2014, we analysed the demographic profile of our Healthwatch Champions and young people's group (volunteers) against the demographic profile of Newcastle upon Tyne and have found that whilst both are broadly representative, there is still some work to be done to ensure that our volunteers reflect the population of the city. We have identified actions that we will take to target recruitment from our under-represented areas (e.g. the lesbian, gay, bisexual and transgender population, working age people and men).

## **Ensuring sustainability**

Healthwatch Newcastle is in the fortunate position to have been able to underspend the allocated budget between 2013 and 2015. This underspend has been carried forward to future years with the intention that it will be used to support improved service delivery.

In March 2015, Newcastle City Council, the commissioners of Healthwatch Newcastle, confirmed that the contract with Newcastle CVS and Involve North East for the delivery of Healthwatch Newcastle would be extended until the end of September 2016 on the same terms. This has given us a degree of certainty that is extremely helpful when planning for the future. However, the council has had substantial cuts to its funding over recent years and this is predicted to continue. The council will also be required to re-tender the contract prior to the end of September 2016. Therefore, Healthwatch Newcastle can't assume that the current level of funding will continue in future years or that the existing model of provision will continue beyond the current contract.

Following the outcome of the 2015 General Election the future of Healthwatch as an organisation could appear more stable. In the context of events that have led to national inquiries such as Mid Staffordshire and Winterbourne, it is highly likely that the requirement to listen to the service user and public voice will continue. It is also likely that the focus on public involvement in the redesign of services will remain. Therefore there should be a place for the functions that local Healthwatch is responsible for. At this point it is difficult to anticipate how much the role of local Healthwatch could grow, however, towards the end of the previous parliament Conservative MPs talked of:

- Extending and accelerating the Better Care Fund
- Support for the NHS Five Year Forward View including moving towards integration of health and social care
- Increased role for health and wellbeing boards as the main commissioners of integrated health and social care
- Increased devolution to the English regions (as per Greater Manchester)
- Continued austerity to remove the deficit by 2017-18

All of this could signal an increased role and responsibility for local Healthwatch.

Healthwatch Newcastle is a non-voting member of the Newcastle Gateshead Clinical Commissioning Group (CCG)/NHS England joint committee for co-commissioning of primary care (GP services) which first met in May 2015. The development of co-commissioning and potential future delegation of primary care commissioning to CCGs will also bring additional scrutiny responsibilities to local Healthwatch.

It can be assumed, therefore, that the role for Healthwatch, and local Healthwatch in particular, will probably continue however, this may look very different from the current provision.

During 2015-16, Healthwatch Newcastle will identify the amount of funding that will be required to deliver an ambitious work programme and will then work to develop income streams that will achieve this.

There will also have to be considerable organisational development to ensure that Healthwatch Newcastle has the required skills, knowledge and capacity to deliver its work programme and achieve the strategic objectives. To support this, all staff will have personal development plans aligned to the objectives and regular appraisal to help them perform effectively.

Healthwatch Newcastle has recently developed an Associate Register and is actively recruiting organisations, companies and individuals who bring additional capacity and/or skills that will support delivery of the work programme. Further work will be done during 2015-16 and beyond to develop the register.

## **Measuring our impact**

Healthwatch Newcastle completes six-monthly monitoring for its commissioners to prove the effectiveness of the organisation. However, the board and staff team wish to work beyond this when developing ways to measure impact. Therefore, a series of measures have been designed to sit within the OGIM plan that will allow everyone to gain an understanding of the impact of HWN's work.

This will be vitally important when determining whether or not the service offers value for money, as well as ensuring that service users, carers, the public and representative organisations can clearly see the benefits of sharing information with HWN in terms of service improvements or commendations.

The range of measures is designed to cover both quantitative and qualitative evaluation and will be reviewed at least annually to make sure that they are effective and not too cumbersome to collect and collate.