

# Business plan 2013 - 2015 (paper 4)

## Introduction

The Healthwatch Newcastle business plan 2013 - 2015 was presented at the previous Board meeting in November 2013 for consideration as a draft document. It has now been reviewed in line with views and comments from Board members. It is presented here for final agreement and adoption.

## Consultation

At the September 2013 Board meeting it was agreed that a consultation exercise would be undertaken once the business plan had been agreed. The aim of this consultation is to:

- Engage relevant organisations and key stakeholders in the strategic purpose of Healthwatch Newcastle
- Gain stakeholders' views on the strategic direction of Healthwatch Newcastle
- Provide Healthwatch Newcastle with an opportunity to publicise its aims and objectives

The finalised business plan will be sent along with a questionnaire to every person on Healthwatch Newcastle's mailing list. The questionnaire will be available online (via SurveyMonkey) and in a paper version for those who require this format. The questionnaire will have a limited number of questions, relating to the different sections of the plan.

The consultation will be publicised on the HWN website, through social media and via other appropriate organisations and their networks.

An appropriate timeframe will be given for responses to be sent back. After a set period of time before this closing date a set number of key stakeholders (statutory sector and VCS organisations) will be contacted by phone to ask if they could give a response.

All responses will be analysed. Any minor alterations (typos, name mistakes, etc.) will be altered in the business plan. If comments are contentious or propose significant changes these will be notified to the Healthwatch Newcastle Board for discussion.

## Recommendations

It is recommended that:

1. The business plan 2013 - 2015 is agreed
2. The proposed consultation on the business plan is undertaken between January - March 2014

# Business plan 2013 - 2015

## Section one: Background and context

Healthwatch is the new independent consumer champion for both health and social care services. It exists in two distinct forms: Healthwatch England and local Healthwatch. Healthwatch England provides national leadership holding independent statutory powers to ensure people's voices are heard, to challenge poor services and to promote best practice in health and social care nationally, regionally and locally.

It takes on the work of the Local Involvement Networks (LINKs). However, crucially Healthwatch also:

- Has the power to make recommendations in relation to **children's social care services** as well as adult social care services
- Has a **statutory** place on the local Health and Wellbeing Board. Healthwatch Newcastle has two such places on the Wellbeing for Life Board
- Provides a **new information and signposting service** across adult and children's social care as well as the health care system
- Has a **statutory remit to collate evidence** in relation to service shortfalls and issues, reporting on these nationally and ensuring that regulators, other arm's length bodies and government departments respond accordingly
- Reports concerns about the quality of health and social care services to Healthwatch England, which can then **recommend that the Care Quality Commission takes action**. The Health and Social Care Act 2012 requires each local authority area to set up a new organisation called Healthwatch by 1 April 2013. Locally this is **Healthwatch Newcastle**

Healthwatch Newcastle (HWN) is independent, transparent and accountable to our communities. HWN will influence by having the strength of the law and the national influence of Healthwatch England behind us. We will be an effective local voice, representing the diverse communities in Newcastle - if service users don't think things are good enough, we will do everything we can to change them.

Newcastle is in a unique position as some health and social care services are provided on a regional and national basis and HWN will consider this in the work that it does. It is also important for Healthwatch Newcastle to consider the Newcastle health and social care environment and system as a whole and not solely concentrate on the services provided.

HWN is delivered by a partnership consisting of Newcastle Council for Voluntary Service (Newcastle CVS) and Involve North East (INE).

### The Board

HWN is a managed project in partnership with Newcastle CVS and Involve North East; however, a 'not for profit' limited company has been set up in case it is decided to become independent. A Board has been appointed with nine members, four of whom are from local community and voluntary organisations in Newcastle.

All Board members were recruited in line with the role description and person specification outlined in HWN's equal opportunity recruitment procedures. The Board also have the ability to co-opt other people with specific skills to serve on the Board for an agreed period of time.

Board members are appointed for a three year term but will be able to stand again on a further two occasions. Members can therefore be on the Board for a maximum of nine

years. However, as all of the new Board was recruited at the same time in May 2013, it is proposed that one third of this new Board stands down at the end of year one, a further third stands down at the end of year two and at the end of year three the final third (which will include the Chair) will stand down. At each of these points, Board members will be able to stand again and will be appointed at this stage for the full three years.

The HWN staff team covers the following roles:

- Healthwatch Programme Manager - responsible for overall support and running of HWN, some support to the Board, external liaison, policy and strategy
- Healthwatch Champions' Support Worker - responsible for the Champions' (volunteers) network, recruitment, management and support
- Information and signposting service for signposting and information to individuals
- Healthwatch Involvement Coordinator - responsible for engaging externally with individuals and communities
- Healthwatch marketing support - responsible for all the marketing including promoting HWN
- Research, as appropriate, potentially buy-in as necessary
- Administrative support to Board, Information Support Officer and volunteers, Healthwatch staff, monitoring returns, database and website updating

## Section two: Vision

### Mission, vision, values and principles

#### Mission

Our mission is to give a strong voice to local people and community and voluntary groups so they can influence the way their health and social care 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.

#### 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** - HWN 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

#### 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.

## Objectives

Our strategic objectives are:

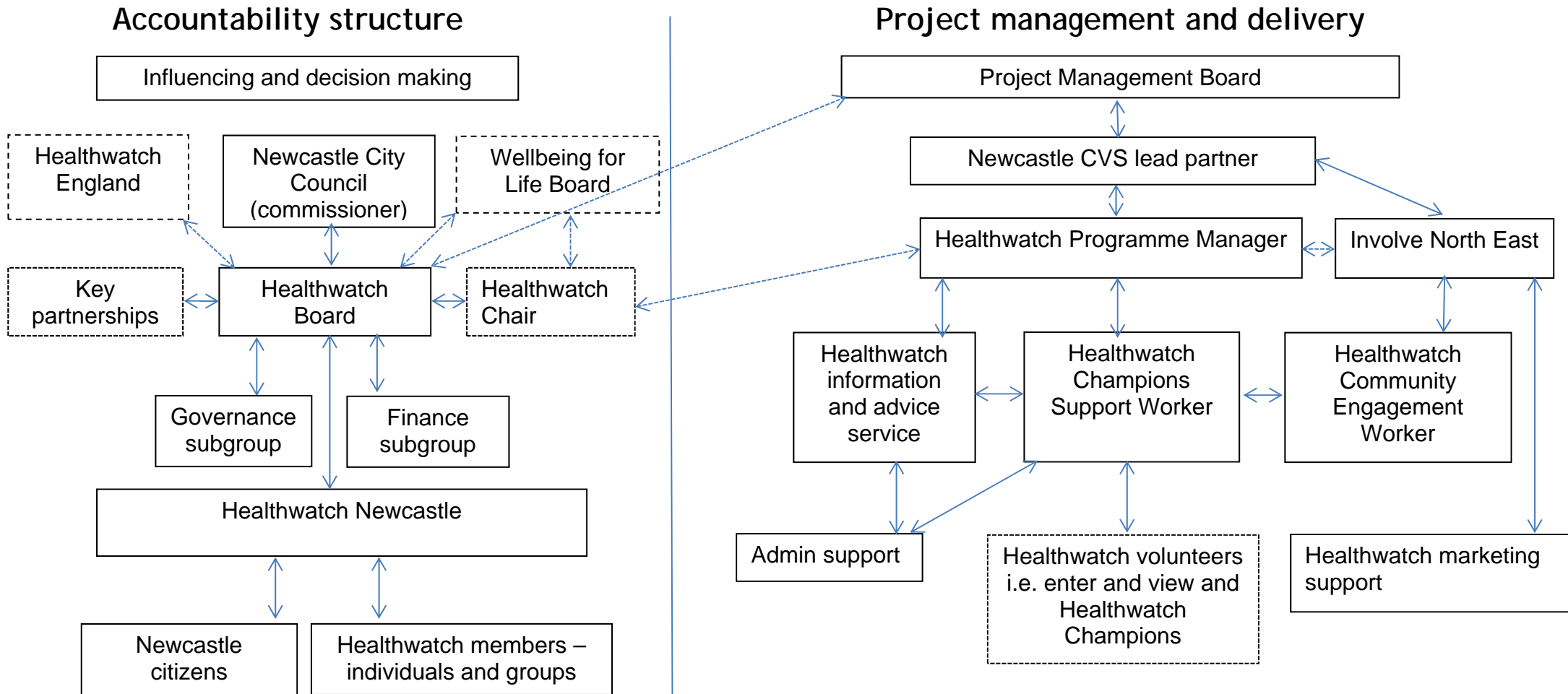
Number	Objective	How measured	Timescale
1.	To facilitate the involvement and engagement of service users, patients, carers and the public in the design and delivery of health and social care services	Public involvement through outreach activity, community involvement, and Healthwatch Champion work will be recorded and analysed every six months to ensure representative involvement and influence	End of first year - March 2014
2.	To provide a service that enables people to make informed choices about their own and their family's health and social care needs	One out of every ten advice and information service users will be asked to complete an evaluation questionnaire after using the service	End of first year - March 2014
3.	To identify and prioritise key issues and undertake associated work that contributes to the improvement of the quality of health and social care services	HWN work will be analysed annually looking at how many trends were identified, how many were acted upon and whether that work led to service improvement	End first year - March 2014
5.	To be an influential and valued critical friend to providers of health and social care services and represent the views of Newcastle people at the Wellbeing for Life Board	An annual questionnaire will be sent to key stakeholders and the Wellbeing for Life Board to measure their perceptions of HWN	End second year - March 2015
4.	To measure the impact of the work undertaken	Data gathered from community involvement, outreach, Healthwatch Champions and communications work will be analysed annually and benchmarked to measure impact	End first year - March 2014
6.	To be an independent and trusted organisation	An annual questionnaire will be sent to the HWN mailing list and key stakeholders to measure their perceptions of HWN.  Work will be undertaken to determine the options for independence	Within two years - 2015 From April 2014

7.	To establish robust governance, financial management and information systems	<p>The governance subgroup of the Board is involved in developing any new policies and reviewing them annually</p> <p>The finance subgroup of the Board is involved in reviewing HWN's finances on a regular basis</p> <p>Changes to the information systems have been made based on need</p>	End of first year - March 2014
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### Section three: Method

#### Organisational structure

#### Healthwatch Newcastle structure - governance, leadership and management model





## How we will work

### Community involvement

As an independent organisation the involvement of the public, service users and carers is at the heart of everything that HWN does.

However, this will not replace the duty of health and social care service commissioners and providers to establish their own mechanisms for engaging with service users around the design and delivery of services. This is one of the areas that HWN will want to monitor, comment upon and influence.

A comprehensive community involvement strategy has been developed, identifying and building upon the existing extensive network of voluntary and community sector groups and patients forums. Working with these groups, the HWN staff team will develop mechanisms to ensure the flow of information both to and from the organisation.

HWN will particularly focus on ensuring that we gain the views of those communities whose voices often go unheard and ensure that there are no gaps in the network of involvement. HWN will work to fill these gaps where needed.

As part of the community involvement strategy, HWN will encourage interested volunteers to become Healthwatch Champions. The role of the Healthwatch Champion will mainly be to act as a link to share information both to, and from, Healthwatch. Healthwatch Champions will be the 'eyes and ears' of Healthwatch within their communities.

Healthwatch Newcastle's involvement strategy is provided in appendix 1, but the main objectives are outlined below. These objectives are long term objectives and will run for the life of Healthwatch Newcastle; however, the tasks are the short-term tasks with longer-term tasks identified in the strategy.

Number	Objective description	Tasks	Completion date
1	Support and empower local people to get the most from the health and social care services they use	<p>Information sessions</p> <ul style="list-style-type: none"> <li>• How to raise comments, compliments and complaints how to feed back to the NHS</li> <li>• Young people's rights in health and social care</li> <li>• IT health and social care literacy</li> <li>• Pharmacy services</li> </ul>	Jan-March 2014
2	Involve people via established groups and networks	<ul style="list-style-type: none"> <li>• Identify key networks in Newcastle</li> <li>• Attend networks/read the minutes</li> <li>• Meet with key VCS organisations and agree information sharing methods</li> </ul>	January 2014
3	Gather views of local people about the health and social care services they use	<ul style="list-style-type: none"> <li>• Community priorities</li> <li>• Post boxes</li> <li>• Issues leaves (comments written on paper leaves and hung on tree)</li> <li>• Speak out form on the website</li> <li>• Patient Opinion and Care Connect - gather their information</li> </ul>	January 2014
4	Develop an accessible signposting and information service about health and social care services in Newcastle	<ul style="list-style-type: none"> <li>• Transfer Freephone number to Newcastle CVS</li> <li>• Get a new landline number</li> <li>• New promotional material</li> <li>• Develop a resource database for signposting and staff training</li> </ul>	December 2013
5	Inform people about current health and social care issues in the city and support seldom heard groups to have a say	<ul style="list-style-type: none"> <li>• Newsletters and newsflashes to mailing list</li> <li>• Use of decision tool for consultation, etc.</li> </ul>	April 2014
6	Develop a skilled and motivated team of Healthwatch Champions	<ul style="list-style-type: none"> <li>• Robust application process</li> <li>• Training</li> <li>• Support</li> </ul>	January 2014
7	Develop a strong Healthwatch network of individuals and organisation	<ul style="list-style-type: none"> <li>• Segmentation of mailing list</li> <li>• Gap analysis of existing networks</li> <li>• Targeted update, newsletters, etc. to mailing list</li> </ul>	April 2014

## SWOT analysis

A SWOT analysis brings together the internal and external environmental factors which affect HWN. Strengths and weaknesses are internal and opportunities and threats are external. A full description of the SWOT analysis is provided in appendix 2, but the main points are:

- Healthwatch Newcastle has a well-defined mission and vision statement and experienced Board members and staff to carry this through
- However, Healthwatch Newcastle exists in a crowded market place with statutory organisations carrying out engagement activity using the voluntary and community sector (VCS). Also, communities in the current economic climate may have more urgent things to worry about like debt and housing before they can think of 'having their say about health and social care'
- There is an opportunity to differentiate Healthwatch Newcastle by concentrating on the values of independence and building relationships and partnership working
- Healthwatch Newcastle will need to get things right as stakeholders and beneficiaries will be unforgiving if information published is incorrect or out-of-date and VCS organisations may perceive it is trying to take over their involvement work

## Section four: Compact

### Behaviours and expectations

We want 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

In addition to the above, the VCS, NHS service providers, social care providers, the statutory sector, other local Healthwatches and Healthwatch England can expect HWN to be a good, valued and constructive partner.

The VCS can expect HWN to work with them to gather their intelligence into one place and use it to influence the way services are delivered. They can expect HWN to tap into their networks rather than engage in individual working.

NHS service providers, social care providers and the statutory sector can expect HWN to work with them to resolve issues and be their critical friend. Other local Healthwatches and Healthwatch England can expect HWN to set the pace and trail blaze.

HWN cannot fulfil its role in isolation and will itself expect co-operation and partnership work the VCS, NHS service providers, social care providers, the statutory sector, other local Healthwatches and Healthwatch England.

Section five: Appendices

Appendix 1 - Community involvement strategy

# Involvement strategy Launch and beyond

## Section 1 - Introduction

### 1.0 Introduction

Healthwatch Newcastle (HWN) is here to ensure the voices of service users, patients and the public are heard in the design, commissioning and delivery of health and social care services by:

- Gathering intelligence
- Engaging with adults, children and young people
- Feeding this intelligence into the commissioning cycle

In addition, the functions of HWN include providing advice, information and signposting.

The purpose of this involvement strategy is to formalise how we will involve members of the public, voluntary and community organisations and statutory bodies within the city in HWN and how we can use involvement to meet the objectives below.

The success of HWN will be judged by how many people have heard of us, been involved with us and if they know what we do and how to get in touch.

## Section 2 - Objectives

### 2.0 Objectives

- Support and empower local people to be involved in decisions about the health and social care services they use
- Support and empower hard to hear groups and communities to shape health and social care services
- Develop an accessible, holistic advice and information service for health and social care services in the city
- Gather the views of people about the health and social care services they use
- Inform people about current health and social care issues in the city
- Develop a skilled and motivated team of Healthwatch Champions
- Develop a strong Healthwatch Newcastle network of individuals and voluntary and statutory organisations
- Raise the profile of Healthwatch Newcastle including how to get involved

### 2.1 Support and empower local people to be involved in decisions about the health and social care services they use

Local Healthwatch is about local voices being able to influence the delivery and design of local services. This includes improving services today and shaping new services for the future. This also means empowering people to get the most out of their individual consultations all the way up to being involved in city wide service development. HWN will work with local people and groups to ensure they are able to be involved in this process and will use a variety of mechanisms and activities to ensure this is possible.

Activities to achieve this will include:

- Developing a strong and motivated team of Healthwatch Champions
- Developing an accessible, holistic advice and information service for health and social care services in the city
- Informing people about current health and social care issues in the city
- Offering a variety of mechanisms for people to 'have their say'
- Working with groups and communities to understand how we can best support them

### 2.2 Support and empower hard to hear groups and communities to shape health and social care services

HWN is committed to ensuring that those groups and communities who find it difficult to speak up are given a voice. We will work with these groups and communities to tailor our support and resources to their needs to ensure their views are heard. Activities to achieve this will include:

- Working with hard to hear groups and communities to understand how we can best support them



- Working with hard to hear groups to support members of these communities to be involved in HWN for example, shadow boards, Healthwatch Champions

### 2.3 Develop an accessible, holistic information and signposting service for health and social care services in the city

HWN will provide an information and advice service for the people of Newcastle. This service will offer information on health and social care services and how to access them and signpost people to the appropriate contacts within these services. It will also offer basic advice to individuals, but will signpost to more appropriate organisations such as the Independent Complaints and Advice Service and the Citizens Advice Bureau.

### 2.4 Gather the views of people about the health and social care services they use

A key function of HWN is to find out what people think about their health and social care services, to highlight any issues they may be experiencing and to make local voices heard. HWN will use a variety of mechanisms and activities to gather people's views which will be tailored to the needs of local people so there is 'something for everyone'. These could include, but not be limited to:

- Website
- Social media: Facebook and twitter
- Advice and information phone line
- Outreach sessions in key public places in the city with large public footfall, for example:
  - City libraries
  - Grainger market
  - Eldon square
  - Museums
  - Leisure centres
  - Universities
  - Customer service centres
- One off presence at key public spaces
- Presence at appropriate events in the city. This requires an Ongoing audit of planned events
- Feedback from Patient Participation Groups (PPGs)
- Visiting groups/organisations personally to talk to staff and users about HWN and how we can help
- Suggestion boxes in key locations
- Ongoing, regular, timetabled presence at key venues such as GP surgeries, PPGs and public spaces. These would be widely advertised via our communication channels so that people know in advance where HWN will be. They could be similar to the ward 'surgeries' run by local councillors
- Using Healthwatch Champions to gather information from within their communities (this could be geographical, a community of identity and interest or issue / condition specific, for example, diabetes)
- Task and finish groups
- Participatory appraisal
- Focus groups

- Interviews
- Questionnaires
- Any other mechanisms or activities suggested by local people and groups which HWN is able to resource

## 2.5 Inform people about current health and social care services in the city

HWN is a two way process of information sharing about health and social care in Newcastle. As well as finding out people's views and concerns, we want to raise their awareness of health and adult social care issues in the city and let them know about our work. Therefore, it is essential that people are encouraged to 'sign up' to the HWN mailing list at the first point of contact. Activities to inform people about health and social care would include, but not be limited to:

- Advice and information service
- Website
- Newsflashes
- Training / information sessions
- Targeted information sharing with groups
- Facebook and Twitter

## 2.6 Develop a skilled and motivated team of Healthwatch Champions

HWN will need volunteers to help communicate with as many individuals, groups, communities and organisation as possible. Healthwatch Champions will deliver this role. They will be a positive ambassador for Healthwatch Newcastle in the community, feeding up information about health and social care issues on the ground. They will also:

- Support HWN's promotional campaigns, events and road shows
- Feedback to HWN any health and social care issues from their local community plus any client groups or organisations they represent or work with
- Receive and cascade information that Healthwatch Newcastle sends out
- Signpost people to Healthwatch Newcastle for information, advice and Signposting
- Attend the Healthwatch Champion network meetings
- Help with time limited projects and research

Activities to develop a skilled and motivated team of Healthwatch Champions would include, but not be limited to:

- Developing all the policies, procedures and tools to support Healthwatch Champions in their role
- Developing a recruitment campaign aiming to recruit a diverse group of volunteers
- Training Healthwatch Champions
- Setting up quarterly Healthwatch Champion Network meetings
- Supporting and supervising volunteers as needed

## 2.7 Develop a strong Healthwatch Newcastle network of individuals and voluntary and statutory organisations

A mapping exercise needs to take place to identify all current and emerging organisations that HWN will build relationships with. By identifying key organisations we can strategically assign staff and volunteers to efficiently build relationships.

Organisations already identified are:

- Health and Wellbeing Scrutiny committee - Newcastle City Council
- Communication team - Newcastle City Council
- Health Improvement - Newcastle City Council
- Let's Talk Newcastle - Newcastle City Council
- Safeguarding boards for both children and adults - Newcastle City Council
- Care Quality Commission
- Wellbeing for Life Board
- NHS England (NHS Commissioning Board)
- Children's Services
- Local Ward Councillors
- Schools, colleges and universities
- West and North & East Clinical Commissioning Groups
- Newcastle upon Tyne Hospitals NHS Foundation Trust
- PALS
- North East Ambulance Service NHS Foundation Trust
- All VCS groups in the City
- All community groups in the City
- Organisations representing the views of children
- Newcastle Youth Council
- Social Housing providers
- GP practice patient groups
- Social care service user groups
- Other local complaints and advocacy services
- Healthwatch England
- All local Healthwatch in the North East region
- Public Health

## 2.8 Raise the profile of Healthwatch Newcastle including how to get involved

The key to the success of HWN is that people know about it, understand it and value it. HWN should therefore have a 'core' promotional message and associated materials that can be used. The core materials would be audience specific and could be supplemented / replaced as necessary as the programme of work progresses. Profile raising activities could be achieved by, but be not limited to:

- Presence at appropriate events in the city. This requires an Ongoing audit of planned events
- Visiting groups / organisations personally to talk to staff and users about HWN and how we can help

- One off presence at key public spaces in the city with large public footfall, for example:
  - City libraries
  - Grainger market
  - Eldon square
  - Museums
  - Leisure centres
  - Universities
  - Customer service centres
- Developing relationships with Patient Participation Groups (PPGs)
- Promotion via Local radio including NE1FM, Spice FM and Radio Newcastle
- Ongoing, regular, timetabled presence at key venues such as GP surgeries, PPGs and public spaces. These would be widely advertised via our communication channels so that people know in advance where HWN will be. They could be similar to the ward 'surgeries' run by local councillors
- A launch campaign needs to be developed that covers key messages, key activities and a call to action for the different audiences. This could take the form of a launch week / month with specific launch activities. This could culminate in a launch party
- Develop a social media following on Facebook and Twitter
- Using Healthwatch Champions to promote HWN

All promotional material to be used during involvement activities will follow the brand guidance laid out in a HWN style guide.

## Section 3 - Action plan

Activity	Description	Who	Status
Involvement plan	Build upon the draft strategy and manage the tasks	Project Manager	Ongoing
	Schedule quarterly Involvement review meetings for full staff team	Project Manager	Ongoing
	Develop a calendar of activity for all staff so everyone knows where everyone is at any point to ensure a joined up, consistent message	INE	Complete
Communications/Marketing	Devise a launch campaign to cover the key messages, key activities and call to action for the audiences. Possibility to use "every voice counts" from HWE key messages document	Project Manager INE NCVS	Complete
	Contact everyone on the LINK database to inform of changes and encourage to get involved with HWN	NCVS	Complete
	Produce a campaign for becoming affiliated or supporting HWN targeted at sporting clubs, schools, colleges etc.	Project Manager INE	
	Develop a marketing campaign to encourage people to 'request a visit'	INE	
	Produce a standard list of client groups for HWN use	INE NCVS	Complete
	Prioritise client groups then develop a full communications plan for each	INE (NCVS)	Complete
	Website	INE (NCVS )	Complete
	Social media - Facebook and Twitter	INE (NCVS)	Complete
	Board members	Recruitment campaign developed	Project Manager INE NCVS
Explore a shadow board of young people		Project Manager NCVS	
Advice and Information service	Establish Freephone number, text and landline number	NCVS	Complete
	Liaise with key stakeholders to publicise service	NCVS	Complete
	Establish initial outreach facilities	NCVS	Complete
	Involvement in all appropriate engagement work	NCVS	Ongoing
	Develop a resource database and staff training	NCVS	Ongoing

Healthwatch Champions	Write HWN champions policy	NCVS	Complete
	Write all policies and procedures identified as needed for volunteer programme	NCVS	In progress
	Assess roles for DBS/DBS policy	NCVS	Complete
	Develop induction pack	NCVS	In progress
	Develop champions toolkit	NCVS	In progress
	Develop training programme	NCVS	In progress
	Develop programme of activity	NCVS	
	Design a reward scheme	NCVS	
	Recruitment campaign developed using "champions" to brand them	Project Manager INE NCVS	Complete
	Begin recruitment campaign	NCVS	
	Work with organisations specialising in learning disability, BME, young people to recruit and support champions from these groups	NCVS INE	Ongoing
Involvement	Rolling audit of all events, forums and networks across the city	INE NCVS	Ongoing
	Attend any appropriate events across the city. Either by invite or by approaching the organisers.	INE (NCVS)	Ongoing
	Ensure Healthwatch Newcastle is on any organisational 'mailing lists' who would host appropriate events	INE	Ongoing
	Organise regular, scheduled presence in key public spaces e.g.: Libraries, GP surgeries. These should be widely advertised so that people know in advance where we will be	INE (NCVS)	
	Organise a series of sessions in all GP surgeries across the city	INE (NCVS)	
	Arrange to have an agenda slot at all established and future PPG's across the city to inform members about HWN	INE	
	Develop a 'portfolio' of 'things Healthwatch could offer' for both statutory sector and local people	INE (NCVS)	
	Explore potential to have fixed period suggestion boxes at key locations following a visit to gather views from people	INE	
	Arrange to have a regular 'slot' on PPG agendas to update members about HWN	INE	

	Approach relevant radio programmes to have HWN as a guest including radio Newcastle	Project Manager INE	
Hard to hear communities	Attend any appropriate events being hosted by seldom heard communities or the organisations who support them	INE NCVS	Ongoing
	Target specific groups and organisations to speak to the workers and users about HWN and Healthwatch Champions	INE NCVS	Ongoing
	Work with specific organisations to engage specific communities e.g.: Young people, Learning disability	INE NCVS	Ongoing
	Explore the potential for piggy backing on other organisations to gain trust via association e.g. young people, BME, learning disability	INE NCVS	Ongoing
	Deliver tailored events/training/information sessions for specific communities	INE NCVS	
	Possibility for HWN staff to undertake involvement training with Regional Youth Work Unit - Could extend offer to other Healthwatch in region to reduce costs	INE	Complete
Developing relationships	Meet with 'Let's Talk Newcastle' to find out how they plan an involvement activity and explore the potential for joint working	INE	Complete
	Meet with all neighbouring Healthwatch hosts to establish a support network and explore potential for joint working	All	Ongoing
	Mapping exercise of all HWN stakeholders	INE	Ongoing
	Produce a checklist of options/activities that HWN can offer VCS/statutory organisations	INE (NCVS)	
	Allocate staff to contact all identified stakeholders	Project Manager	

## Appendix 2 - SWOT analysis

A SWOT analysis brings together the internal and external environmental factors which affect HWN. Strengths and weaknesses are internal and opportunities and threats are external.

### Strengths

- Well defined mission and vision statement
- Experience and expertise of the Board and staff team
- Complementary expertise of all the partner organisations

### Weaknesses

- Team building (staff team) because of geographical split of staff members
- File sharing between the two organisations
- Healthwatch England's Hub and the knowledge of how to use it
- Crowded market place - nearly every statutory organisation is carrying out engagement activity using the voluntary and community sector (VCS)
- Reliance of staff team to use 'personal' IT equipment
- Life of the project - how can change be measured in such a short space of time?
- Wider determinants of health - communities have more urgent things to worry about like debt and housing before they can even think of 'having their say about health and social care'

### Opportunities

- To differentiate ourselves from other organisations that carry out patient and public involvement - concentrating on the values of independence
- Partnership working and building relationships with the VCS, Wellbeing for Life Board, Health and Wellbeing Scrutiny Committee, NHS commissioners and other local Healthwatches
- Added value from services and networks/relationship provided by each organisation that runs Healthwatch

### Threats

- Conflict within HWN that will affect work efficiency because of the different cultures and locations of the staff team
- Retaining volunteers may become difficult because they may feel under-valued if given no work
- Stakeholders and beneficiaries will be unforgiving if information published is incorrect or out-of-date
- Difficulties in keeping abreast of all information circulated by health and social care organisations and potential for something important to be missed
- VCS organisations thinking we are trying to take over their involvement work
- Healthwatch is a coalition government initiative and could be abolished at the next general election
- The people of Newcastle need support with debt, housing, divorce, child custody, work and working conditions, etc. that far outweigh HWN's remit