

Outcomes and Impacts Tool

October 2014

Section 1: Finance & Governance

What do we want the OUTCOMES to be?	What could we do to achieve them?	How would we know we have succeeded?
Short to medium term		
<p>FG1: Mission Healthwatch Cambridgeshire understands its purpose as the independent consumer champion for health and social care and communicates this widely; external stakeholders understand the purpose of Healthwatch Cambridgeshire.</p>	<p>Develop a vision/mission statement consistent with the functions and values of Healthwatch Cambridgeshire. <i>Achieved</i></p> <p>Undertake awareness-raising exercise with local communities. <i>Underway</i></p>	<p>Vision clearly available on the Healthwatch Cambridgeshire website. <i>Achieved</i></p> <p>More people who contact Healthwatch Cambridgeshire show understanding of its role.</p>
Longer term IMPACT		
<p>Healthwatch Cambridgeshire is trusted by people who use health and social care services and by the public.</p>	<p>Review mission statement with deepened involvement of all stakeholders.</p> <p>Consultation on external perception of Healthwatch Cambridgeshire amongst communities, users, carers and patients.</p>	<p>Results of consultation show majority trust and value Healthwatch Cambridgeshire and believe it operates independently.</p>

What do we want the OUTCOMES to be?	What could we do to achieve them?	How would we know we have succeeded?
Short to medium term		
<p>FG2: Outcome-based planning Healthwatch Cambridgeshire knows what outcomes it is trying to achieve over the next two years, monitors effectiveness and takes action where necessary to improve.</p>	<p>Develop an outcome-based two year strategy and supporting work programme. <i>Achieved</i></p> <p>Consult on the strategy with local communities. <i>Achieved</i></p> <p>Board receives regular reports on progress. <i>Achieved</i></p> <p>Develop a framework for measuring whether outcomes and longer term impact are being achieved. <i>Underway</i></p>	<p>Board considers the results of local consultation and agrees the strategy in light of this. <i>Achieved</i></p> <p>Strategy is on website. <i>Achieved</i></p> <p>Board agrees a framework for measuring outcomes. <i>Underway</i></p> <p>Annual Report meets Healthwatch Directions and priorities raised by local people. It is widely available and accessible. <i>Achieved</i></p>
Longer term IMPACT	How could we measure IMPACT?	
<p>Healthwatch Cambridgeshire undertakes all of its work in an outcomes-based ethos.</p>	<p>Undertake an annual review of progress and refresh the strategy with greater community involvement.</p> <p>Continuing review of strategy and work programme. <i>Underway</i></p>	<p>Annual Report demonstrates an outcome-based ethos.</p>

What do we want the OUTCOMES to be?	What could we do to achieve them?	How would we know we have succeeded?
Short to medium term		
<p>FG3: Focus on priorities and clear communication</p> <p>Healthwatch Cambridgeshire is focused on achieving its outcomes, but maintains capacity to respond to urgent issues.</p> <p>Healthwatch Cambridgeshire knows who can speak on behalf of the organisation.</p> <p>Healthwatch Cambridgeshire knows how it is performing on the above outcomes.</p>	<p>Board structures its agenda to focus on outcomes and performance with space for urgent issues. <i>Achieved</i></p> <p>Healthwatch Cambridgeshire develops a communication and media policy. <i>Achieved</i></p> <p>Healthwatch Cambridgeshire reviews any difficult decisions/issues it has faced, identifies whether anything could have been done differently and amends policies.</p>	<p>Agendas, reports and minutes are posted promptly on the website. <i>Achieved</i></p> <p>Relevant policies and procedures are agreed by board and placed on website. <i>Underway</i></p> <p>Refreshed policies indicating where changes are made are placed on the website.</p>
Longer term IMPACT	How could we measure IMPACT?	
<p>Healthwatch Cambridgeshire is seen as a credible and effective organisation by partners in local authorities, the NHS and other statutory and voluntary organisations.</p>	<p>Annual perception survey to find out how Healthwatch Cambridgeshire is viewed by partner organisations.</p>	<p>Results of exercise are positive.</p> <p>Action is taken to learn from feedback.</p>

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Short to medium term		
<p>FG4: Board skills and knowledge Healthwatch Cambridgeshire Board membership profile includes a range of essential knowledge and skills.</p>	<p>Ensure board membership has appropriate knowledge and skills. Consider co-option to increase skills. <i>Underway</i></p> <p>Maintain size of board to reflect governance. <i>Underway</i></p>	<p>Board members reflect the range of necessary knowledge and skills and arrangements are in place to augment skills and perspectives through, for instance, co-option. <i>Underway</i></p> <p>Healthwatch Cambridgeshire includes the perspective of people who use services/patients/carers. <i>Underway</i></p>
Longer term IMPACT		
<p>People who use services, carers and patients are directly involved in Healthwatch Cambridgeshire governance.</p> <p>Healthwatch Cambridgeshire is trusted by people who use health and social care services and by the public.</p>	<p>Help people to develop skills and confidence to take an active role in governance. <i>Underway</i></p> <p>Consultation on external perception of Healthwatch Cambridgeshire amongst communities, users, carers and patients.</p>	<p>Board membership changes over time to reflect Healthwatch Cambridgeshire direction and future vision. <i>Underway</i></p> <p>Results of consultation show majority trust and value Healthwatch Cambridgeshire and believes it operates independently.</p>

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Short to medium term		
<p>FG5: Competence & Transparency Healthwatch Cambridgeshire operates as an effective, transparent and competent organisation.</p> <p>Staff and volunteers are clear about their roles, actions, boundaries and who to go to for help.</p>	<p>Healthwatch Cambridgeshire develops a set of organisational and governance policies and procedures including HR, complaints, finance and information governance.</p> <p><i>Underway</i></p>	<p>Policies and procedures agreed by board and publicly available. <i>Achieved</i></p> <p>Staff and volunteers demonstrate they understand relevant policies and procedures. <i>Underway</i></p>
Longer term IMPACT	How could we measure IMPACT?	
<p>Healthwatch Cambridgeshire is seen as a credible and effective organisation by partners in local authorities, the NHS and other statutory and voluntary organisations.</p>	<p>Undertake exercise such as survey or 360 degree feedback to find out how Healthwatch Cambridgeshire is viewed by partner organisations.</p>	<p>Results of exercise are positive and action is taken to learn from feedback.</p>

What do we want the OUTCOMES to be?	What could we do to achieve them?	How would we know we
Short to medium term		
<p>FG6: Skills and knowledge Healthwatch Cambridgeshire board, staff and volunteers enable it to operate effectively and competently.</p>	<p>Recruitment and selection of staff includes understanding the diverse needs of local communities and as far as possible includes different groups. <i>Achieved</i></p> <p>A range of skills are present in Healthwatch Cambridgeshire including: strategic influencing, finance, business, IT, communications, engagement and information. <i>Achieved</i></p> <p>Healthwatch Cambridgeshire has a comprehensive system of supervision and appraisal for staff. <i>Achieved</i></p>	<p>HR policies in place and operating. <i>Achieved</i></p> <p>Healthwatch Cambridgeshire has identified initial skills gaps and training needs for staff, board members and volunteers. <i>Achieved</i></p> <p>Appraisal system starts to embed. <i>Achieved</i></p>
Longer term IMPACT		
<p>Healthwatch Cambridgeshire board, staff and volunteers enable it to operate effectively and competently.</p>	<p>Healthwatch Cambridgeshire has a training and development programme for board members, staff and volunteers. <i>Underway</i></p> <p>Healthwatch Cambridgeshire undertakes group developmental activity eg board awayday. <i>Underway</i></p>	<p>Cycle of annual appraisals in place. <i>Achieved</i></p> <p>Training and development programmes in place and delivering outcomes. <i>Underway</i></p>

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<p>FG7: Continuous improvement Healthwatch Cambridgeshire states its commitment to continuous improvement and acting on feedback.</p>	<p>Establish a policy for complaints, comments and compliments about Healthwatch Cambridgeshire which describes how learning from these will influence Healthwatch Cambridgeshire. <i>Achieved</i></p>	<p>Board agreed policies/procedures and documents on website. <i>Achieved</i></p> <p>Healthwatch Cambridgeshire undertakes a 'you say, we did' collation of comments. <i>Achieved</i></p>
Longer term IMPACT		
<p>Healthwatch Cambridgeshire can demonstrate how it has learnt and improved.</p>	<p>Learning from complaints considered by Healthwatch Cambridgeshire board. <i>Underway</i></p> <p>Healthwatch Cambridgeshire discusses performance with commissioners. <i>Underway</i></p>	<p>Healthwatch Cambridgeshire feeds back how it has used complaints and comments to improve performance on its website. <i>Underway</i></p> <p>Positive results from council annual monitoring. <i>Underway</i></p>

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<p>FG8: Responsible financial management Healthwatch Cambridgeshire manages public funds responsibly, is transparent and can demonstrate value for money.</p>	<p>Establish robust financial management policies, procedures and systems that enable Healthwatch Cambridgeshire to:</p> <ul style="list-style-type: none"> • set a budget and keep track of it • deal with money coming in and out • keep accurate financial records • forecast and plan future expenditure. <p>Understand the legal and financial requirements of the form of social enterprise adopted by Healthwatch Cambridgeshire. <i>Achieved</i></p> <p>The board includes experience and expertise in financial management. <i>Achieved</i></p> <p>Healthwatch Cambridgeshire has arrangements for distribution of assets in the event of the organisation being wound up or dissolved in accordance with the rules of its regulator. <i>Achieved</i></p>	<p>Board considers and agrees financial policies and procedures that are in line with requirements of the relevant regulator, HW legislation and council contract. <i>Achieved</i></p> <p>Board approves first two years' budget. <i>Achieved</i></p> <p>Documents are publicly available on the Healthwatch Cambridgeshire website.</p>

Longer term IMPACT

Healthwatch Cambridgeshire manages public funds responsibly.

Board receives regular financial reports which are open to public scrutiny. *Achieved*

Any significant variation, over-spend or under-spend is raised with the board as soon as possible. *Achieved*

Healthwatch Cambridgeshire reviews financial allocations to its functions and services to check whether the balance is right (eg is sufficient funding allocated to involving children) and that allocation favours front-line services. *Achieved*

Healthwatch Cambridgeshire has robust financial information to demonstrate to commissioners what funding is needed to run an effective Healthwatch Cambridgeshire. *Achieved*

End of year accounts show Healthwatch Cambridgeshire has a balanced budget. End of year financial activity and closing position are published as part of the annual report. *Achieved*

Healthwatch Cambridgeshire meets all financial requirements in its council contract.

Healthwatch Cambridgeshire meets all financial requirements of its regulator and in Healthwatch regulations. *Achieved*

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Short to medium term		
<p>FG9: Income generation Healthwatch Cambridgeshire agrees to consider its potential for income generation at a time when it is operating effectively in all its activities.</p>	<p>Build the potential for extending activity into relevant documentation eg constitution, articles of association. <i>Achieved</i></p>	<p>Relevant documentation is agreed by the board and available on the website.</p>
Longer term IMPACT		
<p>Healthwatch Cambridgeshire is operating successfully in the above areas and can consider widening its activity.</p>	<p>Consider viability of, and options for, providing additional services. <i>Underway</i></p> <p>Discuss extended range of services with a range of commissioners <i>Underway</i></p> <p>Investigate the potential for providing customer insight/ engagement activities in the wider wellbeing community e.g. housing, community safety organisations, universities. <i>Underway</i></p> <p>Healthwatch Cambridgeshire has developed and implemented a sustainable income strategy.</p>	<p>Income generated through funding and how this has been invested in front-line services.</p> <p>Tenders/applications to provide a wider range of services.</p> <p>Tenders/applications successful eg commissioned to carry out service evaluation focused on service user experience. <i>Achieved</i></p> <p>Healthwatch Cambridgeshire has reserves that would allow it to operate for a year. <i>Underway</i></p> <p>Healthwatch Cambridgeshire has a projected secure income over a three-year period.</p>

Section 2: Operations

What do we want the OUTCOMES to be?	What could we do to achieve them?	How would we know we have succeeded?
Short to medium term		
<p>O.1: Ease of access Anyone who wishes can contact Healthwatch Cambridgeshire for help and support.</p> <p>Healthwatch Cambridgeshire understands its purpose and communicates this widely; external stakeholders understand the purpose of Healthwatch Cambridgeshire.</p>	<p>Accessible website and phone line up and running. <i>Achieved</i></p> <p>System for monitoring and recording contacts and inquiries on website and phone. <i>Achieved</i></p> <p>Agreement with relevant public sector and voluntary sector bodies for mutual links on websites. <i>Underway</i></p>	<p>Record of website contacts and queries. <i>Achieved</i></p> <p>Record and analysis of phone calls and queries. <i>Achieved</i></p>

Longer term IMPACT	How could we measure IMPACT?	
<p>Even the most isolated and seldom heard individuals know about and are able to contact Healthwatch Cambridgeshire for assistance and information.</p>	<p>Develop a range of engagement and communications activities that complement the website and phone line, such as drop-in sessions in accessible community venues.</p> <p><i>Underway</i></p>	<p>Survey to establish community knowledge of Healthwatch Cambridgeshire, how it can be contacted and how accessible and welcoming it is.</p> <p>Case studies illustrating contact with isolated individuals and carers and information and support they have received.</p> <p>Evidence from health and social care service providers that different groups and new individuals are using services because of contact with Healthwatch Cambridgeshire.</p>

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Short to medium term		
<p>O.2: Understanding the community Healthwatch Cambridgeshire has an understanding of the communities it serves and how to include all elements in its work.</p> <p>Healthwatch Cambridgeshire includes those whose voices are seldom heard through proactive engagement.</p>	<p>Develop a communications strategy which demonstrates reaching out to all parts of the community. <i>Achieved</i></p> <p>Develop a monitoring system and contacts database to record and disaggregate contacts. <i>Achieved</i></p> <p>Ensure work programme includes activities and strategy to involve members of seldom heard groups. <i>Achieved</i></p>	<p>Information from contacts database and contacts monitoring shows contacts in all communities. <i>Underway</i></p> <p>Annual report lists a wide range of Healthwatch Cambridgeshire activity. <i>Achieved</i></p>
Longer term IMPACT		
<p>Healthwatch Cambridgeshire is accessible and inclusive in all it does. It understands the different techniques for gathering views and involving people in the design and delivery of services and chooses the most appropriate method, including understanding how qualitative information can be a rich source of evidence about the lived experience of service users and the quality of services.</p>	<p>Satisfaction surveys of stakeholders including community groups and individual members of seldom heard groups.</p> <p>Promote and utilise appropriate experience-based methodologies. <i>Underway</i></p> <p>Develop case studies and individual stories in collaboration with service users and carers. <i>Underway</i></p>	<p>Positive results of satisfaction surveys</p> <p>Annual report sets out through real life examples how all Healthwatch Cambridgeshire activities have at their heart an understanding of people's experiences.</p>

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<p>O3: Information and signposting service A fit-for-purpose comprehensive local information and signposting system on health and social care services that gives people the information they need at first contact.</p>	<p>Recruitment of Information Officer. <i>Achieved</i></p> <p>Develop information database, monitoring system and referral protocols with other information and advice providers. <i>Achieved</i></p> <p>Work with commissioners, providers and established voluntary and third sector organisations that already perform advice and information signposting functions to streamline databases and systems, reduce confusion and eliminate duplication. <i>Achieved</i></p> <p>Work with VCOs, eg Community Navigators, to reach out to seldom heard voices and increase numbers of people from diverse groups accessing information. <i>Underway</i></p> <p>Work with other stakeholders to support area-wide development of user friendly IT systems, incorporating feedback from users.</p>	<p>Up to date information databases on website. <i>Achieved</i></p> <p>Satisfaction surveys of service users and carers, health and social care providers. <i>Underway</i></p> <p>Benchmarking with other Healthwatch and information providers.</p>

Longer term IMPACT	How could we measure IMPACT?	
<p>There is an area-wide single entry “go to” virtual location for service users and the public. Entry through the Healthwatch Cambridgeshire virtual ‘front door’ is part of an area-wide information system a range of local services and benefits.</p> <p>Health and social care commissioners and providers contribute to funding of Healthwatch Cambridgeshire information and signposting service because high quality service has helped people get better information.</p>	<p>Healthwatch Cambridgeshire is part of a consortium to provide the area’s single entry location for information on support and services.</p> <p>Increasing cross-referral between services as frontline staff (eg GPs, health visitors, homecare assistants) more familiar with and have easier access to info on the full range of services.</p>	<p>Satisfaction surveys of users of health and care services.</p> <p>Case studies of info and signposting services bringing people into contact with services they previously did not know about.</p> <p>Graphic representation of the area’s public information and signposting services, showing ‘no wrong door’ routes to information.</p>

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Short to medium term		
<p>O4: Building the evidence-base</p> <p>Healthwatch Cambridgeshire has a plan for systematically collecting the views of a diverse range of service users, those not yet using services and the general public.</p> <p>People know how to raise concerns and are encouraged to share experiences.</p>	<p>Clear signposting to information on local complaints advocacy services for health and social care. <i>Achieved</i></p> <p>Plan and deliver a range of activities (eg focus groups, online surveys, work with VCOs) to collect views from different community groups and individuals. <i>Underway</i></p> <p>Produce evidence-based reports. <i>Underway</i></p> <p>Work with complaints advocacy service(s) to analyse patterns of complaints and raise complaints and concerns. <i>Underway</i></p> <p>Decide whether and how to input into NHS Quality Accounts. <i>Achieved</i></p> <p>Report to commissioners, providers, health (and social care) scrutiny, Healthwatch England/CQC as appropriate, through Quality Surveillance Group and local liaison arrangements. <i>Underway</i></p>	<p>Monitor and analyse inquiries about concerns and complaints and signposting to complaints advocacy service. <i>Underway</i></p> <p>Feedback from complaints advocacy service. <i>Underway</i></p> <p>Positive responses by HWB, CQC etc. Issues taken up by health scrutiny. <i>Underway</i></p>

Longer term IMPACT	How could we measure IMPACT	
<p>Commissioners and regulators are informed by a comprehensive evidence-base which is informed by people's experiences. This includes case stories and patterns of complaints.</p> <p>.</p>	<p>Review and evaluation previous intelligence gathering work to ensure accuracy and relevance. <i>Underway</i></p> <p>Analyse the use made of statistics collected by Healthwatch Cambridgeshire and complaints advocacy service. <i>Underway</i></p> <p>Report to commissioners, providers, health and social care scrutiny, Healthwatch England/CQC. <i>Underway</i></p> <p>Make recommendations to Healthwatch England to undertake special reviews or investigations and publish report on particular matters arising from Healthwatch Cambridgeshire findings. <i>Underway</i></p> <p>Annual perception study.</p>	<p>Healthwatch Cambridgeshire evidence-base directly informs service improvements.</p>

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Short term		
<p>O5: Role of volunteers</p> <p>Volunteers have a clear role in Healthwatch Cambridgeshire and are supported by the organisation.</p> <p>Volunteers bring a wide range of perspectives and skills to Healthwatch Cambridgeshire.</p> <p>Volunteers feel valued by the organisation.</p>	<p>Develop volunteer policy which describes role, induction, expenses/remuneration, oversight and developmental opportunities. <i>Achieved</i></p> <p>Proactive volunteer recruitment from across local communities. <i>Underway</i></p> <p>Regular oversight, support and celebration of volunteers takes place. <i>Achieved</i></p> <p>Volunteers involved in training sessions with staff. <i>Achieved</i></p>	<p>Volunteer policy in place and on website. <i>Achieved</i></p> <p>Volunteers start to reflect the diversity of the community and include people who use services, carers and patients.</p> <p>Range and retention of volunteers.</p> <p>Volunteer satisfaction.</p>
Longer term IMPACT	How could we measure IMPACT?	
<p>Healthwatch Cambridgeshire is trusted by people who use health and social care services and by the public.</p>	<p>Perception survey of local Healthwatch amongst communities, users, carers and patients.</p>	<p>Volunteer satisfaction.</p> <p>Volunteers reflect the diversity of Cambridgeshire's communities.</p>

Section 3: Relationships

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Short to medium term		
<p>R.1: Communities Healthwatch Cambridgeshire is known to be open for business and open and receptive to input from all members of all communities.</p> <p>Healthwatch Cambridgeshire understands the key groups with which it needs to engage in terms of local communities and consumers.</p> <p>Healthwatch Cambridgeshire is systematically networked with all sections of the community.</p>	<p>Identify different ways of best involving and communicating with key groups, particularly those whose voices are less heard in relation to health and social care or who are major users of services such as children and young people and older people. <i>Achieved</i></p> <p>Develop a strategic plan and supporting work programme that includes engagement with significant local communities of identity and interest. <i>Achieved</i></p> <p>Involve VCOs, key groups and individuals in developing strategic plan. <i>Achieved</i></p> <p>Healthwatch Cambridgeshire has well developed web site and proactively uses social media to advise, inform, engage and consult with consumers. <i>Achieved</i></p> <p>Healthwatch Cambridgeshire input to development of JSNA, commissioning and delivery of services. <i>Achieved</i></p>	<p>Range of people beginning to use phonenumber and website contact. <i>Achieved</i></p> <p>Strategic priorities produced with the involvement of key groups. <i>Achieved</i></p> <p>Diverse range of volunteers beginning to be recruited, inducted and trained from range of communities for outreach activities. <i>Achieved</i></p> <p>Evidence that signposting and information service is supported and used by diverse range of users. <i>Underway</i></p> <p>Evidence from use of website and social media by consumers/service users. <i>Achieved</i></p> <p>Annual report shows a wide range of engagement across the county's various communities. <i>Achieved</i></p>

Longer term IMPACT	How could we measure IMPACT?	
<p>Healthwatch Cambridgeshire is fully embedded in the community, is recognised as a key element in the voluntary and community sector infrastructure and is trusted by and engaged with a diverse range of people.</p> <p>The public and VCS use Healthwatch Cambridgeshire as a means to put forward their experiences, views, concerns and ideas in relation to improving health and wellbeing in the local community.</p>	<p>Diverse groups involved at different levels of engagement in work of Healthwatch Cambridgeshire across the full range of its activities. <i>Underway</i></p> <p>People from a range of backgrounds are involved in Healthwatch Cambridgeshire engagement activities. <i>Underway</i></p> <p>Specific projects on different services involve a range of volunteers from across the community. <i>Underway</i></p> <p>Volunteers involved in Healthwatch Cambridgeshire outreach work. <i>Achieved</i></p>	<p>Stories from individuals and groups about how they have made a difference through engagement with Healthwatch Cambridgeshire.</p> <p>Analyse changes in JSNA, service commissioning and delivery and able to point to specific examples where Healthwatch Cambridgeshire has made a difference through gathering and presenting service users' experiences and community views.</p>

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Short to medium term		
<p>R2: Children and young people Children and young people are actively involved in the development of Healthwatch Cambridgeshire priorities and vision.</p>	<p>Ensure Healthwatch Cambridgeshire have the skills and experience to enable it to understand the priorities of children and young people and to engage with local organisations already engaged with children and young people. <i>Achieved</i></p> <p>Develop and test a young people's engagement programme in partnerships with schools, colleges and VCOs working with children and young people. <i>Underway</i></p> <p>Recruit, induct and train young people as volunteers (eg to develop use of social media, signposting). <i>Underway</i></p> <p>Innovative use of various media for two-way communication with children and young people. <i>Underway</i></p> <p>Set up participation mechanism(s) for young people to advise Board on priorities.</p>	<p>Profile of volunteers includes young people. <i>Achieved</i></p> <p>Positive feedback from young people involved in Healthwatch Cambridgeshire activities.</p> <p>Able to point to influence of children and young people on vision, priorities and work plan.</p>

Longer term IMPACT

Healthwatch Cambridgeshire has channels of communication with commissioners and service providers of children's and young people's services and is supporting increased engagement of children and young people in commissioning and design of services.

Support and enhance communication between VCOs representing and engaging with children and young people and health and care services and commissioners.

Core group of children and young people developing Healthwatch Cambridgeshire projects to improve health and social care services for children and young people.

Greater awareness of commissioners and providers of needs and wishes of children and young people arising from Healthwatch Cambridgeshire collaboration with VCO projects.

Increasing numbers of VCOs working with children and young people in contact with/engagement with Healthwatch Cambridgeshire.

Demonstrate influence of core group and wider engagement of children and young people in Healthwatch Cambridgeshire work programme.

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Short to medium term		
<p>R3: Safeguarding</p> <p>Understanding of safeguarding issues influences Healthwatch Cambridgeshire’s work programme and individual projects. Safeguarding Boards and other relevant stakeholders are partners in aspects of Healthwatch Cambridgeshire’s work programme that relate to safeguarding.</p> <p>Local Children’s and Adult Safeguarding Boards understand the role and remit of Healthwatch Cambridgeshire and how it can contribute to safeguarding.</p> <p>Referrals with a safeguarding component are made in an appropriate and timely way to relevant organisations, including complaints advocacy services.</p>	<p>Collaborate with local Children’s and Adult Safeguarding Boards, and Quality Surveillance Groups in how to report concerns and the roles of the council, the police, the local safeguarding board boards, Ofsted, CQC and VCOs. <i>Achieved</i></p> <p>Safeguarding training for staff and volunteers at appropriate levels, safeguarding leads identified and policies in place. <i>Achieved</i></p> <p>Develop good relations with key partners involved in safeguarding activity, including local Safeguarding Boards and Quality Surveillance Groups. <i>Achieved</i></p> <p>Understanding of safeguarding issues and procedures written into the appraisal process. <i>Achieved</i></p>	<p>Healthwatch Cambridgeshire are members of, or linked with, the Local Children’s and Adult Safeguarding Boards. <i>Achieved</i></p> <p>Healthwatch Cambridgeshire volunteers and staff begin to raise and report safeguarding issues to appropriate partner organisations. <i>Achieved</i></p> <p>Healthwatch Cambridgeshire work programme is aligned with priorities of safeguarding boards and Quality Surveillance Groups and safeguarding aspects of other partners’ work programmes. <i>Achieved</i></p>

Longer term IMPACT	How could we measure IMPACT?	
<p>Healthwatch Cambridgeshire is seen as key champion and community voice on safeguarding issues. Dignity and respect are seen as key components of safeguarding and of engagement.</p>	<p>With relevant partners, follow up Healthwatch Cambridgeshire Enter and View visits, reports and recommendations with a safeguarding component.</p> <p>Assess impact of Healthwatch Cambridgeshire referrals with a safeguarding component.</p> <p>Overall local prioritisation of dignity and respect.</p>	<p>Analysis of referrals shows they have drawn attention of partners to issues and cases they might otherwise have missed.</p>

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Short to medium term		
<p>R4: Health and wellbeing board Healthwatch Cambridgeshire is treated as an equal partner on the health and wellbeing board.</p>	<p>Presentations to Health and Wellbeing Board (HWB) on vision, purpose and remit of Healthwatch Cambridgeshire and how it is developing its priorities and work programme. <i>Achieved</i></p> <p>Healthwatch Cambridgeshire contributes toward the planning of engagement in relation to Joint Strategic Needs Assessment (JSNA), and Health and Wellbeing Strategy (HWS) <i>Achieved</i></p> <p>Make proposals on innovative forms of engagement. <i>Underway</i></p>	<p>Healthwatch Cambridgeshire plays a key role in development of JSNA. <i>Achieved</i></p> <p>Structure and content of HWB meetings reflect priority given to consumer and community engagement. <i>Underway</i></p> <p>Surveys of HWB members and/or annual perception study indicate high opinion of Healthwatch Cambridgeshire contributions.</p>
Longer term IMPACT		
<p>HWB sees Healthwatch Cambridgeshire as an effective, authoritative, credible and influential voice for service users and the general public.</p> <p>Healthwatch Cambridgeshire's advice is sought by HWB on public engagement and HWB meetings allow for consumer/service user views and concerns to be expressed through Healthwatch Cambridgeshire and directly.</p>	<p>Evolution of the JSNA, HWS and commissioning strategies towards a community and consumer perspective, more personalised services and more community-led initiatives. <i>Underway</i></p>	<p>Evidence of influence of changing perspective on types of services commissioned, locations and service providers. <i>Underway</i></p> <p>Evidence of Healthwatch Cambridgeshire influence on closer integration of services. <i>Underway</i></p> <p>Evidence of increased support for community-led initiatives. <i>Underway</i></p>

What do we want the OUTCOMES to be?	What could we do to achieve them?	How would we know we have succeeded?
Short to medium term		
R5: Council – different roles Healthwatch Cambridgeshire has a good mutual understanding with its council about the different roles in which they relate.	See below under different roles.	See below under different roles.
Council as commissioner of Healthwatch Cambridgeshire	<p>Healthwatch Cambridgeshire works to specification drawn up by council, reports regularly on progress.</p> <p>Healthwatch Cambridgeshire receives improvement and development support from council.</p>	<p>Council satisfied with Healthwatch Cambridgeshire progress.</p> <p>Healthwatch Cambridgeshire satisfied with support from Council.</p> <p>Council staff and councillors happy to engage with Healthwatch Cambridgeshire and discuss mutual benefits of working together. <i>Achieved</i></p>
Council as commissioner of public health and social care services	<p>Healthwatch Cambridgeshire demonstrates it can contribute to improving council’s own objective of meaningful engagement with service users, carers and communities.</p> <p><i>Underway</i></p>	Council social services and other departments ask for Healthwatch Cambridgeshire assistance in developing and deepening their public engagement activities. <i>Achieved</i>
Council as health scrutiny body	<p>Establish liaison mechanism health scrutiny and is able to refer issues.</p> <p><i>Achieved</i></p>	Liaison mechanism in place and issues referred and discussed. <i>Achieved</i>

Council as community leader	Healthwatch Cambridgeshire starts to develop relationships with ward councillors for disadvantaged areas and areas in which Healthwatch Cambridgeshire wants to make contact with specific groups. <i>Achieved</i>	Ward councillors assist in making contact with local VCOs and community groups. <i>Underway</i>
Longer term IMPACT	How could we measure IMPACT?	
Healthwatch Cambridgeshire and the council in all its roles have supported each other in developing an integrated and inclusive approach to citizen engagement across all services.		360 degree review of Healthwatch Cambridgeshire/LA relationship.
Council as commissioner of Healthwatch Cambridgeshire	<p>The council is satisfied that its specification for Healthwatch Cambridgeshire has been fulfilled.</p> <p>Healthwatch Cambridgeshire has developed capacity and extended its skills, services and engagement activities with support from the council.</p>	Council/Healthwatch Cambridgeshire continued contract/grant renewal.
Council as commissioner of public health and social care services	The council has reviewed its engagement activities and revitalizes its engagement strategy with support from Healthwatch Cambridgeshire.	There is an established agreed methodology for the council to respond to feedback from Healthwatch Cambridgeshire on user experience.

<p>Council as health scrutiny body</p>	<p>There is a close ongoing, mutually supportive working relationship between health and social care scrutiny and Healthwatch Cambridgeshire. <i>Achieved</i></p>	<p>Issues referred by Healthwatch Cambridgeshire and taken up by scrutiny resulting in improvements to services. <i>Achieved</i></p> <p>Requests by scrutiny to Healthwatch Cambridgeshire for intelligence about user experience – this intelligence is drawn on in scrutiny reports to provide evidence for scrutiny recommendations to improve services. <i>Achieved</i></p>
<p>Council as community leader</p>	<p>Ward councillors are familiar with the work of Healthwatch Cambridgeshire in their area and make proactive proposals for Healthwatch Cambridgeshire’s engagement with particular groups. <i>Underway</i></p> <p>Councillors draw on Healthwatch Cambridgeshire intelligence to make the case for improved services in their area.</p>	<p>Involvement of ward councillors in Healthwatch Cambridgeshire engagement activities. <i>Underway</i></p>

What do we want the OUTCOMES to be?	What could we do to achieve them?	How would we know we have succeeded?
Short to medium term		
<p>R6: Clinical Commissioning Groups Healthwatch Cambridgeshire has good mutual understanding with the CCG and LCGs</p>	<p>Make presentations at LCG and CCG Board meetings. <i>Underway</i></p> <p>Membership of LCG Boards and CCG Patient Safety Committee. <i>Achieved</i></p> <p>Demonstrate that Healthwatch Cambridgeshire can contribute to improving CCG's own objective of meaningful engagement with patients, carers and communities. <i>Achieved</i></p> <p>Develop supportive relationships with CCG Patient Reference Group and LCG patient participation groups. <i>Underway</i></p> <p>Support the development of the CCG public engagement strategy and work with them on innovative forms of engagement. <i>Underway</i></p> <p>Involve CCG representatives in Healthwatch Cambridgeshire training for Board, staff and volunteers.</p>	<p>CCG asks for Healthwatch Cambridgeshire assistance in developing and deepening its public engagement activities. <i>Achieved</i></p> <p>Healthwatch Cambridgeshire invited to participate in development of CCG commissioning strategies. <i>Achieved</i></p>

Longer term IMPACT	How could we measure IMPACT?	
<p>There is a noticeable difference in the way the CCG sets about developing their commissioning strategies, with earlier and more extensive patient and public engagement.</p>	<p>CCG commissioning plan reflects people's experiences.</p> <p>Collect individual stories and case studies of engagement and how it can result in improved commissioning and ultimately, better services.</p>	<p>Evidence of change in CCG engagement and increased awareness of personalized approaches demonstrate the involvement of Healthwatch Cambridgeshire.</p>

What do we want the OUTCOMES to be?	What could we do to achieve them?	How would we know we have succeeded?
Short to medium term		
<p>R7: Voluntary and community sector Healthwatch Cambridgeshire is seen as a partner and potential source of support by voluntary and community sector organisations.</p> <p>Healthwatch Cambridgeshire effectively utilises VCS resources to obtain the views of the community, especially hard to reach groups; and influences local services to be inclusive of these groups.</p> <p>Healthwatch Cambridgeshire champions the power of voice and the benefits of effective engagement.</p>	<p>Talk to VCOs about support Healthwatch Cambridgeshire could give, listen and take on board VCOs' ideas and experiences of engagement. <i>Achieved</i></p> <p>Support VCO on HWB. <i>Achieved</i></p> <p>Demonstrate best practice in the promotion, development and celebration of volunteering. <i>Achieved</i></p> <p>Develop Healthwatch Cambridgeshire role as two-way conduit between VCS and health and social care commissioners and services. <i>Achieved</i></p> <p>Collaborate with other voice organisations to promote good practice and innovation. <i>Achieved</i></p>	<p>Healthwatch Cambridgeshire involved in VCO networks and make presentations on its work. <i>Achieved</i> Mutual links on relevant websites. <i>Underway</i></p> <p>Healthwatch Cambridgeshire advice sought by VCOs on how to bring about greater engagement of service users in health and social care. <i>Underway</i></p> <p>Invitations to speak at VCO meetings and VCO to speak at Healthwatch Cambridgeshire <i>Underway</i></p> <p>Promotion of good practice and ideas taken up and developed. <i>Underway</i></p>

Longer term IMPACT	How could we measure IMPACT?	
<p>Healthwatch Cambridgeshire is working with partners in other organisations to build the capability of existing service users, volunteers and paid staff to help them champion high quality health and social care services – understanding their responsibility and how they can bring influence and challenge to bear in an appropriate way.</p>	<p>Cumulative evidence of effective voluntary sector activity on health and social care. Increasing collaboration across the sector, eg in information and signposting services and mutual referrals. <i>Underway</i></p>	<p>Evidence shows health and care services have improved as a result of voluntary sector intervention, actively supported by Healthwatch Cambridgeshire.</p> <p>The VCS as a whole, including Healthwatch Cambridgeshire, is working collaboratively resulting in greater value for money and cost effectiveness.</p>

What do we want the OUTCOMES to be?	What could we do to achieve them?	How would we know we have succeeded?
Short to medium term		
<p>R8: Advocacy and complaints services</p> <p>Healthwatch Cambridgeshire has a good knowledge of local advocacy and complaints services and how people can access them.</p> <p>Commissioners and providers receive comprehensive reports of complaints and concerns and act to make change where complaints and concerns show system and management problems.</p>	<p>Establish contact points for complaints advocacy services. <i>Achieved</i></p> <p>Develop referral process. <i>Achieved</i></p> <p>Healthwatch Cambridgeshire works with complaints advocacy service to develop systematic analysis and statistical presentation of complaints and concerns. <i>Achieved</i></p>	<p>Complaints and advocacy contacts and supporting information on website. <i>Achieved</i></p> <p>Successful first-time referral and useful analysis of complaints referrals. <i>Achieved</i></p> <p>Annual perception survey demonstrates that Healthwatch Cambridgeshire has played a role in improving complaints handling and effected service change as a result.</p>
Longer term IMPACT		
<p>Commissioners and providers learn from complaints reporting and are able to design out some of the initial causes of complaints.</p>	<p>Benchmarking with other Healthwatch and complaints advocacy systems. <i>Achieved</i></p>	<p>Benchmarking shows positive results. <i>Achieved</i></p>

What do we want the OUTCOMES to be?	What could we do to achieve it?	How would we know we have succeeded?
Short term		
<p>R9: Healthwatch England and Care Quality Commission</p> <p>Healthwatch Cambridgeshire has a clear understanding of HWE and CQC's role nationally and locally.</p> <p>There is mutual trust between Healthwatch Cambridgeshire and CQC representatives.</p> <p>Through information brought together on the Healthwatch Information Hub, Healthwatch Cambridgeshire are enabled to network together, sharing each others information.</p>	<p>Healthwatch Cambridgeshire and CQC local representatives share information about health and social care services and work collaboratively on their respective activities. <i>Achieved</i></p> <p>Healthwatch Cambridgeshire share their information with Healthwatch England. <i>Achieved</i></p> <p>CQC and Healthwatch Cambridgeshire collaborate on volunteer and Enter and View training.</p>	<p>Successful sharing of information and willingness to work collaboratively. <i>Achieved</i></p> <p>Information collated and shared. <i>Achieved</i></p> <p>Effective, evidence-based reports with evident contribution from Healthwatch Cambridgeshire. <i>Achieved</i></p> <p>Successful training accomplished.</p>
Longer term IMPACT	How could we measure IMPACT?	
<p>Working together and apart, CQC and Healthwatch Cambridgeshire bring added value to each other's roles.</p> <p>By providing good quality information to Healthwatch England through the Healthwatch Hub Healthwatch Cambridgeshire enable Healthwatch England to be influential on the national stage.</p>	<p>Changes resulting from CQC and Healthwatch Cambridgeshire collaboration. <i>Achieved</i></p> <p>Annual reports of Healthwatch England. <i>Achieved</i></p>	<p>HWE annual reports describe examples of influence based on collaboration with Healthwatch Cambridgeshire. <i>Achieved</i></p>

What do we want the OUTCOMES to be?	What could we do to achieve it?	How would we know we have succeeded?
Short to medium term		
<p>R10: Health and social care providers.</p> <p>Local providers of NHS and social care services understand the remit and role of Healthwatch Cambridgeshire and express willingness to co-operate with its work.</p> <p>Concerns about services highlighted through engagement activities, intelligence on users' experiences, Enter and View visits and Healthwatch Cambridgeshire service monitoring are addressed by providers.</p>	<p>Presentations to NHS Trust and Foundation Trust Boards, meetings of FT public governors etc. <i>Underway</i></p> <p>Presentations on Healthwatch Cambridgeshire to other key providers of local NHS and social care services. <i>Underway</i></p> <p>Well-planned, evidence-based engagement activities, intelligence gathering, Enter and View visits, reports and recommendations on services users' experiences.</p>	<p>Invitations to speak at providers' forums.</p> <p><i>Achieved</i></p> <p>Timely and positive response by providers to reports and implementation of a significant number of Healthwatch Cambridgeshire recommendations.</p>
Longer term IMPACT	How could we measure IMPACT?	
<p>Learning from earlier reports on providers' services is shared across services. Providers proactively initiate greater patient, service user and public engagement at an earlier stage in developing services.</p>	<p>Effective systems to analyse responses by providers to Healthwatch Cambridgeshire reports and recommendations.</p>	<p>Providers implement a significant number of Healthwatch Cambridgeshire recommendations.</p> <p>Providers seek advice from Healthwatch Cambridgeshire for proactive engagement activities.</p>