



# **STRATEGY**

**2015/18**

Refreshed May 2016

**Our vision is that all people in Cambridgeshire  
are listened to about their experiences of health and care services,  
and involved in decisions about their care  
and how it is delivered**

**Our mission as Healthwatch Cambridgeshire,  
is to work in partnership to enable this to happen,  
demonstrate impact  
and to challenge when improvements can be made**

## WHAT IS HEALTHWATCH CAMBRIDGESHIRE?

Local Healthwatch organisations were established under the Health and Social Care Act 2012 to be a champion for people using health and social care services. Healthwatch Cambridgeshire was established as a Community Interest Company on 7<sup>th</sup> May 2013. Local Healthwatch have the benefit of a national umbrella organisation, Healthwatch England, from whom they receive development support for functions, such as communications, branding and websites, as well as identifying patterns of concerns and the ability to escalate. All local Healthwatch are required by statute to<sup>1</sup>:

- Provide information and signposting about health and social care services.
- Monitor concerns and complaints.
- Enable people to feed back about their experiences of health and social care services.
- Collate information and compile reports about people's experiences and views.

### Achieving our vision

Health and social care services are delivered through a complex array of commissioner-provider arrangements. To be successful in realising our vision Healthwatch Cambridgeshire will need to ensure that all of our work is clear, targeted and focussed; we will check that each and every piece of work has people and empowerment, at its heart, has clear and useful outcomes and does not duplicate.

Healthwatch Cambridgeshire recognises the essential role of volunteers in all of our activities and will continue to develop a skilled and supported group of people who help deliver the work. In order to reach out to communities Healthwatch Cambridgeshire will work closely with the voluntary sector and local networks, as well as organisations that provide, commission and deliver and regulate health and care services.

This document refreshes the 2015/18 Strategic Plan, reiterating the organisation's core values, updating the Healthwatch Cambridgeshire Vision and Mission and describing new priorities. This strategy also sets out how the effectiveness of Healthwatch Cambridgeshire can be measured against the national quality statements developed by Healthwatch England.

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<sup>1</sup> Dept of Health, *What is Healthwatch?*, 2012 <http://healthandcare.dh.gov.uk/what-is-healthwatch/>

## OUR VALUES

These are the values agreed by Healthwatch Cambridgeshire since its inception.

- **Independence** - Healthwatch Cambridgeshire will be independent from the County Council and all health and social care services, providers and commissioners, whether public or private. It will be a free-standing body, and strives to be respected for its independence and trusted by residents and stakeholders.
- **Respect** - Healthwatch Cambridgeshire respects the opinion and experience of all people and will work collaboratively with all groups, networks and organisations to pursue common goals.
- **Clear recognition** - Healthwatch Cambridgeshire will develop a clear strong identity, distinctive from existing local organisations. It will embrace and utilise the Healthwatch brand and identity developed at national level.
- **Credibility** - local people, commissioners and partners will be able to trust the reliability of information, the ability to influence and the evidence underpinning its work.
- **User-focus** - relentlessly championing the voice of the public, patient and service user in the health and social care system.
- **Inclusivity** - an organisation which finds ways to work with the many different patient and service user groups across Cambridgeshire.
- **Transparency** - Healthwatch Cambridgeshire will be open, transparent and accountable in all it does.

## OUR STRATEGIC FOCUS

Delivering health and social care services in Cambridgeshire is challenging. The remit of Local Healthwatch is expansive, and demand significantly outstrips the capacity to respond to every call for action. Prioritising is essential if the organisation is to be successful in achieving our vision. Consultation with stakeholders and analysis of the data and intelligence collected over the past year, has helped us to focus our future work and scrutiny on the contextual themes and priorities below.

### Contextual themes

- **Sustainable services** - The Clinical Commissioning Group is a ‘financially challenged CCG’ and receives national support in delivering a turnaround plan. Two Trusts are in Special Measures. Cambridgeshire County Council is traditionally one of the lowest spending authorities in the country and continues to see massive reductions to its budget.  
***We will seek reassurance about** safety and quality of services, offer more intensive support for Trusts in Special Measures and work with partners to promote opportunities for local people to have their say on how changes happen.*
- **Integrated care** - Commissioning integrated care is complex. The impact of the collapse of the CCG’s Older People’s and Adult Community Services contract and the search for strategic coherence make it challenging for those who work in, and receive care services.  
***We will look for coherence across transformative and integrated care programmes and that these reflect people’s experiences of the whole system.***
- **Access for communities** - Cambridgeshire is a rural county with many people, even in towns, disadvantaged by the lack of transport and infrastructure to enable them to access local and specialist services.  
***We will support improved access to health information, call for clear pathways of care and flexible delivery to meet people’s needs, informed by reported experiences.***
- **New populations and changing communities** - Much of the county is experiencing rapid population growth and above-average ageing community profiles. It is vital that solutions are found to deliver effective and safe health and care services. Expansion of primary care presents great opportunities but also challenges.  
***We will support and challenge health and care service commissioners and providers to identify and act on the needs of populations and communities, as well as individual patients and service users.***

## Topical priorities

Healthwatch Cambridgeshire, through our own system overview, has a unique insight into how all of this combines to affect local people, particularly those most vulnerable. The topics below are the areas of care giving most concern to our engagement network of local people and organisations and so will be our topical focus for 2016 and 2017:

- **Mental health** - Local people tell us that they have difficulty finding help with their mental health particularly in a crisis.  
*We will work with other local specialist mental health organisations to listen to people and work together to get people views heard when services are being planned.*
- **Children and young people** - Children and young people tell us that services do not ask them about their experiences of using health and care services. Young people want more information about emotional wellbeing, they say that help is often difficult to get.  
*We will go to schools and places where young people are to listen to what is important to them. We will put these experiences and ideas together and take them to decision-makers.*
- **Primary care** - During the past year access to GP appointments was one of the biggest concerns that people told us about. We know that General Practice is under pressure with growing demand and workforce challenges. It is likely that there will be changes to how primary care, including general practice, is commissioned.  
*We will continue our conversations with the public, commissioners and service providers to understand better how patient and public voice can support improvements.*
- **Discharge from hospital** - Leaving hospital is difficult for many people. Often we hear that people are sent home without support in place or stay in hospital much longer than they should.  
*We will work with commissioners and providers to help people understand the standards of care they can expect and who to go to get help.*

A member of the Healthwatch Board is identified as a champion for each of these priorities, to ensure they gain prominence in the delivery of our functions and annual work programme.

## HOW WE MEASURE OUR EFFECTIVENESS

A set of 26 quality statements covering five broad areas have been developed by Healthwatch England for Local Healthwatch to use in assessing their effectiveness. Healthwatch Cambridgeshire is adopting these statements to help understand the key factors that drive success and to reflect on our performance with our commissioner, the Director of Corporate Services at Cambridgeshire County Council. Statements 21-26 reflect the effectiveness of our relationship with Healthwatch England.

### Strategic context and relationships

**Having a strong understanding of the strengths and weaknesses of the local health and social care system is critical to the success of local Healthwatch.**

1. Local Healthwatch develops priorities based on the experience and concerns of the public, whilst recognising the local health and social care context and priorities.
2. Local Healthwatch has trusting, collaborative relationships with key local decision makers through regular formal and informal meetings where its role as a critical friend is understood.
3. Local Healthwatch plays a clear and distinct role in key local decision making structures (going beyond its formal position in the Health and Wellbeing Board) and contributes to better local decision making.
4. Local Healthwatch contributes to the development of decision making structures in the local health and wellbeing system and, where appropriate, their delivery.

### Community voice and influence

**Local Healthwatch enables local people to have their views, ideas and concerns represented as part of the commissioning, delivery, design and scrutiny of health and social care services.**

5. Local Healthwatch has a clear action plan for reaching out to and informing local people of its priorities and activities.
6. Local Healthwatch has made a distinct contribution to improving engagement with seldom heard communities.
7. Local Healthwatch supports local people to share their experience and opinions of local services.
8. Local Healthwatch involves local people in setting priorities and commenting on the quality of local Healthwatch activities.
9. Local Healthwatch provides pathways for local people to become involved informally and formally in contributing to the delivery of local Healthwatch activities.

10. Local Healthwatch contributes to the increased confidence and ability of local people to influence the local health and wellbeing system.
11. Local Healthwatch encourages and enables local commissioners and providers of health and social care services to engage the public.

### **Making a difference locally**

**A local Healthwatch needs to formulate views on the standard of health and social care provision and identify where services could be improved by collecting the views and experiences of the members of the public who use them.**

12. Local Healthwatch captures the experience and aspirations of local people in its research and reports.
13. Local Healthwatch collects public opinion on issues in a way that is appropriate and ethical.
14. Local Healthwatch uses the opinions and experiences of the public, where appropriate, to produce recommendations for change.
15. Local Healthwatch recommendations for change are heard and responded to by relevant decision makers.

### **Informing people**

**A core part of the role of local Healthwatch is to provide advice about local health and social care services to the public.**

16. Local Healthwatch provides the public with accurate, reliable, relevant and useful information about local services, when they need it, in a format that meets their needs.
17. Local Healthwatch considers the needs of easily ignored and marginalised groups in the design, focus and delivery of the information and signposting service.
18. Local Healthwatch has a clear map of signposting services and refers members of the public to appropriate services or to places they can access information and signposting services.
19. Local Healthwatch provides members of the public with appropriate advice and support if they need to raise a complaint about any part of the health and social care system.
20. Local Healthwatch systematically uses the intelligence it gathers in its advice and information role to inform its priorities.



## Relationship with Healthwatch England

Local Healthwatch works with Healthwatch England to enable people's concerns to influence national commissioning, delivery, and the redesign of health and social care services.

21. Local Healthwatch learns from and shares their learning with other local Healthwatch.
22. Local Healthwatch consistently shares the views and experiences of local people with Healthwatch England to be reflected in national work.
23. Local Healthwatch understands how information about their local Healthwatch has been shared with Healthwatch England and how this information has been used.
24. Local Healthwatch has given consideration to getting involved with national pieces of work, identifying the relevance of this work for their locality.
25. Local Healthwatch has discussed any concerns and issues that Healthwatch England or other partners have raised about its effectiveness and reflected on how best to resolve the situation in a constructive manner.
26. Local Healthwatch contributes its expertise to national policy development.

## MEASURING OUR ACTIVITY AND IMPACTS

The Healthwatch Cambridgeshire Board of Directors meet bimonthly in public to set strategy and measure the impact of Healthwatch Cambridgeshire. This is done through a combination of key activity indicators and service performance reports on a bimonthly basis (unless otherwise indicated). The Chair's Report to the Board provides a system overview, the CEO Report highlights how activities are addressing organisational priorities.

All of Healthwatch Cambridgeshire's policies, reports, agendas and other relevant documents are available on the website.

### Key activity performance indicators

- Numbers of experiences collected and information signposting
- Influencing activity, for example membership of strategic groups
- Engagement events
- Consultation Network and Youth Connect activity
- Communications reach

## Service and other performance reports to our Board

- Operational and strategic partnership development activities
- Analysis of usage of the Information and Signposting Service (six monthly report to the Board of Directors)
- Communications analysis (six monthly report to the Board of Directors)
- Volunteer recruitment, training and initiatives including Enter and View
- Project reports and progress made against recommendations
- Annual review of the Consultation Network
- Annual stakeholder survey
- Annual report and Statement of Accounts

## GOVERNANCE

As a Community Interest Company (CIC) Healthwatch Cambridgeshire is governed by its Memorandum and Articles of Association and complies with the reporting requirements of a CIC. Strategy and direction of travel are overseen and managed by the Board of Directors, comprising a Chair, Non-Executive Directors and the CEO.

Healthwatch Cambridgeshire has a Grant Agreement in place with the Commissioning Body, Cambridgeshire County Council. Review of progress against the key outcomes takes place through quarterly meetings and an annual review. Healthwatch Cambridgeshire recognises the value of a mixed income stream and will continue to identify opportunities to expand commissioned and grant-funded projects.