



# STRATEGIC PLAN

2015/18

**Our Vision: Healthwatch Cambridgeshire is committed to listening to, and working for, all people in Cambridgeshire to actively pursue improvements in health and social care**

To realise our vision Healthwatch Cambridgeshire will:

- Engage and represent the community it serves with particular emphasis on seldom heard groups.
- Aim to be representative of the local community it serves;
- Engage with health and social care commissioners, service providers and communities when changes to service provisions are planned or public health issues addressed;

# 1. INTRODUCTION

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

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 its 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.

This document sets out how Healthwatch Cambridgeshire will undertake these functions, its core values and areas of work that will be prioritised. Healthwatch Cambridgeshire recognises the essential role of volunteers in all of its activities will continue to develop a skilled and supported group of people who will 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.

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

## 2. VALUES

- **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.

### **3. STRATEGIC PRIORITIES**

Healthwatch Cambridgeshire will adopt the areas of work set out below as the key focus of work for the next three years. These topics have been developed in consultation with people who use health and care services and representatives of the key voluntary, community, independent and statutory organisations.

#### ***Building & Using the Evidence-base***

- Gather data from a wide range of sources, including concerns reported directly and via partner organisations to identify trends, and build an evidence-base to inform providers, commissioners and regulators of how people experience services.
- Use a wide range of communications channels, including social media and leaflets and posters to continue to raise awareness of Healthwatch.
- Plan and deliver regular programmes of engagement activities using different methods to reach different audiences across the county.
- Continue to offer an Information & Signposting Service and maintain and share with other information providers an overview of health and social care information resource.
- Deliver an annual Enter and View programme and maintain a group of skilled and supported Authorised Representatives.

#### ***Equal Access***

- Focus listening activities in areas of the county where people are usually less heard and understanding the experiences of more marginalised and vulnerable people.
- Maintain an overview of the quality and accessibility of health and social care information and feedback to providers and commissioners what it is like for people who are looking for information and how it can be improved.

#### ***Children & Young People***

- Develop meaningful ways in which to connect with young people and make it easy for them to give their views. For example, building the 'Youth Connect' network and recruiting 'Street Reporter' volunteers.
- Develop and promote a framework for working with schools and their students through the PSHE curriculum and share learning and good practice.

## ***Social Care***

- Maintain oversight of the implementation of The Care Act and gather, collate and report on people's experiences.

## ***Person-Centred Services***

- Promote and encourage the reflection of lived experience in strategic change programmes.
- Promote and encourage the parity of esteem between mental and physical health services.
- Develop and promote approaches that empower people to take control, for example Health Literacy.
- Promote and encourage strategic coherence and good practice in engagement.

## **4. KEY OUTCOMES**

### Outcome 1

- Local people are aware of Healthwatch Cambridgeshire, understand its purpose and how to access help and support

### Outcome 2

- Local people are empowered to give their views and influence decisions to improve health and care services

### Outcome 3

- Individuals are able to make informed choices about their health and social care as a result of the information provided by Healthwatch Cambridgeshire

### Outcome 4

- The views and experiences of local people influence commissioning decisions to improve health and social care services

### Outcome 5

- Healthwatch Cambridgeshire is an independent and transparent organisation accountable to the people it serves

### Outcome 6

- Healthwatch Cambridgeshire provides good value for money

## 5. MEASURING OUTPUTS & OUTCOMES

The impact of Healthwatch Cambridgeshire's work will be measured by a combination of outputs and outcomes. These will be reported to the Board of Directors on a bi-monthly basis (unless otherwise indicated):

- Summaries of the HWC 'Evidence-base' and evidence of the progression of issues
- Summaries of engagement activity
- Operational and strategic partnership development activities
- Strategic influencing activities, for example evidence reported the Quality Surveillance Group and Joint Strategic Needs Assessments
- Evidence of a range of volunteer roles
- Number of volunteers recruited, trained and actively involved in HWC activities
- Project reports and progress made against recommendations
- Analysis of usage of the Information & Signposting Service (six monthly report to the Board of Directors)
- Communications analysis (six monthly report to the Board of Directors)
- Annual stakeholder survey
- Annual review of Consultation Network

## 6. 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 and six Non-Executive Directors. The Healthwatch Cambridgeshire Board of Directors meet bimonthly in public and all documents are posted on the website. The CEO manages the organisation's day to day activities. At every meeting the Healthwatch Cambridgeshire Board of Directors are updated on progress made against the Work Programme.

Healthwatch Cambridgeshire has a Grant Agreement in place with the Commissioning Body; Cambridgeshire County Council and regularly reports progress against the key outcomes. Healthwatch Cambridgeshire recognises the value of a mixed income stream and will continue to identify opportunities to expand commissioned and grant-funded projects.

## 7. WORK PROGRAMME 2015/16

<p><b>Outcome 1</b> Local people are aware of Healthwatch Cambridgeshire, understand its purpose and how to access help and support.</p> <p>By the end of 2015/16 it can be demonstrated that more people know about Healthwatch Cambridgeshire and have used its services.</p>	
<b>ACTIVITY</b>	<b>Lead</b>
<p>Undertake a range of communications activities that raises awareness of the work of Healthwatch Cambridgeshire, balancing digital and hard copy preferences.</p> <p>Work in partnership with the voluntary, statutory and independent sector to facilitate opportunities to participate and promote engagement.</p> <p>Developing channels to connect with young people and make it meaningful and easy for them to give their views.</p>	<p>Angie Ridley</p> <p>All</p> <p>Rita Nunes</p>
<p><b>Outcome 2</b> Local people are empowered to give their views and influence decisions to improve health and care services.</p> <p>By the end of 2015/16 it can be demonstrated that Healthwatch Cambridgeshire has undertaken a range of different work to engage with communities across the county, with specific attention given to those people who do not usually have their voices heard.</p>	
<b>ACTIVITY</b>	<b>Leads</b>
<p>Develop and deliver a range of community engagement activities, some of which will be led by Healthwatch Cambridgeshire and some working with partners.</p> <p>Engage a wide range of people from different backgrounds and communities, particularly inclusive of those people whose voices are less heard, to work with HWC working with existing networks and groups.</p> <p>Develop and deliver of a programme of Enter &amp; View visits and maintain a group of Authorised Representatives.</p>	<p>All</p> <p>Heather Davison</p> <p>Kate Hales</p>



<p>Range of activities to encourage children and young people to give their views about health and social care services and be actively involved in their health.</p> <p>Maintain an active, knowledgeable and supported volunteer-base.</p> <p>Grow and develop the Consultation Network to increase community involvement and promote opportunities for participation and giving feedback.</p>	<p>Rita Nunes</p> <p>All</p> <p>Julie McNeill</p>
<p><b>Outcome 3</b> Individuals are able to make informed choices about their health and social care as a result of the information provided by Healthwatch Cambridgeshire.</p> <p>By the end of 2015/16 an increasing number of people will have used this service. There will be six-monthly reports to the Board of Directors.</p>	
<p><b>ACTIVITY</b></p>	<p><b>Lead</b></p>
<p>Information &amp; Signposting Service.</p> <p>Partnership with other I&amp;S providers to work towards easier navigation of the system for people.</p> <p>Work to promote accessible and easily understood information.</p>	<p>Julie McNeill</p>
<p><b>Outcome 4</b> The views and experiences of local people influence commissioning decisions to improve health and social care services.</p> <p>By the end of 2015/16 Healthwatch Cambridgeshire will be able to demonstrate concerns raised and impact achieved. There will be bi-monthly reports to the Board of Directors.</p>	
<p><b>ACTIVITY</b></p>	<p><b>Lead</b></p>
<p>Raise the profile of engagement and voice in the planning and governance processes with commissioners and providers.</p> <p>Gather soft intelligence and contribute toward the monitoring by regulators and commissioners and escalate as appropriate.</p> <p>Work strategically to promote the value of lived experience.</p>	<p>Sandie Smith</p>

**Outcomes 5 & 6**

Healthwatch Cambridgeshire is an independent and transparent organisation accountable to the people it serves and provides good value for money.

By the end of 2015/16 Healthwatch Cambridgeshire will have confirmed a financial sustainability strategy and successfully started to attract supplementary funding. There will be bi-monthly reports to the Board of Directors.

<b>ACTIVITY</b>	<b>Lead</b>
<p>All Healthwatch Cambridgeshire governance information, including policies, agendas and reports for the Board of Directors meetings will be available on the website and in hard copy on request.</p> <p>The public are actively encouraged to attend all Board of Director meetings and there is an item for Public Questions.</p> <p>Financial information and reports are available on the website and in hard copy on request.</p> <p>Healthwatch Cambridgeshire will meet all governance and financial requirements of a Community Interest Company.</p> <p>Additional income will be sought to support specific projects.</p>	<p>Sandie Smith</p>