

# STRATEGY

## 2018/19

**healthwatch** Peterborough **healthwatch** Cambridgeshire

**Our vision is that all people in Cambridgeshire and Peterborough  
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 and Peterborough,  
is to work in partnership to enable this to happen,  
demonstrate impact  
and to challenge when improvements can be made**

## WHAT IS HEALTHWATCH CAMBRIDGESHIRE AND PETERBOROUGH?

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 Peterborough and Healthwatch Cambridgeshire were established by the respective Local Authorities in 2013. Healthwatch Cambridgeshire was an independent Community Interest Company (CIC), whilst Healthwatch Peterborough was set up as a CIC but with the Healthwatch function sub-contracted to Citizens' Advice Peterborough. In April 2017 the two organisations merged to form a single CIC; Healthwatch Cambridgeshire and Peterborough.

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:

- 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 and Peterborough 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.

This strategy sets out priorities for our work and how our effectiveness can be measured against the national quality statements developed by Healthwatch England.

## OUR VALUES

These are the values agreed by Healthwatch Cambridgeshire and Peterborough:

- **Independence** - Healthwatch Cambridgeshire and Peterborough will be independent from the Local Authorities and all health and social care services, providers and commissioners, whether public or private. It will be a free-standing body; striving to be respected for its independence and trusted by residents and stakeholders.
- **Respect** - Healthwatch Cambridgeshire and Peterborough 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 and Peterborough 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 and Peterborough.
- **Transparency** - Healthwatch Cambridgeshire and Peterborough will be open, transparent and accountable in all it does.

## OUR STRATEGIC FOCUS

Delivering health and social care services in Peterborough and 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. Listening to our stakeholders and analysis of the data and intelligence collected over the past year, has helped us to focus our future work:

We will:

- Gather and use information to highlight concerns regarding local health and services and escalate according to impact and ability to influence change
- Scrutinise the quality of patient and public engagement by the providers and commissioners of health and care services
- Promote the value of lived experience
- Encourage shared health and care decision making between people and professionals
- Review the impacts of service change on people's experience.

We will develop information systems that segment by:

- Localities that resonate with people's experience, for example, border communities and new developments, and
- Community identity or group where inequity of care is more likely, for example group migrant populations, older people, children and young people, ethnic minority groups.

Our priorities for 2017/18:

- Access to and experience of primary care particularly in growth areas
- Access to social care and experience of integrated support services
- Access to and experience of mental health services for children and young people and adults
- The promotion of health, self-care and independence
- Transforming pathways for urgent and emergency care services
- Engaging patients and the public with the Sustainability and Transformation Partnership.

A member of the Healthwatch Board is identified as a champion for each of these priorities, to ensure they have sufficient 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 and Peterborough is adopting these statements to help understand the key factors that drive success and to reflect on our performance with our commissioner at Peterborough City 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 and Peterborough Board of Directors meet bimonthly in public to set strategy and measure the impact of the organisation's work. This is done through a combination of key activity indicators and service performance reports to the Board of Directors. 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 and Peterborough's policies, reports, agendas and other corporate 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
- Impact
- 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
- Communications analysis
- Volunteer recruitment, training and initiatives including Enter and View
- Project reports and progress made against recommendations
- Regular stakeholder consultation and feedback
- Annual report and Statement of Accounts

## GOVERNANCE

As a Community Interest Company (CIC) Healthwatch Cambridgeshire and Peterborough is governed by its 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, Directors and the CEO.

Healthwatch Cambridgeshire and Peterborough is funded by Local Authority grant and has a Grant Agreement with Peterborough City Council and Cambridgeshire County Council. Review of progress against the key outcomes takes place through quarterly meetings and an annual review.

The General Purposes Sub-Group of the Board oversees the financial and workforce aspects of the organisation; making recommendations to the Board for approval of policy and budgets.

Healthwatch Cambridgeshire and Peterborough recognises the value of a mixed income stream and strongly supports the need to be efficient and has a Business Development Strategy in place that supports sustainability and value for money.