

Strategic Objectives & 2015/16 Business Plan

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1.0 Who are we?

Healthwatch Lancashire is a not-for-profit social enterprise organisation and a member of a network of independent local Healthwatch organisations in England. Healthwatch England provides a national focus for our work but exercises no control over our activities. We are a company limited by guarantee established by Lancashire County Council (LCC). However, LCC has no members on the Board and Healthwatch Lancashire works independently from the LCC and the NHS.

2.0 What is our role?

Healthwatch Lancashire's role is to be an independent consumer champion for health and social care in Lancashire; providing the people of Lancashire with a powerful voice, making sure residents views and experiences are heard by those who run, plan and regulate local health and social care services and enable the people of Lancashire to influence, change and improve the quality of local health and social care services.

3.0 What are our responsibilities?

Healthwatch Lancashire's responsibilities are to:

1. Enable the people of Lancashire to share their views and concerns about their local health and social care services.
2. Inform the people of Lancashire that their contribution will help those who plan, run and regulate local health and social care build a picture of where services are being provided well, and where service provision is unsatisfactory and requires improvement.
3. Provide the people of Lancashire with information about choice and access to their local health and social care providers.
4. Signpost the people of Lancashire to organisations who can advise and support them when things go wrong with their health and social care.

5. Alert Healthwatch England and / or the Care Quality Commission regarding concerns about specific care providers.
6. Provide authoritative, evidence-based feedback to organisations responsible for commissioning or delivering local health and social care services.
7. Provide the Lancashire Health and Wellbeing Board with evidence and information to ensure the views and experiences of the people of Lancashire inform the Lancashire Joint Strategic Needs Assessment (JSNA) and associated Health and Wellbeing strategies.

4.0 How are we funded? How much funding do we receive?

Our funding is provided by central Government via Tier 1 local authorities.

For 2014/15 a funding agreement is in place between LCC and Healthwatch Lancashire. This amounts to:

- £438k Core Funding
- £150k Additional Funding.

The organisation also carried forward £305k from 2013/14, and therefore has £893k available during 2014/15.

5.0 The national and local environment in which we work...and our key challenge.

Health and social care provision constantly faces significant challenge. We are living longer therefore we are seeing a rising elderly population with increasingly complex health issues. The NHS remains fragmented following radical reorganisation and is confronting a major resource challenge and social care provision also continues to be under significant pressure.

The current situation facing health and social care provision provides an opportunity for Healthwatch Lancashire. Local health and social care providers in Lancashire are responding to the Francis, Keogh and Clwyd reports by acknowledging that the scale of change facing health and social care can only be delivered with public consent and are therefore seeking a

more meaningful and productive dialogue with the public about future service provision. Healthwatch Lancashire can act as the channel for such conversations with the people of Lancashire.

However our key challenges are that we need to improve and increase the profile of Healthwatch Lancashire and there is clearly much work to be done by our organisation to effectively engage with the people of Lancashire.

6.0 Our Values and Behaviours

- We will act impartially, but always in the interests of local people.
- We are strongly committed to equality and diversity and we will treat people with dignity and respect.
- We will be transparent and open in our procedures and practice.
- We are committed to partnership and collaboration wherever possible.
- We will be tenacious in our pursuit of positive outcomes and social justice on behalf of the people of Lancashire.
- We believe in a rights-based approach to health and social care.

7.0 Our Strategic Objectives:

In order to fulfil our role and responsibilities Healthwatch Lancashire has 4 strategic objectives:

1. Engage
2. Signpost
3. Gather, Analyse and Communicate Information
4. Collaborate

Engage:

We will engage with the people of Lancashire to enable them to share their views and concerns about health and social care. We will listen to their experiences of health and social care, to their individual personal stories and their particular concerns, encouraging them to share their experiences in order to inspire others to engage with us too.

We will also inform how their contribution will help those who plan, run and regulate health and social care build a picture of where services are doing well and where they can be improved.

Signpost:

We will signpost the people of Lancashire to appropriate health and social care service provider. We will also provide information about choice and access to local health and social care and signpost them to organisations who can offer advise and support when things go wrong with their care.

Gather, Analyse and Communicate Information:

We will gather, analyse and communicate information from the people of Lancashire regarding their experiences of health and social care services. We will also alert Healthwatch England and / or the Care Quality Commission regarding concerns about specific care providers.

Collaborate:

We will work collaboratively with the local health and social care economy in Lancashire to provide authoritative, evidence-based feedback to organisations responsible for commissioning or delivering local health and social care services, and where necessary, we will challenge those organisations too.

In addition, to ensure the views and experiences of the people of Lancashire inform the Lancashire Joint Strategic Needs Assessment (JSNA) and other associated Health and

Wellbeing strategies, we will be a proactive member of the Lancashire Health and Wellbeing Board and other influential strategic collaborations.

8.0 Our Business Plan: January 2015 – March 2016

To fulfil our role and responsibilities our key task will be the acquisition, collation, analysis and communication of good quality data and soft intelligence from the people of Lancashire that we can use to influence and improve local health and social care provision.

To do this we will be innovative, proactive and build our profile as a significant voice in the Lancashire health and social care economy. Our influence and credibility as an organisation will largely be determined by how good we are at doing this and therefore this will form the basis of our activity for the period January 2015 – March 2016.

The activities listed below in this business plan are all significant pieces of work and are divided into 5 projects. This is a challenging work programme.

Project 1: Developing an Engagement Database

The organisation has commenced the commissioning and development of a project to facilitate proactive engage with the population of Lancashire. A database, initially populated with the details of approx. 5,000 Lancashire residents, who express an interest in health and social care, is currently being constructed. This database will help support the development of the work and role of the organisation's Project Officers.

Project 2: Healthwatch Lancashire Roadshows

Lancashire has a diverse population of approx. 1.2 million and covers a large geographic area. To maximise our potential to engage with individuals and groups we will take our organisation 'out of the office' and into the communities of Lancashire. This will necessitate the purchase of a vehicle which we will use to deliver Healthwatch Lancashire Roadshows.

We will hold 'Listening Event' roadshows to encourage the people of Lancashire to share their experiences of health and Social Care. We will also hold 'Information Event' roadshows in conjunction with partner organisations.

Project 3: Communication and Online Activity

We have commenced the commissioning and development of a more interactive website and have also recruited specialist staff to further develop and maintain this facility. The website will be central to our profile awareness, brand identity, information gathering and giving and will link to our social media content, offer news updates on local and national health and social care issues.

The people of Lancashire will be able to use the website to share their experience as local health and social care service users and there will be opinion polls on issues of immediate local concern, learning opportunities for volunteers, links to other sites and consultations and campaigns will be run from the site.

Our online work will also be the core of our signposting activity.

We will also maximise all opportunities to increase awareness of the Healthwatch Lancashire brand.

Project 4: Recruit and Train a cohort of Volunteers

We have commenced a project to recruit and train a cohort of volunteers. This is led by our Volunteer Co-ordinator. We will involve our volunteers in a range of activities such as participation in mock CQC assessments or Patient Led Assessments of the Care Environment (PLACE) to participating in 'Listening Events' - collecting patient and service user stories or documenting patient and service users 'journeys'.

Project 5: Scrutiny of Residential Care in Lancashire

Using staff, directors and volunteers and our 'enter and view' powers, we will visit a substantial number of registered care providers and report on the state of care provision. A successful outcome will require Healthwatch Lancashire to work actively in partnership with service commissioners, community organisations and service providers. These services support some of the most vulnerable people in Lancashire and the purpose of this work is to look at care provision in the round – service quality, resources, regulation, views of residents, families, service providers and service commissioners.

9.0 Performance Management

The Chief Executive of Healthwatch Lancashire is responsible to the Board for the delivery of this Business Plan. To enable to carry out this task effectively, there will be a series of Key Performance Indicators (KPIs) – essentially measurable indicators of performance. HWL's KPIs will include:

1. Financial control: delivering the plan within budget.
2. Size of Engagement database.
3. Number of roadshows / engagement events held.
4. Media coverage / brand recognition.
5. Website / social media metrics.
6. Volunteers: numbers, diversity and turnover.
7. Number of collaborative events attended: eg Mock CQC visits.
8. Number of Patient or Service User Journeys documented.

The Healthwatch Lancashire Board will review these on a regular basis.