



# **Business Plan 2014-16**

Final June 2014

## 1 Introduction

Healthwatch Nottinghamshire is one of 152 local Healthwatch across England. Healthwatch is the consumer champion for health and social care which aims to ensure that the voices of users of health and social care are heard by decision makers. Healthwatch England has been established to support Healthwatch activity across the country and to provide a focus for feedback about services at a national level. The statutory role and function of Healthwatch is laid down in the NHS and Social Care Act of 2012, but local areas have discretion about how their local Healthwatch delivers its services.

Healthwatch Nottinghamshire has replaced the Nottinghamshire Local Involvement Network (LINK), which came to an end on March 31 2013. Healthwatch Nottinghamshire is committed to taking forward the best of the LINK into the development of the new organisation and its activities and we took account of the LINK legacy document and of the good practice that it recommends in developing our plans for year one of our operation.

We developed a Business Plan for the first year of our operation. We now have two more years of our initial three year contract to deliver Healthwatch for Nottinghamshire. This plan develops on our first year of operation and identifies what we aim to achieve over the next two years and looks towards a longer-term, sustainable future for Healthwatch Nottinghamshire. We have used the feedback from our first Annual Survey to help us to develop this plan and we hope it reflects what the people and organisations of Nottinghamshire want from their Healthwatch.

## 2 Functions of Healthwatch

Nationally the local Healthwatch model includes a number of functions, but all the functions contribute to the overall aim of empowering individuals and groups to influence the health and social care services they receive. Healthwatch covers all statutory health and social care services and services for adults and children.

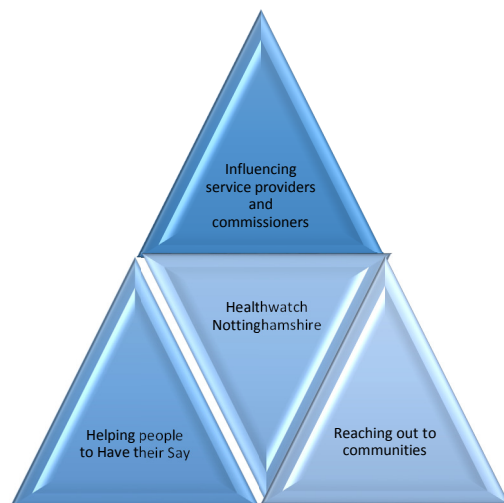
The range of functions that can be delivered by local Healthwatch are:

- Providing information and signposting about health and social care services
- Monitoring concerns and complaints
- Enabling people to feedback about their experiences of health and social care services
- Collating information and compiling reports about people's experiences and views
- Providing independent advocacy for people who want to make a complaint about NHS service

Different areas have made different decisions about which functions are delivered by Healthwatch and which are delivered by other organisations. In Nottinghamshire the commissioners have decided that Healthwatch would not have responsibility for the delivering of the independent complaints advocacy service and this has been separately commissioned. In addition PALS (Patient Advice and Liaison Service) services continue to be provided by the Clinical Commissioning Groups, hospitals and trusts across the County, and so there is not a requirement that Healthwatch Nottinghamshire provides information and signposting services.

### The Triangle of Activities

The activities of Healthwatch Nottinghamshire fall into three main areas, illustrated in figure 1:



**Helping people to have their say** - providing a means for people to express their views and concerns, providing information where appropriate, working with providers of information and signposting, linking with advocacy services

**Reaching out to communities** - on our own or through other engagement mechanisms, telling people about Healthwatch, encouraging them to input their views, feeding back about outcomes

**Influencing Service Providers and Commissioners**- collecting and analysing data, producing reports, representation on key forums

Figure 1 Triangle of activities for Healthwatch Nottinghamshire

## 3 Governance and Management

Healthwatch Nottinghamshire has been set up as a social enterprise to deliver Healthwatch in the county. It is a Company Limited by Guarantee and has an asset lock in place, which locks assets in favour of the County Council if the company should cease trading. The Board has decided to register Healthwatch Nottinghamshire as a Charity with the Charity Commission and this registration will take place during 2014. They decided that charitable status would help to establish Healthwatch Nottinghamshire's position as an organisation that exists for the benefit of the people of Nottinghamshire and to open up other sources of funding in the future.

The organisational structure and functions of Healthwatch Nottinghamshire are illustrated and explained in figure 2.

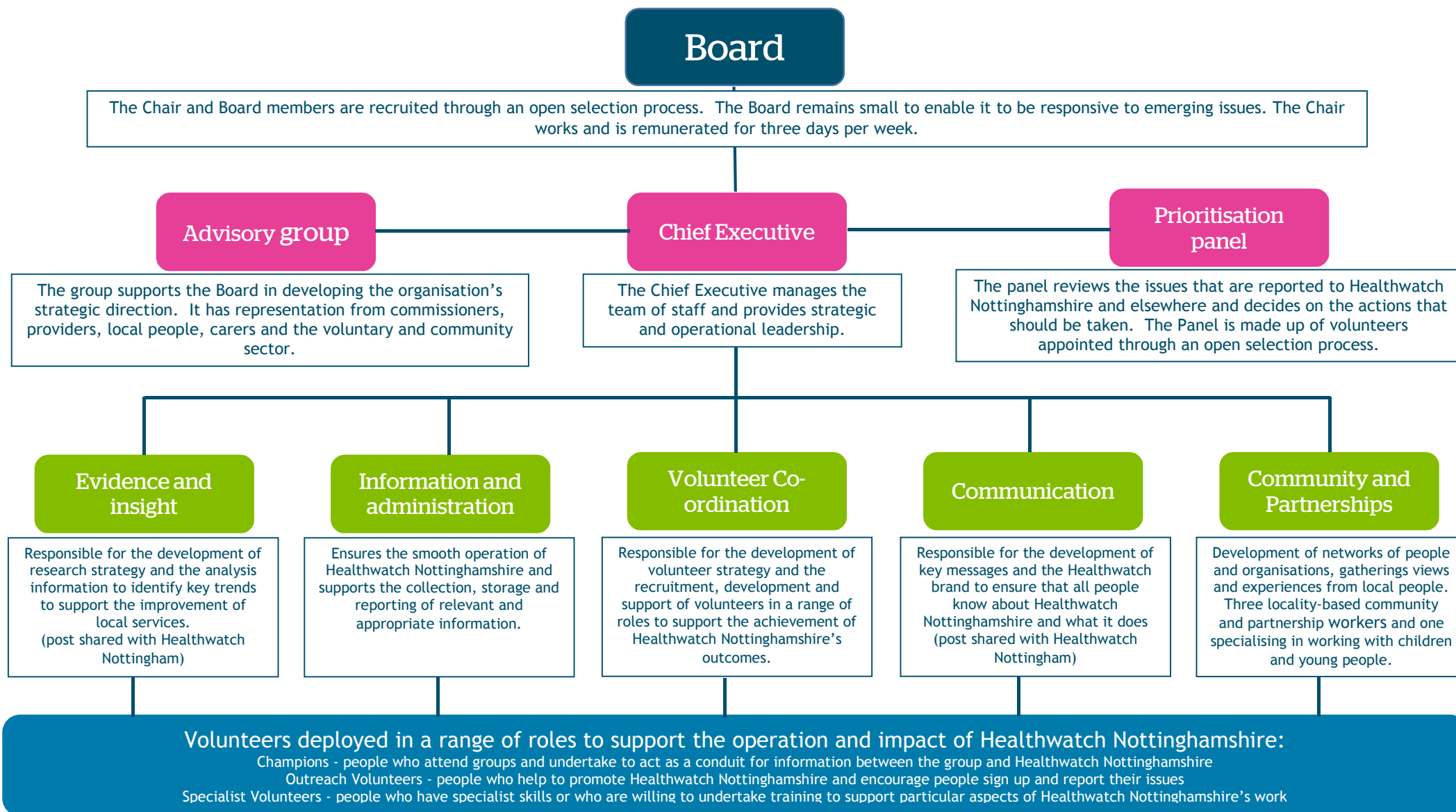


Figure 2 Organisational structure and function of Healthwatch Nottinghamshire

## 4 Volunteers

The involvement of members of the public, and particularly of volunteers is central to the success of Healthwatch Nottinghamshire. The scope of our activities, both the geography and the number of organisations, groups and individuals with an interest in health and social care means that there is a need for involvement from people other than the staff at all levels of the organisation

We have developed a Volunteering Strategy which details how we believe volunteers enhance different aspects of our work. The strategy is supported by comprehensive policies covering how we will recruit, support and develop volunteers in Healthwatch Nottinghamshire. We have developed a model of engagement and volunteering that allows for people to have as much or as little involvement with Healthwatch Nottinghamshire as they want and to increase or decrease that involvement over time.

At the end of our first year we have 50 volunteers, of whom 42 are active. This includes 25 Champions, 7 Prioritisation Panel members, 1 Have Your Say Point volunteers and 3 Board members. Some of our Champions are also supporting us as Outreach Volunteers. During 2014, we will be recruiting and training our first group of Enter and View volunteers as well as continuing to recruit people for other volunteering roles.

## 5 Our principles

As part of developing the model for Healthwatch Nottinghamshire, the commissioners carried out consultation events across the county. The people who attended the consultation events were clear about what they wanted from their local Healthwatch, and from their feedback we developed the following principles for Healthwatch Nottinghamshire to:

- ▶ be credible and trusted in the local community
- ▶ have a simple and lean structure to maximise agility as a social enterprise
- ▶ be representative of local people
- ▶ use data and evidence to support its work
- ▶ have clear and transparent prioritising and decision making
- ▶ work constructively with the public, health and social care sectors and voluntary and community sector
- ▶ be well managed with knowledge and integrity at its core

## 6 Equality and Diversity

During our first year we have developed our Equality and Diversity Policy, with input from a range of people and organisations. Our Equality and Diversity policy statement is as follows:

The aim of Healthwatch Nottinghamshire is to provide a robust voice for the children, young people and adults of Nottinghamshire and for the voices of the people to influence how health and social care services are planned, purchased and delivered in the County.

Healthwatch Nottinghamshire commits to do all it can to:

- ensure that all Nottinghamshire children, young people and adults are able to contribute and participate as much as they want to
- ensure that the voices of all people are heard, including the people whose voices are sometimes not heard or listened to
- identify and highlight good and poor equality & diversity practice in health and social care
- challenge examples of discrimination and disadvantage when they arise
- value people's individuality and respect differences
- take positive action to address inequalities, where appropriate

Furthermore, Healthwatch Nottinghamshire aims to be an excellent employer and to recruit, develop and support a diverse workforce that can effectively work with and for the people of the County.

Following the development of the Equality and Diversity Policy, an Equalities Impact Assessment will be carried out and an action plan will be developed to ensure that we fulfil our aim of putting Equality and Diversity at the heart of everything we do

## 7 Update on the 2013 - 14 Business Plan

Much of our 2013-14 plan focussed on establishing Healthwatch Nottinghamshire as an organisation. This involved:

- Developing working relationships with commissioners and providers of services
- Developing our working practices in the areas of responding to queries from the public, engagement with local people and communities and volunteering
- Developing our staffing structure and recruiting new team members

- Recruiting volunteers to a range of roles
- Developing our communications strategy
- Developing our methods of responding to and prioritising issues that come to us from the public
- Developing key policies and procedures, such as our Equality and Diversity Policy

As part of preparing for our Annual Report we have undertaken a survey of our stakeholders and asked them how we have done in our first year. Their feedback in the following areas is reflected in our plans for the next two years:

- Healthwatch Nottinghamshire is valued by the majority of those who responded to our survey. This includes 100% of the 11 commissioners and almost three quarters (74%) of the 19 service providers responding.
  - We need to do more to demonstrate our value to the local people of Nottinghamshire, 38% of the 48 local people responding couldn't make a judgement about this.
- We need to raise awareness of our organisation amongst local people. Almost two thirds (65%) of all respondents disagreed that the majority of local people know about Healthwatch Nottinghamshire.
  - Getting ourselves known to and talking regularly with local people emerged as one of the most frequently identified suggestion when local people were asked what difference Healthwatch Nottinghamshire could make to them in the future.
  - Providers and commissioners agreed that raising public awareness of our organisation and engaging with local communities was going to be our biggest challenge over the next year.

## 8 Mission and outcomes for 2014-16

The outcomes in the 2013-14 Business Plan came from the feedback that people provided to the Implementation Team for Healthwatch Nottinghamshire during 2012. For this plan, we have revised the outcomes based on the progress we made in 2013-14 and on the feedback we have received from the Annual Survey and other feedback. Our long term mission and outcomes are identified in figure 3.

Healthwatch England has developed an outcomes framework for local Healthwatch. The Board has reviewed the Healthwatch Nottinghamshire outcomes against this framework and is satisfied that our outcomes cover all areas that the framework identifies for a successful local Healthwatch.

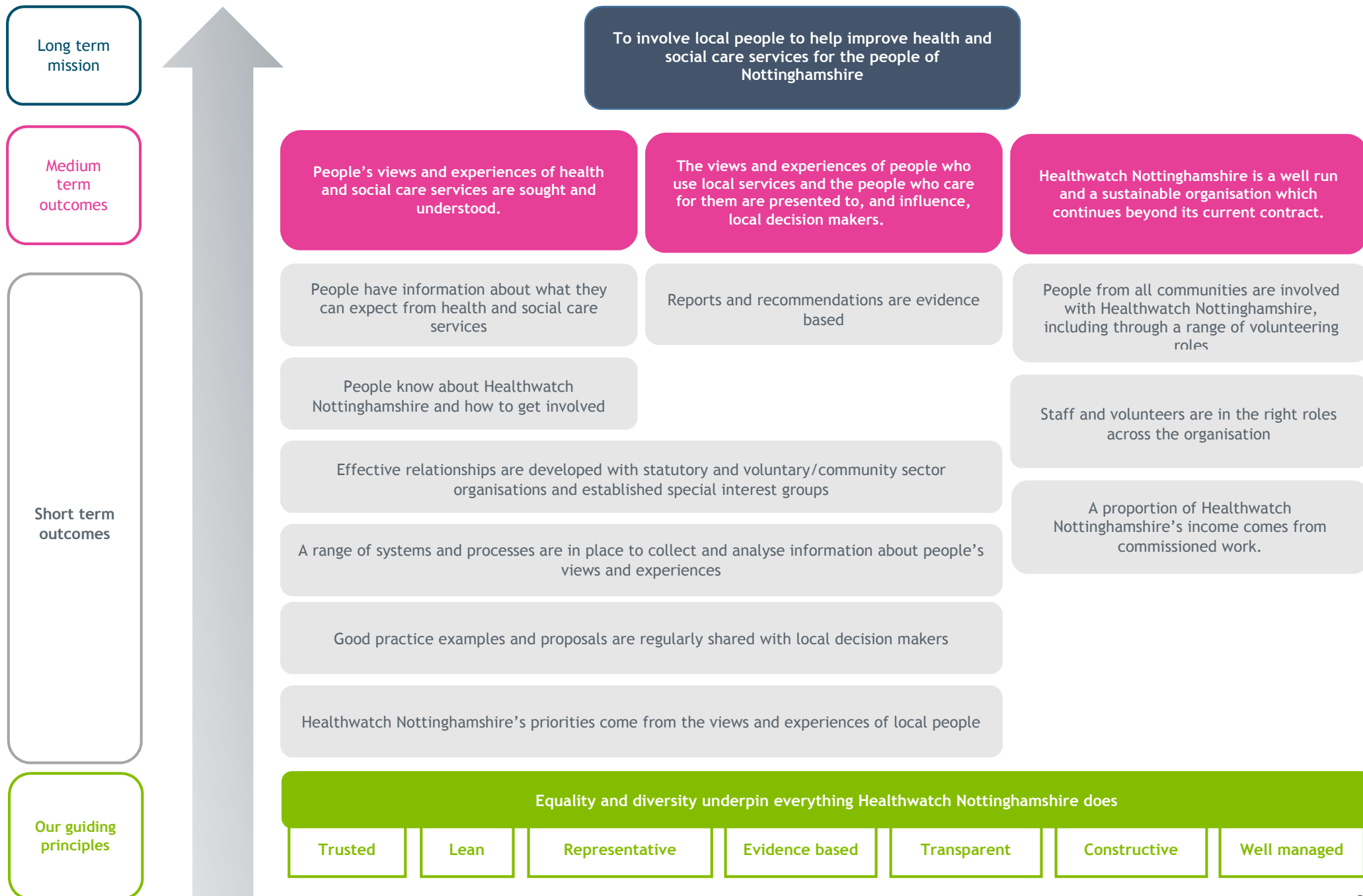


Figure 4 Healthwatch Nottinghamshire's aim and outcomes for 2014-16



## 9 Delivering our mission and outcomes 2014-16

This section identifies what the Healthwatch Nottinghamshire Board and staff will do to deliver the long term mission and outcomes identified for 2014-16. The detail of how the activities will be delivered is contained in the Healthwatch Nottinghamshire Action Plan, which is refreshed on a six monthly basis.

Our long term mission	How we will know if we've been successful
To involve local people to help improve health and social care services for the people of Nottinghamshire	<p>More members of the public are involved in consultation and engagement activities</p> <p>Evidence shows that people's views have influenced service design and delivery</p> <p>Fewer complaints and negative experiences about targeted services we have engaged with</p>

Medium term outcome	How we will know if we've been successful			
People's views and experiences of health and social care services are heard and understood	Responses to our annual survey shows an increasing percentage of local people, providers and commissioners feel that Healthwatch Nottinghamshire is effective at collecting and reporting on people's views and experiences			
Related short term outcomes	What we will do	When will we do it by	How we will know if we've been successful	How we will measure it
People have information about what they can expect from health and social care services	Continue to develop the website as a hub of information about local services and link to our website through every publication	31.3.15	<p>An increase in the number of website hits</p> <p>People tell us that they find the website a useful source of information</p>	<p>Monthly monitoring of website hits</p> <p>Website survey</p>
	Continue to work closely with PALS and other staff offering advice, signposting and complaints services	31.3.15	<p>Improved communication with providers of information and signposting services</p> <p>Information is shared with Healthwatch Nottinghamshire</p>	<p>Information sharing protocols in place</p> <p>Annual survey</p>

	Participate in the local development of Care Connect	31.3.13	Healthwatch is able to access information collected through Care Connect  Information about Care Connect is widely available to local people	Experience reports from database
People know about Healthwatch Nottinghamshire and how to get involved	Continue to use a range of communications methods to promote Healthwatch Nottinghamshire in line with the Communications Strategy	31.3.15	There is an increase in the public's knowledge and awareness of Healthwatch Nottinghamshire	Annual Survey Citizen Panel Survey Contact reports from database Number of social media followers
	Continue to develop media contacts and issue regular press releases about issues and campaigns	31.3.16	Increased coverage of Healthwatch Nottinghamshire in the local media	Media log
Effective relationships are developed with statutory and voluntary and community sector organisations and established special interest groups	Continue to work with Voluntary and Community Sector Infrastructure organisations to raise awareness of Healthwatch Nottinghamshire across the county	31.3.15	All Infrastructure organisations are forwarding information about Healthwatch Nottinghamshire to their networks  Volunteering opportunities are promoted within all of the CVS/Volunteer Bureaux in the county  Regular presentations are delivered to organisations about the work of Healthwatch Nottinghamshire	Activity reports from the database CVS newsletters and websites Annual survey
	Roll out the model developed with the MS Society to recruit and support volunteers within voluntary and community organisations	31.3.16	There are 6 Champions within voluntary and community organisations across the county  Champions report experiences from local people in their group	Volunteer report from database Experience reports from database

	Develop a network for BME groups and organisations involved in health and social care	31.12.14	The network is up and running and contributing to Healthwatch Nottinghamshire and its members tell us they find it useful	Annual review of the network
	Undertake a campaign to promote Healthwatch Nottinghamshire to elected representatives and set up regular meetings with MPs	31.3.15	Increased communication between Healthwatch Nottinghamshire and elected representatives	Activity reports from database
A range of systems and processes are in place to collect and analyse information about people's views and experiences of services	Continue to develop Have Your Say Points (HYSPs) in every district of the County	31.3.16	There are at least 3 Have Your Say Points in each district  An increase in the number of experiences being reported through HYSPs	Records of HYSPs  Experience reports from database
	Review and develop the website to act as a portal for people to input their concerns, views and experiences	31.3.15	More comments are coming in via the website	Experience reports from database
	Continue to develop engagement tools and techniques that enable people from all communities to have their say about services	31.3.16	We have identified gaps in our skills and have trained our staff where needed  We have developed partnerships with other organisations who are in contact with particular groups or communities	Database  Annual survey
	Involve volunteers in collecting feedback from patients, carers and service users	31.12.14	Have Your Say Point volunteers are collecting views and experience  Two groups of Enter and View (Review and Report) volunteers have been recruited and trained and have undertaken pieces of work	Volunteer records  Reports from projects

Good practice examples and proposals about areas for improvement are used to influence local decision makers	Develop methods for collecting more detailed patient/service user/carer stories	31.12.14	We have a bank of case studies and good practice examples	Number of case studies collected
Healthwatch Nottinghamshire's priorities come from the views and experiences of the public	Promote and report on the work of the Prioritisation Panel and the opportunity for the public to attend the meetings	31.3.15	An increased number of people attend Prioritisation Panel meetings  Reports are produced and published about the issues discussed by the panel and the outcomes achieved	Papers and reports from Prioritisation Panel meetings
	Develop research projects based on the priorities set by the Prioritisation Panel	31.3.16	It is clear that research projects have been developed from reports from local people	Prioritisation Panel papers  'You Said We Did' reports
	Include data about patient/service user/carer experience of services from other sources in the prioritisation process	31.3.15	Information from at least four sources contribute to the prioritisation process	Papers and reports from Prioritisation Panel meetings

<b>Medium term outcome</b>	<b>How we will know if we've been successful</b>			
The views and experiences of people who use local services and the people who care for them are presented to, and influence, local decision makers.	Responses to our annual survey shows that an increasing percentage of local people, providers and commissioners feel that Healthwatch Nottinghamshire is influential			
<b>Outcome</b>	<b>What we will do</b>	<b>When will we do it by</b>	<b>How we will know if we've been successful</b>	<b>How we will show it</b>
Effective relationships are developed with statutory and voluntary and community sector organisations and	Continue to develop protocols for sharing information from the public with commissioners and providers of services	31.12.14	Information is being shared between Healthwatch Nottinghamshire and other organisations in line with an information sharing protocol	Information sharing protocols in place  Number of patient experiences being

established special interest groups				received from other organisations
	Ensure that Healthwatch Nottinghamshire priorities and actions are in line with other organisations' planning and commissioning cycles	31.12.14	We have a comprehensive list of commissioning cycles and a member of staff responsible for keeping it up to date  Evidence is collected and fed into the relevant processes	Visible examples of evidence feeding into strategies, commissioning plans and tenders
	Develop communication and escalation protocols with key boards, committees and regulators	31.3.15	Protocols are in place  Regular reports are presented  Issues are escalated	Number and types of reports presented
	Collect and analyse information from a range of sources to give a broader picture of people's views and experiences of services	31.12.14	New software has been purchased and installed and is producing reports that draw on a range of sources	Reports
	Develop a range of reporting methods, including dashboards that can be shared with partners	31.3.15	Commissioners and providers receive regular reports on patient experiences and needs  Commissioners and providers report that Healthwatch Nottinghamshire is making a difference to their work.	Dashboards and reports produced  Annual survey
Reports and recommendations are based on evidence and research	Use credible evidence and undertake research projects to contribute to reports	31.12.14	Reports include evidence and research  Commissioners and providers respond to the recommendations of reports	Reports  Annual survey
	Continue to develop links with Universities and other research bodies	31.3.15	Academic staff are advising Healthwatch Nottinghamshire's Evidence and Insight activity	Reports and papers

			Healthwatch Nottinghamshire is a partner in research work	
Good practice examples and proposals are regularly shared with local and national decision makers	Develop methods for logging and researching examples of good practice  Use good practice examples in reports	31.3.16	Good practice examples are used in reports  Services change as a result of information about good practice elsewhere	Reports and papers  Annual Survey
Healthwatch Nottinghamshire's priorities come from the views and experiences of the public	Use the priorities that come from the Prioritisation Panel and other sources of patient/service user/carer feedback to develop research projects	31.3.16	It is clear how the prioritisation process and other sources of feedback have influenced what projects we take on	Prioritisation Panel papers  Reports
	Undertake a review of the Prioritisation process and make any changes to the process needed	31.12.14	The review has taken place and any recommendations have been implemented	

<b>Medium term outcome</b>	<b>How we will know if we've been successful</b>			
Healthwatch Nottinghamshire is a well-run and sustainable organisation which continues beyond the life of its current contract	Staff and volunteers value being part of Healthwatch Nottinghamshire We have a sustainability plan in place which takes the organisation beyond March 2016			
<b>Outcome</b>	<b>What we will do</b>	<b>When will we do it by</b>	<b>How we will know if we've been successful</b>	<b>How we will show it</b>
People from all communities are able to be involved in Healthwatch Nottinghamshire, including a range of volunteering roles	Undertake an Equalities Impact Assessment of Healthwatch Nottinghamshire and develop an action plan	30.9.14	The EIA has been completed and the actions have been carried out	EIA action plan
	Continue to promote volunteering opportunities and encourage applications from people from all communities	31.3.16	Increased number of volunteers  Increased number of volunteers from across the communities of Nottinghamshire	Volunteer records

	Review the work of the Advisory Group and make any changes to the membership and terms of reference as needed	31.12.14	The review has been carried out and any changes have been made	Review report
	Select and introduce additional Board members to broaden the skills and contribution of the Board	31.12.15	At least 2 new Board members have been selected in 2014  Board members retire by rotation and future Board members are selected in 2015	Volunteer records
Staff and volunteers are in the right roles across the organisation	Recruit associates to assist with additional work as needed	31.3.15	Associates are recruited	Staff records
	Undertake a review of the staff and volunteer structure in the light of changes to the work and available resources	30.9.15	Any changes are made as needed	Board papers
A proportion of Healthwatch Nottinghamshire's income comes from commissioned work	Develop a Sustainability Plan for Healthwatch Nottinghamshire	30.9.14	Healthwatch Nottinghamshire has funded work beyond April 2016	Board papers
	Develop our proposal for collection and analysis of patient experience data for discussion with commissioners	30.9.14	The model is developed and has been presented to commissioners	Board papers

## 10 Quality Assurance

During the first year of the plan, we will improve how we collect and monitor data about our activities and performance, including improving the computer software we use and purchasing new software when needed.

Nottinghamshire County Council as the commissioners of Healthwatch Nottinghamshire monitor our performance against a range of outputs and against the outcomes identified in this plan. Reports are presented to the Health and Wellbeing Board and the Health and Wellbeing Implementation Group on a regular basis about the progress and performance of the organisation.

People who are in contact with Healthwatch Nottinghamshire will be invited to give feedback about their experience of working with us and an Annual Review is undertaken each year where feedback will be requested from all stakeholders to rigorously assess the performance of Healthwatch Nottinghamshire against its aims and objectives.

We produce an Annual Report and publish it with our annual accounts on our website by 30<sup>th</sup> June each year,

## 11 Finance and sustainability

The funding for local Healthwatch comes from the Department of Health to the local authority. The current contract with Nottinghamshire County Council for the delivery of Healthwatch is for two years initially, with a possible extension for a further year, subject to funding being available.

In year one, the maximum funding available from the County Council was £480,000, of which £450,000 was allocated to Healthwatch Nottinghamshire. Due to the funding pressures faced by the County Council the level of funding available to Healthwatch Nottinghamshire will be reduced by 30% during 2014-16.

Due to delays in recruiting staff and starting to deliver Healthwatch Nottinghamshire activities, an underspend was generated in the first year of operation, which will help to sustain the existing levels of staff and activity during the life of this plan (subject to continued funding being available in 2015-16). The underspend has also enabled Healthwatch Nottinghamshire to establish its financial reserves at its target of 25% of annual running costs.

As a social enterprise HWN Ltd. will look to develop additional income streams over the next two years. However, the delivery of the contract for Healthwatch services will remain a priority. During the first six months of this plan, we will develop our plan for the future sustainability of the organisation which will include:

- Maintaining the core business of Healthwatch Nottinghamshire
- Identifying additional areas of work that commissioners and providers may be interested in purchasing
- Developing business models for these areas of work
- Researching the demand for these activities
- Looking at the organisational structure that would be needed to support future income generation

## 12 Risk Assessment

The Board has undertaken a full risk assessment of Healthwatch Nottinghamshire's activities. An assessment of the risks that particularly related to the success of this plan are available on the Healthwatch Nottinghamshire website or from the office.