

# Healthwatch England Business Plan 2015-16





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## 1. Chief Executive's foreword



2015-16 is an important year in the development of Healthwatch England and the local Healthwatch network. Previous annual business plans have charted our establishment and guided our early activity and impact.

This year is about maximising our impact, effectiveness and efficiency. In a time of substantial change in health and social care, as well as considerable budget pressures, we will focus on bringing people's experiences and needs into the rooms where decisions are being made about future services and where current delivery is being scrutinised. We will work to ensure that future services are designed with the involvement of people and communities so they respond to people's needs in the round.

Our unique role is set out in statute and enables us to influence health and social care through our own direct activity, through the Healthwatch network and through our partners. We will do this to full effect in 2015-16 by working effectively with public bodies and the voluntary sector as well as investing strategically in developing the effectiveness of local Healthwatch.

By the end of this business year we will also have set out our second organisational strategy and a direction for the organisation for 2016-19 that draws on all our learning to date. Our ambition is for this strategy to be understood and supported by the public and decision-makers alike.

We look forward to reporting on how we've delivered this year's work programme and on the impact we will have achieved for service users and the wider public.

**Katherine Rake OBE**

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## 2. About Healthwatch

To help realise the ambition of putting people at the centre of health and social care, the 2012 reforms created Healthwatch England, the national consumer champion in health and care, and a Healthwatch in every local authority area across England.

We have statutory powers to ensure the voice of the consumer is strengthened and heard by those who commission, deliver and regulate health and care services.

Healthwatch is unique in that its sole purpose is to understand the needs, experiences and concerns of people who use services and to speak out on their behalf.



### 3. Our relationships

Working with the public, health and social care sectors and the voluntary and community sector is central to our approach, driven by our organisational values. Working through other key organisations in the health and social care system is one of our most important foundations to achieving our strategic priorities and getting the most from our limited resources.

We have agreements in place with the Department of Health, the Care Quality Commission, the Local Government Association, NHS England, Monitor and the Trust Development Authority setting out how we will work together with openness, collaboration, cooperation and communication.

We plan to develop these relationships in the following ways:

#### Care Quality Commission

Our work with the CQC will continue to focus on ensuring that CQC inspections benefit from Healthwatch evidence and insight and that Healthwatch are supported and involved where providers need to improve services as a result of inspections. We will feed back experience and learning from Healthwatch across the country and identify good practice. We will take a particular interest in the CQC's strategic programme of public insight and engagement, providing challenge where appropriate.

#### NHS England

We will continue to work with NHS England to share and integrate our intelligence and insight work, particularly informing the development of policy and strategy on commissioning, on complaints, on care.data and other issues affecting people's data and on the implementation of the Five Year Forward View.

#### Monitor and the Trust Development Authority

We will continue to work with Monitor and the Trust Development Authority to develop relationships with local Healthwatch. We will work with both agencies to ensure Healthwatch know how to raise serious concerns in relation to providers, including through escalations. We will provide tailored support to Healthwatch involved in Trust special administration or where a Trust is placed into special measures.

#### Local Government Association

The LGA and Healthwatch England have a common interest in the future success of the Healthwatch network. Together we will support local Healthwatch to make an effective contribution to Health and Wellbeing Boards. We will work with the LGA to ensure

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commissioners are informed of the work of Healthwatch England and our work supporting quality improvement across the network.

### **Our wider relationships**

As a small organisation with a wide remit we recognise the need to work with the wealth of expertise and knowledge across the public and voluntary sector. In 2015-16, our work programmes will further develop the positive working relationships we have with Public Health England, Health Education England, NICE and the Social Care Institute for Excellence as well as a wealth of voluntary sector organisations who share our ambitions for improving health and social care services.



## 4. What we will do over the year ahead

Our strategy for 2014-16 continues to drive our work, with our activity for the year being grouped according to four priority areas:

### Priority 1

Improving current health and social care delivery by amplifying people's voices

### Priority 2

Ensuring that better future services meet people's needs and are shaped by the people who will use them

### Priority 3

Developing the effectiveness of the Healthwatch network

### Priority 4

Ensuring we are an effective, efficient organisation and a well-governed public body

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**Priority 1: Improving current health and social care delivery by amplifying people's voices**

**Why?**

We hear people's worries and concerns and help national and local decision-makers act upon them to improve local services

**What we are going to do:**

- 1.1 Make effective and co-ordinated use of local intelligence including issues escalated by local Healthwatch
- 1.2 Give marginalised people a voice in improving the experience of discharge from hospitals and mental health institutions
- 1.3 Exercise our statutory role to report on health and social care matters by launching our second special project
- 1.4 Drive policy and practice change in the complaints system, using our statutory powers if needed to influence change

**How will we measure our success?**

- We will identify changes brought about through our use of intelligence, highlighting priorities for our own future programme and those of other organisations
  - We will measure the reach and identify the effective impact of the messages concerning our findings on discharge arrangements
  - We will identify changes brought about through our work on complaints as well as any further changes we need to press for in 2016-17
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## **Priority 2: Ensuring that better future services meet people's needs and are shaped by the people who will use them**

### **Why?**

Major national and local decisions about the future configuration, integration and delivery of health and social care services must meet people's needs fully and be shaped by the people who will use them

### **What we are going to do:**

- 2.1 Measure the gaps between public expectations and the delivery of health and social care
- 2.2 Ensure local Healthwatch have the foundations to navigate and engage effectively in significant changes to the organisation of services
- 2.3 Undertake consumer insight and research to identify how future service models could better meet people's needs
- 2.4 Focus our influencing work on the year's most significant areas for debate and decision
- 2.5 Influence others to ensure that listening to people's voices is built into every stage of their design, delivery and review of services

### **How will we measure our success?**

- We will identify when our work has driven national decisions on the shape of future services and investment
  - We will identify when our support has enabled local Healthwatch to drive local decisions on the shape of future services and investment
  - We will track when appropriate use of our statutory powers has helped to achieve national and local changes
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### **Priority 3: Developing the effectiveness of the Healthwatch network**

#### **Why?**

Everyone in England has a right to expect a good quality service from an effective local Healthwatch

#### **What we are going to do:**

- 3.1 Gather and analyse intelligence from the network, identify needs and emerging issues for local Healthwatch and provide support to help local Healthwatch undertake more effective intelligence-gathering and research
- 3.2 Share good practice and improve quality across the network by implementing a set of Quality Statements for local Healthwatch
- 3.3 Build the capacity of local Healthwatch by providing guidance and training that underpins the Quality Statements, and providing support when local Healthwatch have setbacks
- 3.4 Advise the Department of Health, Local Government Association and local authority commissioners to ensure the conditions exist in which local Healthwatch can be effective

#### **How will we measure our success?**

- We will measure take-up of our Quality Statements and identify how local Healthwatch make use of them to demonstrate and continue to improve the quality of their service
  - We will measure levels of take-up of our support offer across the network and identify how local Healthwatch are using our support
  - We will identify the influence local Healthwatch have on decision-makers and how our support has helped
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## **Priority 4: Ensuring we are an effective, efficient organisation and a well-governed public body**

### **Why?**

We must deliver an effective service for the public and provide maximum public benefit in return for the investment made in our activities

### **What we are going to do:**

- 4.1 Develop a strategy for 2016-19 with a clear future vision that the public and decision-makers understand and support
- 4.2 Secure effective business services, including finance, human resources and information technology
- 4.3 Introduce a streamlined Monitoring, Evaluation and Learning process that enables us to assess impact, embed learning, drive improvement and report our progress
- 4.4 Embed more efficient processes for working across teams and develop the organisation to ensure we build and maintain high performance
- 4.5 Deliver effective decision-making, governance, scrutiny and oversight through our Committee

### **How will we measure our success?**

- Our staff will be better-equipped to maximise the impact we deliver for consumers
  - We will have met all of our statutory obligations as a public body
  - We will have a long-term, sustainable strategic and governance framework for future activity
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## 5. A business plan driven by our values

Our values set the framework for all of the activity in this business plan, providing a focus not only for what we will do but also for how we will do it. The values are embedded throughout our planning and monitoring processes and are built into team and individual objectives. We use our values to help us recruit staff and support our appraisal process, and we expect everyone in the organisation to demonstrate the values in their day-to-day work.

### Inclusive

We start with people first. We work for children, young people and adults. We cover all health and social care services. We work for everyone, not just those who shout the loudest.

### Influential

We set the agenda and make change happen. We are responsive. We take what we learn and translate it into action. We are innovative and creative. We know that we can't fix things by sticking to the status quo. We work with the network of local Healthwatch to make an impact both locally and nationally.

### Independent

We are independent and act on behalf of all consumers. We listen to consumers and speak loudly on their behalf. We challenge those in power to design and deliver better health and social care services. We like to highlight what works well but are not afraid to point out when things have gone wrong.

### Credible

We value knowledge. We seek out data and intelligence to challenge assumptions with facts. We celebrate and share good practice in health and social care. We hold ourselves to the highest standards.

### Collaborative

We keep the debate positive and we get things done. We work in partnership with the public, health and social care sectors and the voluntary and community sector. We learn from people's experiences and from specialists and experts. We build on what is already known and collaborate in developing and sharing new insights.

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## 6. Resources and governance

From our conception we have operated in a lean way, making strategic use of resources and with a sharp focus on how we can deliver the most impact for consumers. In our planning process for 2015-16, we have rigorously prioritised our activities to ensure that we will fulfil our statutory responsibilities as well as being able to respond swiftly to issues as and when they arise.

Our revenue allocation for the year is £4m. This represents our statutory funding from the Department of Health for 2015-16 and we call this our **Core Funding**. This provides staffing and activity costs. These are presented in the table below:

Core Funding:	
Staffing	£2,510,374
Activities	£1,479,636
Total	£4,000,000

In addition, we have received additional financial resources from the Department of Health to support time-limited and defined projects. We call this our **Programme Funding**. £500,000 of programme funding has been allocated for the year.

This funding will:

- Support our work with local Healthwatch identified as requiring additional support
- Provide support to local Healthwatch to enable their effective contribution to and engagement with service reconfiguration
- Support the sharing of good practice across local Healthwatch
- Develop and deliver our customer relationship management system (CRM)

This year we will benefit from the enhanced governance arrangements which the Committee has set in train to oversee our finances, remuneration, audit and risk process.

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