



Healthwatch Surrey Strategic Objectives and Work Plan Summary

Healthwatch Surrey Board of Directors
April 2014 - 2017

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Introduction

This Strategy describes the overarching aims of Healthwatch Surrey, who we are and what we are going to achieve to April 2015

Who we are:

- We are an independent organisation that gives the people of Surrey a voice to improve, shape and get the best from their health and social care services.
- Our vision and aim is to improve health and social care services and outcomes for people in Surrey.
- We do this by being an independent consumer champion ensuring that the voices of people in Surrey reach the ears of the decision makers.

Healthwatch Surrey, part of the Healthwatch England national network, is an independent organisation that gives people a voice to improve and shape services and help them get the best out of health and social care services.

Healthwatch Surrey is as an established Community Interest Company led by a Board of Directors of whom a majority (including the Chair) are independent non-executives. We have developed excellent arrangements for governance and financial management. We have clear objectives in relation to our main areas of activity and we measure our success against their achievement.

Our main activities are: Delivery of information and advice; Community engagement; Enter and View; Research and Influencing.



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Our Vision forms the basis of our actions

To improve health and social care services and outcomes for people in Surrey.

We do this by being an independent consumer champion ensuring that the voices of consumers and those who use services in Surrey reach the ears of the decision makers.

Key Themes and Principles define what we do

Key themes run across all areas of activity, in particular our commitment to **quality and value for money**, **working in partnership** and **using our experience to contribute to the work of others** in developing the best possible provision of service for users of health and social care services in Surrey.

Eight Principles guide us in our work:

- Our work is of a high quality
- We aim for improvement of services
- We focus on the needs of consumers
- We believe sharing good practice is beneficial
- We do not make false promises
- We advocate for positive change
- We communicate what we find
- Our purpose is added value not finding fault

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Our values guide us in what we do

All our Staff, Volunteers, Representatives and Board Members agree to work to these guiding values:

- Approachable
- Responsive
- Collaborative
- Courageous
- Ambitious
- Constructively Challenging
- Open and Transparent
- Clarity of purpose
- Leading and promoting change
- Equality

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Strategic objectives

- **Healthwatch Surrey is the respected, trusted and credible voice of the consumer within the Health and Social Care System in Surrey. We are integrated within the system while maintaining our independence from it and our objective perspective.**
 - We participate actively in relevant forums and groups, where we influence effectively
 - We have a particular focus on influencing commissioning decisions and improving service design and delivery
- **Healthwatch Surrey's role, function and services are known and understood by consumers who readily contact us. We will;**
 - Raise consumer awareness from 14% to 25% in the next twelve months



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- Ensure aware consumers have a detailed knowledge of
 - What we do and don't do
 - How to access our services
 - The results and benefits of our activities
 - Increase the ease of access to our services and the propensity of consumers to do so
- **Decisions Healthwatch Surrey takes, the contribution we make and our influencing, are based on robust evidence and knowledge.**
- **Healthwatch Surrey operates and is seen as 'One Organisation' with a unified approach. Our customers interface with "Healthwatch Surrey" regardless of how, why or where they come into contact with us. This includes;**
 - Leadership
 - Culture
 - Systems
 - Technology
 - Processes
 - Governance & Finance
- **Healthwatch Surrey has robust strategic and operational plans, backed by processes that enable regular review and updating.**
- **Healthwatch Surrey has comprehensive performance measures in place that clearly demonstrate how we are performing and assist our continuous improvement**

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- The Healthwatch Surrey social enterprise has secured a growing and sustainable future.

Deliverables by Strategic objective

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Objective:	Deliverables:	Success criteria:
<p>1. Healthwatch Surrey is the respected, trusted and credible voice of the consumer within the Health and Social Care System in Surrey. We are integrated within the system while maintaining our independence from it and our objective perspective.</p>	<p>1.1. Protocol in place for working relationship with HWWB and Health Scrutiny</p> <p>1.2. Recruit to Vacant Board seat</p> <p>1.3. Stakeholder Analysis</p> <ul style="list-style-type: none"> ▪ Agree CCG Representation ▪ Agree other stakeholder representation ▪ Attendance at key strategic meetings <p>1.4. Agree an Engagement Plan</p>	<p>1.1.1 Protocol in place</p> <p>1.2.1 Board at full complement</p> <p>1.3.1 CCGs all have representation</p> <p>1.3.2 Representation complete at other stakeholder groups</p> <p>1.3.3 Schedule of meetings</p> <p>1.3.4 We know who needs to attend which meetings</p> <p>1.3.5 Number of meetings logged and issues, feedback captured</p> <p>1.4.1 We know who to engage with and</p>





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Objective:	Deliverables:	Success criteria:
	<ul style="list-style-type: none"> 1.5. Establish a Calendar of local interest group meetings to attend 1.6. Establish Surrey Health and Social Care Network 1.7. Undertake Volunteer recruitment events 1.8. Establish Enter and View Plan 1.9. Establish Enter and View teams 1.10. Undertake Enter and View as part of Project Work 	<p>how</p> <ul style="list-style-type: none"> 1.5.1 Calendar of events established 1.6.1 Surrey H&SC Network established 1.7.1 Increase in numbers of people offering to volunteer with specific roles clearly identified 1.8.1 Plan in place 1.9.1 Volunteers trained 1.10.1 Outcomes included in reports 1.10.2 Project Plans in place 1.10.3 People from different sectors of the community actively engaged in the work plan through Enter and View

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Objective:	Deliverables:	Success criteria:
	<p>1.11. Undertake 360⁰ Review</p> <ul style="list-style-type: none"> ▪ Use stakeholder analysis ▪ Design and undertake survey 	<p>and other project work</p> <p>1.11.1 Stakeholder Survey undertaken 1.11.2 Healthwatch users survey 1.11.3 Report published</p>
<p>2. Healthwatch Surrey’s role, function and services are known and understood by consumers who readily contact us.</p>	<p>2.1 Set up and update website including Browse Aloud</p> <p>2.2 Establish Social Media presence on Twitter and Facebook</p> <p>2.3 Community Groups Analysis</p> <p>2.4 Deliver talks and presentations to community groups and at events</p>	<p>2.1.1 Website includes relevant and up to date information 2.1.2 Information available in different languages 2.1.3 Analytics on website hits</p> <p>2.2.1 Established online presence and regular interactions with the public</p> <p>2.3.1 We have a schedule of who to talk to</p> <p>2.4.1 No of attendees at meetings 2.4.2 Feedback received 2.4.3 Stakeholders referring to</p>



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Objective:	Deliverables:	Success criteria:
	<p>2.5 Promotional campaign</p> <ul style="list-style-type: none"> ▪ Leaflets and posters produced ▪ Press releases ▪ Distribution of leaflets ▪ Focussed promotion to the 'hard to reach' <p>2.6 Deliver the Healthwatch Surrey Week</p> <p>2.7 Ensure opening hours are as advertised for CAB offices</p> <ul style="list-style-type: none"> ▪ Ongoing Healthwatch training to all CAB Champions ▪ Healthwatch information at all outreach locations <p>2.8 Helpdesk staff training</p> <p>2.9 Reporting mechanisms in place, CRM used as the single point of data entry</p>	<p>Healthwatch Surrey</p> <p>2.5.1 Local press coverage</p> <p>2.5.2 Number of calls to Healthwatch Surrey increasing</p> <p>2.5.3 Number of visits to CABs increasing</p> <p>2.6.1 No of attendees at the launch</p> <p>2.6.2 Feedback from people is positive</p> <p>2.7.1 CABs open as advertised</p> <p>2.7.2 Increase of contacts at CABs</p> <p>2.7.3 Increase of contacts at outreach locations</p> <p>2.8.1 Positive customer feedback</p> <p>2.9.1 Accurate and meaningful reporting on enquiries, issues and themes raised as a result of I&A activity</p>

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Objective:	Deliverables:	Success criteria:
	<ul style="list-style-type: none"> 2.10 Agree protocols for signposting of complaints 2.11 CRM used as single source of data to capture feedback from the results of all promotional activity 	<ul style="list-style-type: none"> 2.10.1 Complaints signposted to SEAP 2.11.1 Data all in one place 2.11.2 Robust reporting from the CRM
<p>3. Decisions Healthwatch Surrey takes, the contribution we make and our influencing, are based on robust evidence and knowledge.</p>	<ul style="list-style-type: none"> 3.1. Analysis of priorities from strategic documents 3.2. Feedback mechanisms from representations 3.3. Agreement of the Decision Making matrix 3.4. Specialist training and support for Representation by selected Volunteers 	<ul style="list-style-type: none"> 3.1.1. Stakeholder strategic priorities known about and inform decision making 3.2.1 Reports to the Board include feedback from all representatives 3.3.1 Board Meeting minutes evidence use of decision making matrix 3.4.1 Volunteer Representation is consistent and meets HW Surrey values and objectives





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Objective:	Deliverables:	Success criteria:
	<p>3.5. Analysis of projects, research, engagement and I&A. Reports to the Board</p>	<p>3.5.1 Reports to the Board show evidence trail Individual Project Plans show evidence trail</p>
<p>4. Healthwatch Surrey operates and is seen as ‘One Organisation’ with a unified approach. Our customers interface with “Healthwatch Surrey” regardless of how, why or where they come into contact with us</p>	<p>4.1. Clear Leadership with clear accountability</p> <p>4.2. Culture that unifies and integrates all delivery partners including the Board</p> <p>4.3. Systems and technology which enable integrated working between partners</p>	<p>4.1.1 Key personnel in post</p> <p>4.1.2 Delivery partner staff in post</p> <p>4.1.3 Regular integrated team meetings</p> <p>4.1.4 Healthwatch Surrey Workplan in place</p> <p>4.2.1 Healthwatch Surrey Board and delivery team agree Vision, Principles, Values and Priorities</p> <p>4.3.1 Healthwatch Surrey Sharepoint site used for all documentation</p> <p>4.3.2 Healthwatch Surrey staff and Board use integrated email system</p> <p>4.3.3 CRM used as the single point of data collection</p> <p>4.3.4 Telephony systems link to relevant</p>

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Objective:	Deliverables:	Success criteria:
	<p>4.4. Processes which reduce bureaucracy and duplication and help us to work together</p> <p>4.5. Governance and Finance</p>	<p>partner systems</p> <p>4.4.1 Policies and Procedure in place and signed off by Board</p> <p>4.4.2 Standard Board and Team Meeting agendas in place</p> <p>4.4.3 Decision Making procedures in place</p> <p>4.4.4 Project Proposal and Report writing templates used consistently</p> <p>4.4.5 Procedures in place for Board sign off of reports, communications, responses to ad hoc representation requests etc in place</p> <p>4.4.6 SLAs between sub contracted partners, quarterly reports</p> <p>4.5.1 SLA in place for Board Support</p> <p>4.5.2 Quarterly finance report</p>
<p>5. Healthwatch Surrey has robust strategic and operational plans, backed by processes</p>	<p>5.1 Agree strategic objectives and work plan</p>	<p>5.1.1 Work Plan signed off by Board</p>





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Objective:	Deliverables:	Success criteria:
<p>that enable regular review and updating</p>	<p>5.2 Publish work plan on website</p> <p>5.3 Set up review process as standard agenda item</p> <p>5.4 Publish amendments to plan on the website</p> <p>5.5 Write and publish Annual Report</p>	<p>5.2.1 Work Plan available on website or in hard copy</p> <p>5.3.1 Board minutes document reviews and amendment</p> <p>5.4.1 Annual Report on Website</p> <p>5.5.1 Annual Report distributed to stakeholders and community groups</p>
<p>6. Healthwatch Surrey has comprehensive performance measures in place that clearly demonstrate how we are performing and assist our continuous improvement</p>	<p>6.1 Agree a format for monthly and quarterly reporting</p> <ul style="list-style-type: none"> ▪ Commissioner Reports ▪ Board Reports 	<p>6.1.1 Reports produced and published to the relevant audience</p>
<p>7. The Healthwatch Surrey social enterprise has secured a growing and sustainable future</p>	<p>7.1 Board Agree a development plan</p>	<p>7.1.1 Plan agreed by the Board</p>

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Current Work Plan Projects and Initiatives

NB HW Surrey will prioritise initiatives on a rolling basis ie only fixed for the forthcoming three month period. This allows flexibility to conduct ad hoc activity or adjust priorities as the year progresses, provided such adjustments adhere to the HW Surrey guiding principles.

Initiative:	Objectives
Initiative 1	<ul style="list-style-type: none"> ▪ GP Practices are aware of Healthwatch Surrey



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<p>Access to GP Appointments Project</p> <p>Timescale By May 2014</p>	<ul style="list-style-type: none"> Practices are encouraged to work with Healthwatch Surrey in order to improve patient experiences. People using GP Practices are aware of Healthwatch Surrey To better understand the current means NHS service users have of <i>booking</i> appointments with their GPs To better understand the experience of booking an appointment To explore what the preferred methods of booking appointments would be.
<p>Initiative:</p>	<p>Objectives</p>
<p>Initiative 2 Complaints Project</p> <p>Timescale By June 2014</p>	<ul style="list-style-type: none"> To add to the work of getting Healthwatch Surrey “off the ground” To create and distribute a report to propose further joint working with a common aim to improve consistency, To compare the different processes for dealing with complaints across different organisations To identify further work to address any common themes identified
<p>Initiative:</p>	<p>Objectives</p>
<p>Initiative 3 Children and Young People’s Project</p> <p>Timescale By September 2014</p>	<ul style="list-style-type: none"> Research into the views of young people about their health needs and priorities Recommend how young people might be engaged with Healthwatch in future via SYF

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Initiative:	Objectives
<p>Initiative 4 Healthwatch Volunteers & Enter and View Teams</p> <p>Timescale By August 2014</p>	<ul style="list-style-type: none"> ▪ A credible team of trained and supported volunteers able to provide a countywide Enter and View service.
Initiative:	Objectives
<p>Initiative 5 Hold Healthwatch Surrey Week</p> <p>Timescale By September 2014</p>	<ul style="list-style-type: none"> ▪ Raise awareness of Healthwatch Surrey widely <ul style="list-style-type: none"> ○ Increase numbers of people who know about and contact Healthwatch ○ Capture and collate feedback/experiences ▪ Promote the Healthwatch Surrey Annual Report ▪ Create new stakeholder relationships ▪ Promote volunteering opportunities
Initiative:	Objectives
<p>Initiative 6 Representative coverage of Surrey's Health and Social Care system</p>	<ul style="list-style-type: none"> ▪ To ensure Healthwatch Surrey has appropriate representative coverage and involvement in the Health and Social Care forums, meetings etc that the Healthwatch Surrey Board decide to have an ongoing involvement with.



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<p>Timescale By September 2015</p>	
<p>Initiative:</p>	<p>Objectives</p>
<p>Initiative 7 Diabetes in Minority Groups Project</p> <p>Timescale By November 2014</p>	<ul style="list-style-type: none"> ▪ To engage with the BME communities in Surrey to highlight the need for regular eye tests and healthy life styles to prevent the onset of diabetes. ▪ To explain to these communities the process for accessing primary and secondary health care for diabetes ▪ To build capacity within the BME community to ensure the information continues to be shared ▪ To establish awareness of Healthwatch Surrey and within the BME community ▪ To gather data and case studies of people’s experiences when accessing health care with regard to diabetes and possible preventable sight loss. ▪ To use established groups, organisations and events ▪ To feed this data and project report to the Health and Wellbeing board via Healthwatch Surrey.
<p>Initiative:</p>	<p>Objectives</p>
<p>Initiative 8 Integration/Better Care</p>	<ul style="list-style-type: none"> ▪ To identify to what level the implementation of the Better Care Fund project in Surrey is consistent across all CCG areas.

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<p>Fund Project</p> <p>Timescale By March 2015</p>	<ul style="list-style-type: none"> ▪ To ensure the plans for the Better Care Fund are in line with the views of Surrey residents. ▪ To support the sharing of accurate and accessible information about the effects, and impacts of the Better Care Fund Project across all communities in Surrey. ▪ To provide a mechanism for the collection, collation and sharing of feedback (from patients, service users, carers and communities) related to the introduction of the Better Care Fund
<p>Initiative:</p>	<p>Objectives</p>
<p>Initiative 9 The Care Act - implications for Self Funders Project</p> <p>Timescale By March 2015</p>	<ul style="list-style-type: none"> ▪ To maintain an overview of Care Act progress ensuring accuracy of public information and equality of implementation. ▪ To support the sharing of accurate and accessible information about the effects, and impacts of the Care Act across all communities in Surrey. ▪ To provide a mechanism for the collection, collation and sharing of feedback (from patients, service users, carers and communities) related to the introduction of Care Act in Surrey
<p>Initiative:</p>	<p>Objectives</p>
<p>Initiative 10 Acute Hospitals mergers project</p> <p>Timescale</p>	<ul style="list-style-type: none"> ▪ To ensure that the patient voice is in any plans to merge or reconfigure Acute Hospital services in Surrey. ▪ To ensure that the patient voice is in any plans to merge or reconfigure Acute Hospital services in Surrey.



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<p>By March 2015</p>	<p>To be able to inform people in Surrey of the proposed positive and potential negative effects of any plans to merge or reconfigure Acute Hospital services in Surrey</p>
<p>Ongoing Commitments</p>	<p>Objectives</p>
<p>Responding to ad hoc requests for reports, attendance, comment</p> <p>Timescale By Ongoing</p>	<ul style="list-style-type: none"> ▪ Healthwatch Surrey responds in relation to the priorities of the work plan ▪ Healthwatch Surrey delivery team have capacity to deal with requests as well as deliver planned initiatives ▪ Healthwatch Surrey works with CQCs