Our plan

What Healthwatch England wants to achieve in 2019/20

Foreword

By Imelda Redmond CBE, National Director

Last spring, we launched our new strategy setting out the difference we want to make by 2023 in partnership with local Healthwatch.

Our main ambition is to help create a future where health and social care support works for people - helping them stay well, get the best out of services and support to manage their health and wellbeing.

To ensure the public voice is heard, and to deliver what people want, we are transforming our approach. This means making more people aware of how they can have their say and the difference their views are making. It means helping more health and care professionals see the value of using people's views to improve support. And it also means providing the best Healthwatch service across the country.

Our priority has been getting ourselves into a position where we can deliver, and over the last twelve months we have seen some significant firsts:

- Thousands of people shared their experiences with us directly as part of a nationwide campaign to look at what people want from mental health care

- Over £500,000 in grants was awarded to local Healthwatch to help communities shape local NHS plans to transform services

- A new online Reports Library makes it easier for our evidence to be used

- The roll out of a standard Healthwatch website makes it easier for people to share their experiences and get advice

- We shared 98,000 people's views with the Government and NHS England to help inform their plans

We've seen a rapid change, but this hard work has laid the firm foundations to help us go even further in 2019-20.

Over the next year, I want to take Healthwatch even closer to our 2023 strategic goals by:

- Transforming our communications with the public so that we support more people to have their say

- Rolling out the tools we need to measure and improve the impact and quality of our service

- Making our evidence easier to access for everyone - from national policy makers to frontline staff

Strategic aims	Top line deliverables	KPI	By when
1. Support you to have your say	**Transforming our communications with the public** • Develop and approve a strategy to transform our communications with the public • Develop and approve a strategy to explore greater public engagement • Our advice and information is used by more people • Increase brand awareness • A 100% increase in the number of people sharing their views with Healthwatch England • A 20% increase in the number of people sharing their views with Local Healthwatch	 707,800 to 848,000 32% to 36% 7,000 to 14,000 406,000 to 487,000	11/2019 12/2019 03/2020 03/2020 03/2020 03/2020
2. Provide a high-quality service to you	**Deliver a transformation plan to enable the network to be more effective** • Introduce a Quality Framework, outlining what it means to be an effective Healthwatch • Local Healthwatch sign up to use our Quality Framework • Local Authorities specify the Quality Framework in their tender documents • Have a new network agreement in place • More Healthwatch will sign up to use the Healthwatch base website • Introduce a Research Governance Framework • Introduce Making a Difference Toolkit (Impact toolkit)	 30 Healthwatch sign up 10 Local Authorities use it 50 Healthwatch sign up 14 to 50 websites 30 Healthwatch sign up 30 Healthwatch sign up	04/2019 03/2020 03/2020 03/2020 03/2020 03/2020 03/2020
3. Ensure your views help improve health and care	**We will further develop our insight to influence policy at a national, regional and local level** • Develop a programme of work that improves our understanding, reporting and actions on equality and diversity issues • Develop and approve an approach to actively target more front-line professionals • Develop methodology to track the use of Healthwatch findings • Plan how to secure safe access to the data held by partner organisations, which is relevant to the work of Healthwatch • The Reports Library will contain all historical reports. New reports will be uploaded within seven days of publication • Publish reports on mental health issues • Consider our future approach to multi-year research plans	 1,250 to 4,000 reports 2 reports	09/2019 09/2019 06/2019 07/2019 12/2019 03/2020 03/2020
4. Organisation management	**We will be a well-run high-performing organisation** • 100% of Healthwatch England staff will complete the staff survey • 100% of Healthwatch England staff will have regular 1:1 meetings and development plans • 100% of the approved budget will be spent • 90% of programmes will be on track • Report to Committee on the diversity of our staff and Committee	 85% to 100% 100% 100% 41% to 90%	03/2020 03/2020 03/2020 03/2020 03/2020 03/2020

Our deliverables

Aim 1: Support you to have your say

We want more people to get the information they need to take control of their health and care, make informed decisions and shape the services that support them.

Transforming our communication with the public				
Projects	**Deliverables**	**Outcomes and benefits**	**Lead manager**	**Due**
Transforming our communications with the public	Develop and approve a strategy to transform our communications with the public.	We will have a plan to reach and engage with more people, which will be implemented by 2023.	Head of Communications	11/2019
	Develop and approve a strategy to explore greater public engagement.	We will have a plan that will encourage more people to share their views. It will encourage a shared sense of purpose supporting health and social care services to be of high-quality, safe, responsive and effective for people in need of those services.	Head of Communications	12/2019
	Our advice and information is used by more people - from 707,800 to 848,000.	More people will be helped to get the right information and advice.	Head of Policy and Public Affairs	03/2020
	Increase brand awareness - from 32% to 36%.	Our brand is better known and understood, helping us engage more people to improve policy and practice at a local, regional and national level.	Head of Communications	03/2020
	See a 20% increase in the number of people sharing their views with local Healthwatch.	We will have greater insight into the public's views of health and social care, which we will feed into the design, delivery and improvement of services and policy.	Head of Communications	03/2020
	See an increase of 100% in the number of people sharing their views with Healthwatch England.	We will have greater insight into the public's views of health and social care, which will support the design, delivery and improvement of services and policy.	Head of Communications	03/2020

Aim 2: Providing a high-quality service to you

We want everyone who shares experiences or seeks advice from us to get a high-quality service and to understand the difference their views make.

Deliver a transformation plan to enable the network to be more effective				
Projects	**Deliverables**	**Outcomes and benefits**	**Lead manager**	**Due**
Transformation plan to enable the network to be more effective	Introduce a Quality Framework. 30 Healthwatch will sign up to use the Quality Framework and six will report against it.	We will have a shared understanding of Healthwatch effectiveness between providers, commissioners and Healthwatch England. This will help Healthwatch provide the public with a better service.	Head of Network Development	03/2020
	10 Local Authorities will specify the Quality Framework in their tender documents.	This will enable a shared understanding of Healthwatch effectiveness between providers, commissioners and Healthwatch England. It will help to tackle complaints about inconsistencies within the network. The public should receive a better service.	Head of Network Development	03/2020
	Have a new network agreement in place.	The mutual obligations of Healthwatch and Healthwatch England, including the requirements for the trademark licence and support offer from Healthwatch England will be clear. Expectations will be clearer and impact improved.	Head of Network Development	03/2020
	50 Healthwatch will use the Healthwatch base website.	The public will have better access to high-quality information that is timely and relevant.	Head of Network Development and Head of Communications	03/2020
	Introduce a Research Governance Framework.	The standard of research carried out by the network will improve and be more consistent. We will be more influential in improving health and social care services.	Head of Network Development and Head of Intelligence and Analytics	03/2020
	Introduce a Making a Difference Toolkit (Impact toolkit).	We will have greater clarity on the impact we are having at a local, regional and national level. This will help us to have greater influence.	Head of Network Development and Head of Intelligence and Analytics	03/2020

Sustainability of the network	Continue to identify and mitigate risk across the network. Including, maximising and protecting funding, ensuring contracts meet statutory requirements and there is continuity of service.	The network will be provided with sufficient support and advice to address challenges including funding.	Head of Network Development	03/2020
People	Use the learning from the network survey to develop and deliver: • An events and training programme for the year including a national conference • An induction resource for Healthwatch • We will celebrate success through the Healthwatch National Awards. We will develop a new competency framework based on the Quality Framework.	Staff and volunteers from across the network will develop the skills they need to have greater impact.	Head of Network Development	03/2020
Transforming how we use technology	Develop and approve a digital plan for the network	We will have a digital plan in place which will deliver greater insight and impact.	Head of Intelligence and Analytics	12/2019

Aim 3: Ensuring your views help improve health and care

We want more services to use your views to shape the health can care support you need today and in the future.

We will further develop our insight to influence policy at a national level, regional and local level				
Projects	**Deliverables**	**Outcomes and benefits**	**Lead manager**	**Due**
Further develop our insight to influence policy at a local, regional and national level	Develop a programme of work that improves our understanding, reporting and actions on equality and diversity issues.	We will better understand where we get our insight from and will be able to target gaps in our knowledge.	National Director	09/2019
	Develop and approve an approach to actively targeting more frontline professionals.	We will have a plan to reach out to frontline staff who will have a greater understanding of our role and the importance of sharing feedback.	Head of Policy and Public Affairs	09/2019
	Develop methodology to track how Healthwatch findings are used.	We will know where we have been successful in influencing national and regional policy.	Head of Intelligence and Analytics	06/2019
	Develop a plan to secure safe access to the data held by partner organisations, which is relevant to Healthwatch work.	Access to this data will make our insight more useful and we will have greater impact.	Head of Intelligence and Analytics	07/2019
	The Reports Library will contain all historical reports. New reports will be uploaded within seven days of publication.	The public, professionals, academics and the Healthwatch network will be able to access the findings of local Healthwatch reports to use in their own work.	Head of Intelligence and Analytics	12/2019
Broadening and deepening our relationships	Ensure that our insight is relevant to a wide range of policy debates through regular engagement, briefings and meetings.	A broader range of organisational, policy and elected stakeholders will use, value and refer to our evidence.	Head of Policy and Public Affairs	Quarterly review
	Review the potential contribution Healthwatch could make to public health.	We will integrate conclusions into our policy, communications and campaigns work.	Head of Policy and Public Affairs	06/2019
	Further develop our approach to partnership work by building on the partnerships we developed in year one. We will produce a plan and deliver on a this in year two.	With strong partners our reach and knowledge will increase and we will become relevant to more people.	Head of Policy and Public Affairs	09/2019

Building the case for engagement	We will develop our programme of engagement by: • Capturing and using learning from Healthwatch activity • Building a consistently growing profile for our work on engagement amongst key audiences • Building on the significant engagement work we have carried out with the public on the NHS Long Term Plan • Seeking other opportunities for the network to carry out significant engagement activities before new plans are introduced	More organisations, policymakers and professionals, including those who affect the resources available for engagement and for Healthwatch locally, will understand and value: • What Healthwatch does • How and why we do it • Effective public engagement in health and care This will lead to the development of services that better reflect the needs of the public. Healthwatch will have authority and growing expertise in engaging with the public simultaneously across the country or region.	National Director	03/2020

Aim 4: Organisational Management

We will be a well-run high performing organisation.

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Projects	**Deliverables**	**Outcomes and benefits**	**Lead manager**	**Due**
Performance	100% of Healthwatch England staff will complete the staff survey.	This will improve staff morale, open lines of communications and make managers aware of any problems.	Head of Operations	03/2020
	100% of Healthwatch England staff will have regular 1:1 meetings and staff development plans in place.	Staff will be able to share insights and concerns, improve productivity, keep track of objectives and discuss any personal developments or training needs.	Head of Operations	03/2020
	100% of the approved budget will be spent.	This will show we have effectively utilised the available resources to achieve the objectives of the organisation and made the case for increased budget in the following year.	Head of Operations	03/2020
	90% of programmes will be on track.	We will be achieving the overall strategic goals of our organisation.	Head of Operations	03/2020
Committee	Ensure that Committee has reviewed and completed all relevant governance procedures: • Committee appraisals (May 2019) • Review standing order (March 2020) • Skills audit for Committee members	Committee members are compliant and operating within governance rules and guidelines.	Head of Operations	03/2020
Diversity of staff and Committee	Report to the Committee on the diversity of our staff team. They will make plans to improve any under representation.	A diverse and highly skilled team will deliver diverse thinking and perspectives across all levels. This will lead to increased relevance to the public and Healthwatch network.	Head of Operations	03/2020
Staff Recruitment	We will provide secondment opportunities for local Healthwatch to carry out work for Healthwatch England (One Healthwatch).	We benefit from the broad range of skills and expertise within our network to deliver projects on our behalf where necessary.	Head of Operations and Head of Network Development	03/2020

Learning and development for staff training	Staff training and development needs are identified and a plan for development will be in place.	We benefit from an accomplished and skilled organisation which will enable us to deliver our business plan and strategic aims.	Head of Operations	03/2020
	Develop group training for Leadership Team and Managers.			
Collaboration with the Care Quality Commission (CQC)	Continue to collaborate with CQC to achieve efficient business processes including: • Finance • Procurement • HR services • Governance (Information Governance Group) • Business support • EDHR network	We have good working relationships and infrastructure within CQC which helps to support our organisation and provides cost savings through joint procurements.	Head of Operations	03/2020

Section 3: Budget

Budget 2019/20	Amount (£)
Total pay	£2,165,000
Total non-pay	£650,000
Total Healthwatch England annual budget	**£2,815,000**