

# Business Plan

## 2014-2016

**1. Mission Statement:** To listen to and speak on behalf of the Health and Social Care Community of Blackburn with Darwen.

### 2. Responsibilities:

- a) Promote and support the involvement of local people in the commissioning, provision and scrutiny of local Health and Social care services;
- b) Obtain the views of people about their needs for, and their experiences of, local Health and Social care services and making those views known
- c) Recommending investigation or special review of services via Healthwatch England or directly to the Care Quality Commission
- d) Providing advice and information about access to services and support for making informed choices
- e) Providing reports and recommendations about how local Health and Social care services could or ought to be improved, to persons responsible for commissioning, providing, managing or scrutinising local care services and to the Healthwatch England
- f) Giving Healthwatch England such assistance as may be require enabling it to carry out its functions effectively, efficiently and economically.

### 3. Values:

*Healthwatch BwD will:*

- **To represent the whole community** - Always looking for ways to reach out to the wider community to give as many people as possible an opportunity to be involved.
- **Embrace diversity** -Recognise that people are individuals and ensure that everyone is treated equitably.
- **Care about people's views and experiences** - Listen to what people have to say
- **Strive for public trust and credibility** - Being honest, open and accountable for what we say and what we do.
- **Promote self-help to all people** -Strive to empower local people to help themselves through informed choices.
- **Treat all people with dignity, honesty, respect** and integrity.

*Healthwatch BwD will also abide to the Nolan Principles:*

- a) **Selflessness** – Healthwatch BwD will act solely in terms of the public interest. We will not do so in order to gain financial or other benefits for themselves, their family or their friends.
- b) **Integrity** – Healthwatch BwD will not place itself under any financial or other obligation to outside individuals or organisations that might seek to influence in the performance of their official duties.
- c) **Objectivity** – In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, Healthwatch BwD will make choices on merit.
- d) **Accountability** – Healthwatch BwD is accountable for its decisions and actions to the public and must submit itself to whatever scrutiny is appropriate to their office.
- e) **Openness** – Healthwatch BwD will be as open as possible about all the decisions and actions they take. We will give reasons for the decisions and restrict information only when the wider public interest clearly demands.
- f) **Honesty** – Healthwatch BwD has a duty to declare any private interests relating to its public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.
- g) **Leadership** – Healthwatch BwD will promote and support these principles by leadership and example.

#### **4. Our intended outcomes:**

- To improve the consumer experience of local services, and improve the development of Health and Social Care services at a local and national level.
- To improved consumer satisfaction with health and social care services, and improve access to them.
- To improve communications between the consumers, service providers, and commissioners.

#### **5. Environment of Operation**

Blackburn with Darwen is located in Lancashire, and has a population of approximately 140,000 people. BwD has a large Young Population of around 30%, as well as a large BME community (approximately 20%) and an increasing number of migrant workers.

There are high levels of material deprivation in the Borough, with 8 neighbourhoods within the most deprived 1% nationally.

One in three children is overweight, and one in four young people smoke. The life expectancy in the Borough is 3 years lower in adults than the national average, and it has the highest rate of death from circulatory diseases.

Recently there has been a significant increase in alcohol related admissions, and the chronic death rate for liver disease has increased faster than the region and national rate.

*(Statistics taken from the 2012 BwD Integrated Strategic Needs Assessment)*

Within the Borough there are a number of organisations and community groups engaging with a diverse range of local residents. It is therefore important for HW BwD to develop working relationships with these statutory organisations, third sector organisations, and the local Council to understand their work plan. This will help to prevent replication, and ensure every resident within the Borough is able to voice their opinion equally (please see the HW BwD Engagement Strategy for further information).

## 6. Legislative Background

The Government's health and social care reforms are centred on the fundamental principle that patients and the public must be at the heart of everything our health and social care services do.

As part of this intent The Health and Social Care Act (March 2012), had provision for the establishment of Local Healthwatch.

Local Healthwatch was established as a new independent consumer champion for patients, carers and all those using health and social care services, as well as the wider public. Local Healthwatch is seen as an evolution from the work done by LINKs.

Its purpose will be to help achieve the aims described in the Government's white paper *Liberating the NHS* where:

- people are at the heart of all health and social care services
- health and social care outcomes in England are among the best in the world
- there is promotion of the joining up of local NHS services, social care and health improvement
- they will help ensure that the views and feedback from patients and carers are an integral part of local commissioning across health and social care.

Health and Social Care services are changing dramatically and the cost of these are rising, there are serious health inequalities which need to be improved. Local councils now have a significant role to play in promoting Public Health. Healthwatch BwD is commissioned by BwD Council to enable the voice of the consumer to be heard.

The Health and Social Care Act moves the responsibility for the commissioning of health services to Clinical Commissioning Groups (CCG) that in turn will work with partner agencies.

The ethos of the Act enshrines the values of localism and public engagement. The public are integral to the strategic development of Health and Social Care services.

Healthwatch BwD will be able to significantly contribute to current delivery by identifying the emerging needs of clients and the public through the collection of quantitative and qualitative data, research and analysis and feedback to the providers of health and social care services in the public, private and voluntary sectors. Through the collection of information and comment, commissioners in the public sector will be able to offer more targeted services.

Healthwatch BwD is not only set up to represent patient and public interests locally, it also gives local voices influence at the national level through Healthwatch England. Healthwatch England is a statutory committee of the Care Quality Commission (CQC). Healthwatch England will be key to ensuring that the collective views and experiences of people who use services, influence national policy, advice and guidance. It will better enable CQC to address failings in the quality and safety of care by enriching the evidence used to regulate services. This information – alongside other data that it gathers – will also inform the CQC's national work such as special reviews.

Healthwatch BwD will comply with the regulations and procedures of our partners where appropriate.

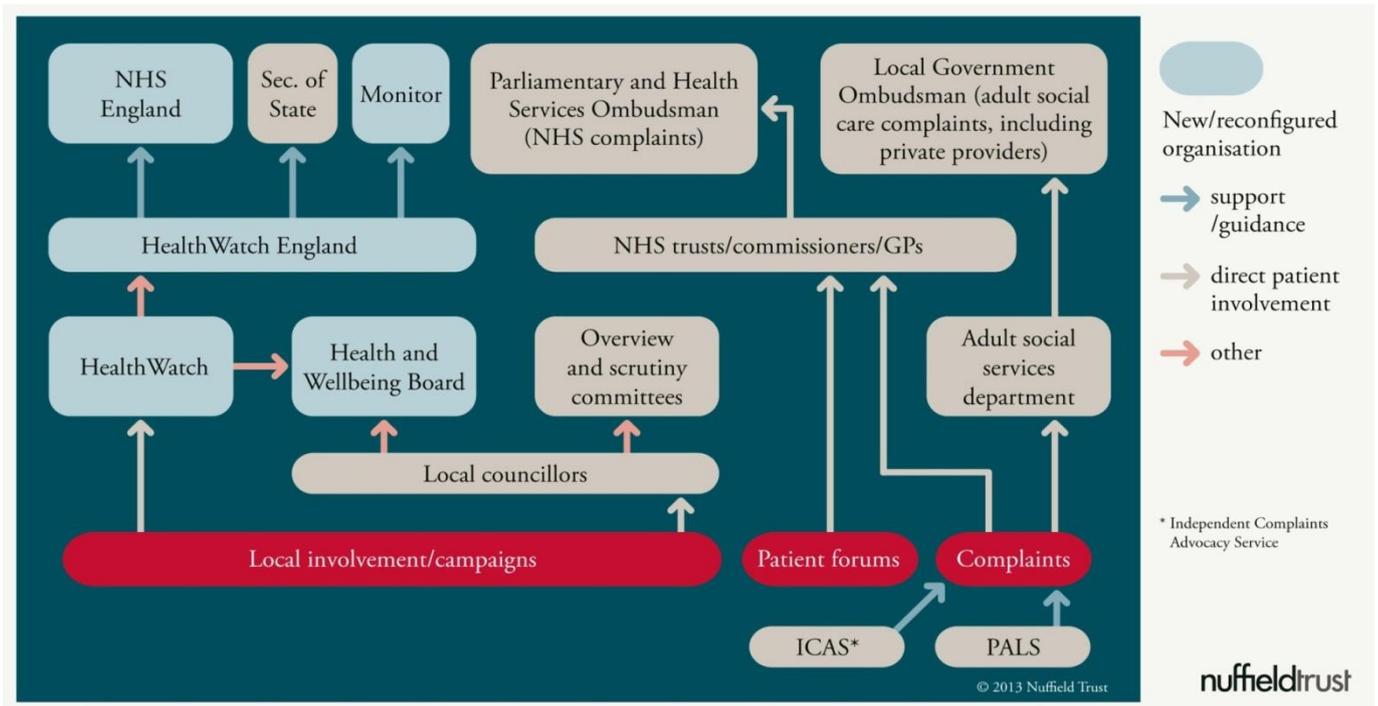
## **7. Financial Profile**

In its first year Healthwatch BwD has a budget of £154,950. We will actively work in partnership with our commissioners to ensure value for money and effective use of our resources while developing strategic direction for the future. The Healthwatch BwD Board would like to appraise the financial viability of Healthwatch in the future, and develop a process for additional revenue generation.

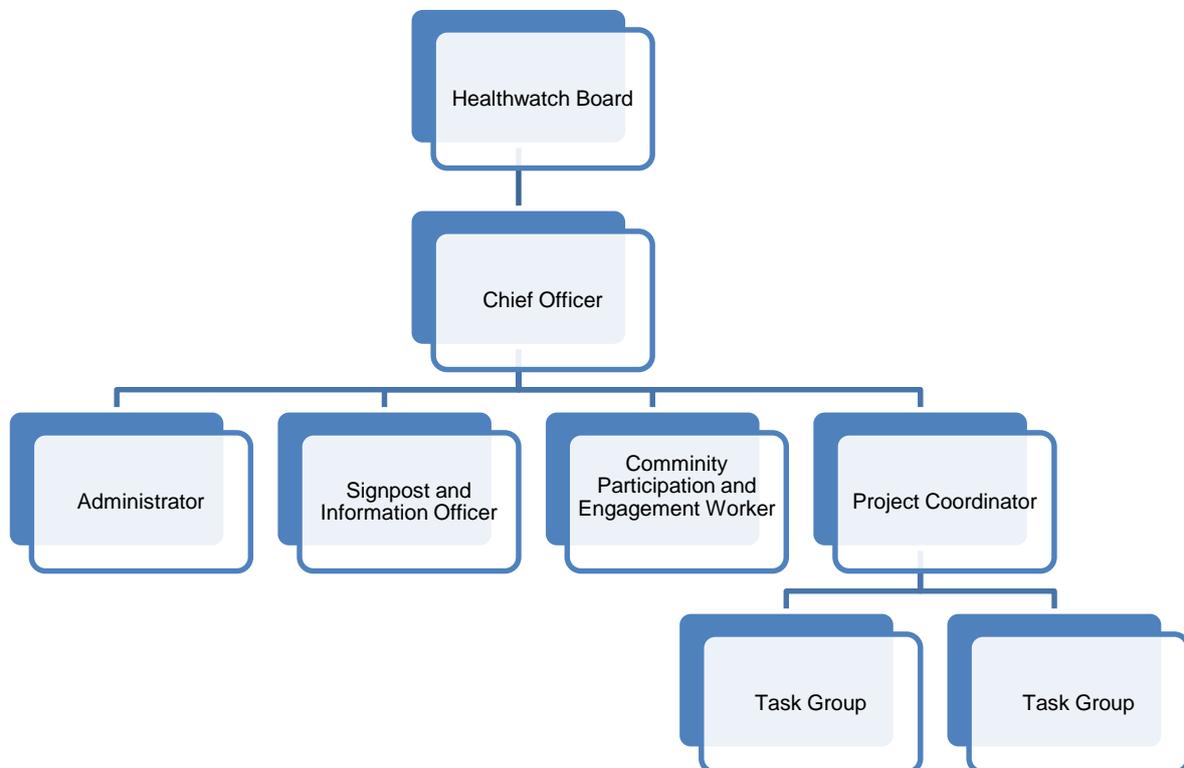
## **8. Organisational Framework:**

- Healthwatch BwD is rooted in the Borough, whilst having the benefit of information, guidance from Healthwatch England ensuring a consistent, quality service across the country.
- Healthwatch BwD is also part of a national network of 152 local independent Healthwatch organisations. Due to the close geographical proximity, cross-over of services, and shared Trusts, it is important to form positive working relationships, and where necessary work together on certain projects.
- Healthwatch BwD is a Community Interest Company, company No. 8896296 created 14<sup>th</sup> February 2014.
- Healthwatch BwD will have effective Governance systems in place ensure there is a robust structure in place to deliver the service remit.

Overview of where Healthwatch BwD sits within the Health and Social Care Sector:



Healthwatch BwD organisational model:



Healthwatch BwD has a Board of Directors who manages the overall running of Healthwatch Blackburn with Darwen on a strategic level.

The operational elements of Healthwatch are managed by the Project co-ordinator. The operational elements are conducted through the staff team and through Task & Finish Groups, which are set up to complete the work plan.

The Board comprises of up to 12 non-executive members who are responsible for managing the affairs of the Healthwatch BwD and setting the strategy and policy framework within which the organisation operates. The Board members bring with them a wealth of experience, knowledge and skills relevant to the health sector in the borough.

## **10. Accountability**

Healthwatch BwD is accountable to the people of the Borough. There is also accountability to the commissioning authority in terms of value for money and contract compliance, and to Healthwatch England in terms of quality standards.

## **11. Transparency**

We will ensure transparency by:

- An annual meeting which is open and accessible to members, local stakeholders and partners.
- An annual report.
- Regular contract management meetings.
- Meeting minutes available on the website.

## **12. Equality and Diversity**

Championing Diversity and Human Rights is a fundamental value of Healthwatch BwD. We recognise BwD is a Borough of contrasts with a vibrant cultural mixture, as well as a spread of poverty and wealth. We will endeavour to ensure 'Every Voice Counts' in accordance with the Equality Act 2010.

## **13. Quality Assurance**

We will develop quality assurance processes in line with guidance provided by Healthwatch England. We will have robust monitoring and evaluation systems in place.

## 14. The challenge ahead

Healthwatch BwD must:

- Create a sustainable organisation
- Act as an independent local consumer champion.
- Ensure that we operate for the benefit of our local community.
- Play an integral role in the planning of the Health and wellbeing for the people of BwD.
- Influence commissioners, providers, regulators, and Healthwatch England.
- Provide information to help people access and make choices about services
- Promote and support the involvement of people.
- Evidence the need for change.
- Ensure effective use of all resources and actively seek value for money.

### Strategic Plan Aims and Objectives

The main aims of Healthwatch BwD	Objectives
1. Influence service development across health and social services by representing the views of patients, service users and carers at the BwD Health and Well Being Board.	1.1 To ensure appropriate nomination from Healthwatch BwD to take the seat on the BwD Health and Well Being Board.
2. Enable people to share their views and concerns about their local health and social care services.	2.1 To develop an information gathering framework ensuring that public views are easily collated.  2.2 To produce a comprehensive Engagement strategy, which is inclusive and represents the community it serves.  2.3 To develop a robust marketing and communication strategy.  2.4 To monitor the impact on service improvement.  2.5 To identify issues of national and regional concern, determine how these might impact locally and respond accordingly.  2.6 To develop a comprehensive volunteer strategy

<p>3. Liaise with and alert Local and National stakeholders of Health and Social Care service concerns.</p>	<p>3.1 To establish criteria for alerting HWE, CQC, the Local Council, and other Key Stakeholders.</p> <p>3.2 To establish formal relationships with key stakeholders, and establish reporting mechanisms.</p>
<p>4. Provide a health and social care information and signposting service for the people of BwD.</p>	<p>4.1 Gather local health and social care information, in particular from the voluntary and community sector.</p> <p>4.2 Devise an access route to the NHS Complaints Advisory Service and Independent Complaints Advocacy (ICA) service..</p> <p>4.3 Develop partnership relationships with statutory patient and public engagement groups across BwD, e.g. PPG's.</p> <p>4.4 Develop signposting protocols and arrangements with local networks.</p> <p>4.5 Work with local services to set up community access points and multiple methods to access (telephone, interview, email, social media, etc)</p>
<p>5. Give authoritative, evidence-based feedback to organisations responsible for commissioning or delivering local health and social care services.</p>	<p>5.1 To provide evidence based, robust reports for commissioners of H&amp;SC services</p> <p>5.2 To develop rigorous, robust, fit for purpose monitoring and evaluation systems</p> <p>5.3 To develop and implement an Enter and View strategy and programme</p>

**Related Documents:**

- Articles of Association
- Marketing Strategy
- Engagement Strategy
- Communication Strategy
- Volunteer Strategy
- Health and Safety Policy
- Operational Work Plan

## Attachment 1 – SWOT Analysis

### Strengths

- HW BwD has statutory rights, including the right to Enter and View services, and receive a response to questions within 20 working days.
- HW BwD has a seat on the Health and Wellbeing Board.
- All meetings are open, and information shared with who ever would like it
- There are 151 other Local Healthwatch organisations, and Healthwatch England, to network with, and share documents and best practice. HW England also gives national trends to help keep the staff upto date with national issues.
- Knowledgeable staff that have experience in this sector, and the experience of the LINK.

### Opportunities

- Mapping organisations in the Borough to partner up with, and also to reduce duplication of work.
- Volunteer campaign and training development to build a good base.
- Branding HW in the Borough and through media.
- Regular meetings with the CCG and ELHT to keep updated.
- Developing strategies and getting buy-ins from other organisations.
- Appraising opportunities and assessing value for money

### Weaknesses

- Engaging with all the 9 protected groups from the ISNA, and those in full time employment.
- Lack of understanding with other organisations of where Healthwatch stands locally (i.e. on the Health and wellbeing board, Health Scrutiny Board, etc)
- Public awareness of Healthwatch BwD, and an understanding of what we do and how to contact us.
- Marketing Healthwatch
- Number of volunteers and their roles & training
- Funding and resources available, and not spreading workload too thin.

### Threats

- Limited number of volunteers
- Need a comprehensive media trained representative
- Number of Board members
- Funding
- Being seen as independent
- Conflict of interest. The monitoring panel are made up of organisations HW will also monitor on an individual bases.
- Expectation Management.
- Competing with other patient participation organisations e.g. diabetes UK