

Delivery Plan April 2017 – March 2019

1. Introduction

This high level Delivery Plan is based on the following principles, and revised mission, priorities and objectives, agreed between Enterprise Wellness (EW), the accountable body for the Healthwatch Harrow service, and commissioners at Harrow Council, and in consultation with Healthwatch England.

- i. That further subsidy by EW and/or investment by commissioners is not possible, so only a part-time service to the public from Monday to Wednesday will be delivered within the reduced budget of £75,000;
- ii. That an IT/Social Media based model, which would require a considerable amount of investment, would not conform with the need for the service to meet statutory functions, especially engagement and scrutiny (Annex A);
- iii. That resources be directed as best as possible on engagement related activities, especially research, design and delivery and analysis, reporting and dissemination of bespoke survey/focus groups, and sustainability matters, through strategic alliances/mergers;
- iv. That participation and involvement in the wider ranging and complex health and social care agenda and requests for meetings be kept to an absolute minimum and supported by volunteers;
- v. That the old governance arrangements of an independent chairman and an Advisory Board are no longer affordable and fit for purpose and will be replaced by a HWH Forum comprising existing partners, volunteers and others as and when appropriate;

2. Mission

“To champion concerns about health and social care provision based on focused engagement, signposting and monitoring and scrutiny activities gathered from the diverse Harrow resident, working and business community within available resources”.

3. Priorities

- Engagement
- Signposting
- Monitoring and Scrutiny

4. Objectives

- i. To organise bespoke on-line surveys, focus groups, events and workshops and disseminate findings via e-bulletins and press releases;
- ii. To provide a signposting service to local people via e-bulletins using CRISPI and other information sources;
- iii. To monitor and scrutinise specific aspects of HWBB, CCG and STP priorities and targets;

5. New Model

The key features of the new model are that it:

- Will be a P/T service operating from Monday to Wednesday;
- Have a P/T Manager 3 days a week, supported by a P/T Information and Communications Officer (ICO), 3 days per week, and subject to funds, an ICO for one day a week, supported whenever by volunteers;
- Will focus only on specified Engagement; Signposting and Monitoring and Scrutiny priorities, including bespoke (specified number to be set) on-line surveys and focus groups targeted at those groups/themes that would add value to existing mechanisms/data and information flows, or are new and in support of particular STP/HWBB activities);
- Will no longer have a HWH Board (and since last year, an Advisory Board) or an Independent Chairman (the practice having been unsuccessful), but a **HWH Forum** of current partners, volunteers and other stakeholders and partners as and when appropriate;
- Issue bi-monthly e-bulletins and seek to organise 2-3 high profile public engagement events as part of a proactive marketing and PR plan, designed to highlight key issues, case studies and news stories;

6. Objectives and Targets April 2017 – March 2019

The core objectives and targets are provided in the Table 1 and are detailed in our internal work plan for the team, as part of our monitoring, review and evaluation process agreed with commissioners.

7. Review and Evaluation

Quarterly reports will be submitted to commissioners and disseminated after review meetings via e-bulletins and updates provided at the bi-annual Public Forums.

The quarterly reports will form the basis of our Annual Report that will be shared with stakeholders, partners and the local community via e-bulletins, on the HWH website and a press release.

We believe that this plan is ambitious, given the reduction in funding, and for this reason both priorities and activities will change according to circumstances.

8. Governance and Accountability

EW will continue to be the accountable body in all respects. The EW Chairman will take on a more proactive and outward facing role, especially in wider PR, high profile regional and national meetings and sustainability matters, as and when appropriate.

The current HWH Advisory Board will become the **HWH Forum, led by EW** and will include existing and additional volunteers. The HWH Manager will aim, subject to availability of resources, to co-ordinate the Forum's input on a quarterly basis based on the following functions for the Forum:

- Champion HWH activities;
- Provide advice and guidance on key issues;
- Represent HWH at specified meetings;
- Support bespoke engagement activities, including major events;
- Participate in ad-hoc task and finish groups;

Table 1 - Objectives and Targets April 2017 – March 2019

| Objectives | Activities |
|---|---|
| <p>Engagement</p> <p><i>To organise bespoke on-line surveys, focus groups, events and workshops and disseminate findings via e-bulletins and press releases;</i></p> | <ul style="list-style-type: none"> • 4 Public Forums (2 pa) • 2-3 High profile “Your Voice Counts” events • Complete and finalise GP Survey (Year 1) • Hospital discharge research and survey at Northwick and/or possible NWL Discharge (Year 1) • STP engagement good practice Guide implementation- engagement activities (Year 1) (Update Year 2) • Mental Health focus group – (young people and substance misuse) Year 1 • Diabetes survey (Year 1) • Workplace wellbeing event (Year 1, Repeat Year 2) • Business focus group (Harrow Council’s Harrow Means Business Event, October 2017 and October 2018) • When appropriate attend key stakeholder public engagement events • Bespoke media/PR public forums/events and live Radio/TV broadcasts |
| <p>Signposting</p> <p><i>To provide a signposting service to local people via e-bulletins using CRISPI and other information sources</i></p> | <ul style="list-style-type: none"> • Produce 8 CRISPI database (Concerns, Request for Information, Signposting, Intelligence) reports • 12 E-Bulletins (bi-monthly) • Dissemination of information and guidance on health & social policy strategies to all key stakeholders. |
| <p>Monitoring and Scrutiny (holding health & social care services to account)</p> <p><i>To monitor and scrutinise specific aspects of HWBB, CCG and STP priorities and targets</i></p> | <ul style="list-style-type: none"> • 12 (Health & Wellbeing Board meetings (6 pa) attend at least 4 per annum • 4 (pa) CCG meetings • 4 (pa) STP meetings • Bi-annual CCG Equality & Engagement Committee • 2 Overview & Scrutiny meetings pa • Healthwatch England Meetings • CQC bi-annual meetings • Bi-annual HSAB meetings • PLACE Assessment co-ordination/volunteer led • Quality Assurance Statements for Health & Social care providers • Produce Annual Report |

9. Resources

Annex B provides income and expenditure details for 2016/17 and projections for how the £75,000 expenditure has been allocated in 2017/18 and 2018/19. This shows that we will continue to invest 80% of the budget in direct delivery of the HWH service.

Whilst we will aim to maintain a team of 3 staff, albeit with proportionate reductions in days and costs, for as long as is possible, we will only be able to maintain this, if we:

- Build strategic alliances/mergers for longer term sustainability;
- Avoid and/or minimise redundancy and potential wind-down costs;
- Reduce the Social Media and Marketing expenditure, by for example, securing free web based promotion via the Council's communications team and network and that of other local and wider partners;
- Generate additional community engagement revenue, (e.g. Council, CCG etc.);
- Attract sponsorship;

We will endeavour to piggy-back on specific events/forums held by the range of voluntary/community sector groups in Harrow, if resources permit, thereby avoiding duplication. This will allow us to focus on the seldom heard or those groups who have not been or are not reached out to by all parties, for whatever, reasons.

We will work with commissioners to ensure that all concerned are fully aware of the changes in the HWH service, especially in the 2017/18 Annual Report, HWBB, CCG Board communications, and our own e-bulletins and periodic press releases.

Ash Verma
Chairman,
Enterprise Wellness Ltd

7 June 2017

Appendix 1 - Healthwatch Harrow Statutory Functions (Health & Social Care Act 2012)

1. Promote and support the involvement of local people in the commissioning, the provision and scrutiny of local care services.
2. Enable local people to monitor the standard of provision of local care services and whether and how local care services could and ought to be improved.
3. Obtain the views of local people regarding their needs for, and experiences of, local care services and importantly to make these views known
4. Make reports and recommendations about how local care services could or ought to be improved to commissioners and providers of care services, and people responsible for managing or scrutinising local care services and shared with Commissioners, Regulators, Healthwatch England etc.
5. Provide advice and information about access to local care services so choices can be made about local care services.
6. Formulate views on the standard of provision and whether and how the local care services could and ought to be improved; and sharing views with stakeholders and partners and statutory bodies using a variety of techniques, including Enter and View visits.
7. Making recommendations to Healthwatch England to advise the Care Quality Commission to conduct special reviews or investigations (or, where the circumstances justify doing so, making such recommendations direct to the CQC); and to make recommendations to Healthwatch England to publish reports about particular issues
8. Provide Healthwatch England, the local CCG, Health and Well Being Board and others, with the intelligence and insight it needs to enable it to perform effectively.
9. Produce an Annual Report.

Annex B

PRIVATE & CONFIDENTIAL HEALTHWATCH HARROW DRAFT BUDGETS

| | <u>Actual</u> <u>Apr - Mar.</u> <u>2017</u> | <u>Budget</u> <u>Apr - Mar.</u> <u>2018</u> | <u>Budget</u> <u>Apr - Mar.</u> <u>2019</u> |
|---|---|---|---|
| Grant/Other Income | £100,000 | £75,000 | £75,000 |
| B/F | -£5,024 | £- | £- |
| Contribution from EWL | £6,843 | £- | £- |
| Total Income | £101,819 | £75,000 | £75,000 |
| Management & Admin. | | | |
| Staff and Contractor Costs | £47,900 | £35,000 | £35,000 |
| Operational Management | £6,000 | £8,000 | £8,000 |
| Consultancy | £2,284 | £- | £- |
| Travel expenses | £1,663 | £500 | £500 |
| Contingency (Redundancy & Contracts) | £- | £6,500 | £6,500 |
| Total Management & Admin | £57,847 | £50,000 | £50,000 |
| Social Media & Marketing | | | |
| Marketing & PR | £3,248 | £1,000 | £1,000 |
| IT & Management Systems | £5,555 | £3,000 | £3,000 |
| Telephone | £570 | £1,000 | £1,000 |
| Printing & Stationery | £1,792 | £1,500 | £1,500 |
| Events & Venue Hire | £239 | £500 | £500 |
| General Expenses | £465 | £500 | £500 |
| Total Social Media & Marketing | £11,869 | £7,500 | £7,500 |
| Facilities & Overhead | | | |
| Rent, Rates & Storage | £10,883 | £4,800 | £4,800 |
| Insurance | £2,060 | £2,752 | £2,752 |
| Cleaning | £- | £- | £- |
| Financial management | £7,500 | £5,000 | £5,000 |
| Audit | £1,660 | £- | £- |
| Other Professional fees | £- | £1,000 | £1,000 |
| Total Facilities & Admin | £22,103 | £13,552 | £13,552 |
| Management Fee | £10,000 | £5,000 | £5,000 |
| Total Expenses | £101,819 | £76,052 | £76,052 |
| Net Value/Balance | £- | - £1,052 | - £1,052 |