

# Our Work Plan for Making a Difference 2019-2020

Understanding, measuring and communicating  
outcomes and impact from our work

July 2019

**Hot  
Topics**



**Adult  
Social  
Care**



**healthwatch**  
West Sussex

**Priorities 2019/2020**

**General  
Practice and  
Community  
Care**



**Mental  
Health**



## Developing priorities and this plan

Healthwatch has statutory functions, which require us to engage and involve local people in our work and you will see how we aim to do this throughout this plan.

Personal accounts inform our insight, which in turn helps in identifying themes and priority areas going forward.

The Healthwatch West Sussex Board reviewed the insight and evidence collected from our work of 2018-19 and reflected on the progress against the previous priorities.

Based on what we found, four priority areas were agreed for the next financial year:

- Adult Social Care
- GP and Community Care
- Mental Health
- Hot Topics

To ensure we work to a robust and meaningful plan, draft ideas were explored by the Board and Volunteers at a workshop (held on 8 May 2019).

During this workshop we reflected on the draft Healthwatch England *Making a Difference Toolkit*, which has allowed us to offer constructive feedback into the development of this resource. We are the first Local Healthwatch to implement this toolkit.

This plan sets out our current thinking as to how we will work to achieve the anticipated **outcomes** and how we will **confirm** if this has had an **impact**, i.e. has made a difference.

## Understanding how we have made a difference

We recognise that confirming outcomes and impact can be challenging. In many instances it is easier to count outputs, as they are usually obvious and tangible. For example, we can easily report on how many stories we have collected over the year. It is harder to report the impact, the change which has happened as a result of this engagement and gathering of personal stories, particularly when protecting information which can be identifiable - our gift to local people is they can remain anonymous.

To understand the *difference* we have made requires us to take a new approach.

- Making an impact usually takes time; we aim to stick with our work and follow it through to see what difference it has made
- There is a need to look at unplanned outcomes and impact, e.g. what happens and the changes that have taken place that we might not have been planning for, but are of value
- We may have to accept we have not been able to achieve an outcome or impact but that we have understood why and been open about this. This may mean adjusting our work plans accordingly.

Our plan for confirming and communicating what has changed are based on us:

- Identifying how we can confirm the *distance travelled*, from where an issue starts to where it has got too, which may be an indicator of the results of our work
- Working to not add new or complicated processes and systems but instead work methods of checking and confirming into the resources we have available
- Looking at how we can make our communication around change easily understood and that people can draw meaning from this.

Our definitions are:



Outcomes

what happened as a result of our work



Confirm

how currently we think we will measure/follow-up on outcomes to identify impact, recognising there are normally twists and turns on the way that may mean these need to change



Impact

what has changed as a result of our work

## How will we engage with local people?

When planning our engagement events and activities, we will make sure we manage our resources so we can talk to local people of different ages and demographics, in different locations across our county. This will include opportunities to talk to people outside normal office hours.



We will proactively engage with, and respond to, the different populations that live in West Sussex



to understand and help meet their health and social care needs.

We will do this:

- through a programme of engagement delivered through *Listening Tours*, *Community Pop-ups*, *It Starts with You Network* and *Hospital Visiting Programme* (as detailed on pages 5-6) and ensure we have appropriate breadth and depth of engagement when carrying out our priority work
- by creating opportunities and making it easier for more people to be involved in our work for small/short periods of time and regularly, by better use of digital solutions (such as greater use of What's App, social media and online surveys)
- by creating space to look at alternative ways of interacting with people, including digital development, so we can explore what we do not yet know and find a variety of ways that offer best value on investment
- through our *Community Partnership* investment, we will work with organisations and groups to understand how communities are supporting local people to stay well, people can get the best from services, can manage their conditions proactively and identify the challenges.

We will expect to see:

- An increased volume of engagement, detailed in our quarterly performance report, and annual report. We engaged with approximately 3,000 people in 2018-2019 and we'll aim to increase this by 10% in 2019-2020.
- An increase in volunteering hours local people give to support our work. Local people gave approximately 2,500 volunteering hours in 2018-2019 and we'll aim to increase this by 10% in 2019-2020.

We'll evidence this through analysing our insight - which will be reported through our Performance Reports and Insight and Evidence Reports. Outcomes will also be indicated in any publications about work carried out under this plan.

## How do we plan to do this?



We are planning to be on *Listening Tour* in **Broadbridge Heath** in June 2019.

We plan to host a **One-Year-On** event in **November 2019** in **Burgess Hill** so local people can hear about the progress made against recommendations and any future plans for health and care in the town.

We plan to be on tour in Bewbush late in 2019.



As well as our Listening Tours we will have *Community Pop-up* visits so we can gather general insight.



We will continue to develop how we engage with the groups who belong to our *It Starts with You Network* so we can fully realise our ambition for good two way communication with community organisations and groups.



The team supported by Authorised Representatives will carry out *Enter and View visits* to hospitals.

We will publish an update report on this programme from 2018-19 in 2019, detailing all the progress made, as a result of the support we have provided to the Hospital Trusts.





We will:

- work in partnership with *seldom heard* communities to understanding the health and care beliefs and challenges experienced by people within them.
- co-produce projects and shape processes with other community groups, service providers and local authorities to ensure local voices are heard and understood and able to influence decision for future services
- develop strong community networks to enable groups to find synergies to support their communities rather than compete for finite resources.
- collaborate with key community facility providers, to host joint events for encouraging self-care and raising awareness of what can support people's health and wellbeing
- work closely with local community and voluntary groups and help to provide a spotlight on their work to share best practice and ideas such as the proposed Midhurst Hub and ensure the voice of the residents is part of future developments
- use local community and voluntary contacts, newsletters and other communications channels to raise awareness of Healthwatch information, advice and advocacy
- work strategically with District and Borough Councils, to look at how we can work together to benefit the health and care of people living within their council area.



CONFIRM

We will confirm outcomes by:

- mapping our engagement with communities/groups to make sure we can have achieved a good cross-section of the ages and demographics across our county
- sharing back reports in draft for comment, and further contribution, directly with groups, to check our understanding
- asking those who plan, buy and provide services if the insight we provided has offered them a better understanding of experiences/needs of our communities.



IMPACT

We will understand the difference we have made through how we confirm and follow-up on the outcomes within our priority areas.

## How will we work strategically?

We will bring about long term differences within West Sussex health and care **system** by being a strategic influencer and co-collaborator, whilst maintaining our **independence**.



Amongst West Sussex health and care delivery and governance bodies we have a reputation as being an informed and trusted voice of how people view and experience support and services.

We will:

- Put forward opportunities for co-production as a way of introducing new thinking and to challenge cultural norms, through constructive disruption and seeking opportunities for exploring what could be done differently
- Provide Authorised Representation at agreed meetings, which we'll regularly review, along with how we best use the resources available to us
- Comment on strategies
- Share good practice and feedback the insight we gather in meaningful ways.

Local planning for implementing the NHS Long Term Plan (LTP) is moving at pace. This will create the need for us to work at multiple levels. Currently, we're focusing on reporting what people have told us through our LTP engagement, by attending meetings linked to an Integrated Care System development, the Health and Wellbeing Board and the Health and Social Select Committee, to influence local long term planning.

## How will we use resources for priority projects?



We receive a relatively low level of new insight about Adult Social Care and recognise the potential for duplication, but this needs to remain a priority as there are clear areas where we can add value.

*Our unique and added value is our independence and ability to speak to residents and their families, to give voice to any concerns they may have, as well as raising awareness of potential risks to residents.*

The outcomes we will work to realise are:



Service managers and regulators have an appreciation of the human experiences of those living in care homes



to make changes leading to better or safer services.



Residents and their families understand what is happening when the Care Quality Commission (CQC) have put their care/nursing home in *Special Measures* and are prepared practically and emotionally for the impact of potential change.

We will:

- Carry out work within care/nursing homes in West Sussex that have been put in to special measures by the CQC, specifically by:
  - being briefed on the CQC process and the current market position
  - researching questions people should be asking when a home is put into CQC special measures, with the aim of producing and sharing a factsheet, which will be used by us when visiting homes
  - having a volunteer recruitment campaign to create dedicated project teams for visiting homes and feedback findings
  - having a launch event and social media plan to say what we are doing
  - working with and supporting dedicated teams of *Authorised Representatives* to work with residents, their family and friend carers, and staff through programme of visits to homes that are in special measures.
  - Work with the Adult Social Care Transformation Programme to make sure that insight from this project is understood and is used to inform new practices.



- Continuing to have general surveillance around Serious Adults Reviews (SARs) being undertaken that involve residential homes.
- Provide a small number of *Enter and View* visits to support the work of the Safeguarding Adults Board, for which a separate proposal has been made.
- Continuing to collaborate on potential solutions to the verification of expected deaths in care homes (previously a Hot Topic) by working with Healthwatch England and local stakeholders.



#### We will confirm outcomes by:

- Capturing, through observations and follow-up discussions with residents, staff and the homes' leadership/management, any improvements at mid-way points and at the end of the project (March 2020).
- Asking the Adult Social Care Programme leads to confirm how they have used the insight from this project to better prepare people for the impact of potential change resulting from residential homes being in special measures.
- Having feedback on national escalation of the issues with verification of expected death and the local challenges this creates.
- Commissioners can evidence clear support pathways for care homes around the verification of expected death and show how this has been communicated to homes.







#### We will understand if we have made a difference by:

- Visiting a care home, not included in the project but that is in special measures, towards the end of 2020 to see what support the home and its residents have received from Adult Services, to prepare for the impact of potential change - should the home lose its registration with the Care Quality Commission.
- During listening tour visits to care homes we will ask staff how they feel about supporting residents at the end of their life, and if there are any issues that cause them concern.
- We will talk to families whose have been affected by failing care homes about the work we have done and capture their views on whether they feel this will make a difference.



Given the level of insight relating to GP care, this continues to be a priority.

The outcomes we will work to realise are:

-  **OUTCOME** People are updated and feel part of the development of GP and Community Care.
-  **IMPACT** People report better access to GP care and can understand service availability in their location and when this can be accessed.
-  **OUTCOME** GP practices and Primary Care Networks see the value and benefit of meaningful patient feedback
-  **IMPACT** and this is celebrated and positively encouraged.

We will:

- Conclude our work with Fitzalan Medical Group and publish our reports.
- Create a collaborative video to explain a proposed merger in a way that answers some of the questions local people have been asking and the development of Primary Care Networks.
- Continue to be a strategic influencer and co-collaborator on the development of West Sussex's first GP and Community Hub.
- Create a collaborative video to share throughout services in Midhurst and surrounding villages, to inform local residents about the developments of a GP and Community Hub.

*This may also enable us to showcase to local people the type of plans arising from the NHS Long Term Plan.*

- Create and test a patient surveying methodology that celebrates a *patient feedback month*, by working directly with a local practice.

- Evaluate the success of *patient feedback month*, with a view to showcasing and rolling this out wider.
- Work as a strategic influencer to ensure lessons learnt carry forward to any proposals for changing services provided through General Practices, using specific examples of previous changes.



#### We will confirm outcomes by:

- Capturing, through observations and follow-up discussions with patients any improvements in how they access appointments at Fitzalan Medical Group and will report our findings.
- Re-auditing the environment at Fitzalan Medical Group to see what improvements the practice team have made and will report our findings.
- Checking where the video, explaining the proposed merger of Littlehampton GP practices, is being shown.
- Checking where the Midhurst Hub video is being shown.
- Reporting on the *patient feedback month* including identifying if this offered a GP practice different insight and feedback to their existing methods.
- Presenting the work, alongside our partner GP practice, to the Primary Care Networks and asking for comments and feedback.



#### We will understand if we have made a difference by:

- Monitoring the social media comments and interest in the video about the proposed merger of Littlehampton GP practices.
- Asking staff to share anonymised patient feedback on the Littlehampton GP Practices video.
- Asking local people about their understanding of the future health provision in Midhurst and surrounding villages.
- Reflecting on what we learn from presenting our work and by seeking out further opportunities to have meaningful discussions with the Primary Care Networks about engagement and patient feedback.



Having laid strong foundations by co-producing engagement resources with young adults, we need to continue with this work to engage with more young people (11+) about their mental health and wellbeing.

We have also been part of an Independent Panel considering the work for a proposed redesign of mental health in-patient beds in West Sussex, which we did under our Hot Topic Priority. This work has not yet concluded.

We also have insight around the lack of community-based support for adults living with enduring mental health concerns, which directly, and negatively, impact their wellbeing. This priority has therefore been widened.

The outcomes we will work to realise are:



OUTCOME

The lived experiences of Young People (aged 11-25) and their families, directly informs



IMPACT

and influences the outcomes from the Independent Review of Children and Young People's emotional and wellbeing services and their experiences in Sussex.



OUTCOME

Health and socio-economic inequalities of Adults living in North Chichester and surrounding areas are understood



IMPACT

and these are improved by any redesign of in-patient beds in West Sussex.



IMPACT

Adults living with enduring mental health concerns report community-based services better meet their needs and are easier to access.

We will:

*For working with Young People and families:*

- Produce a *market ready product* for engaging with young college students and Children 11+ (June 2019).
- Feedback on the Independent Review's key lines of enquiry (a Sussex-wide Healthwatch response, coordinated by us).

- Share an Engagement Plan with the Independent Review (July 2019).
- Work collaboratively to gain opportunities for hearing from local young people and their families, to make sure more people's experiences inform the Independent Review's key lines of enquiry.

*For working with Adults:*

- Continue to be part of the Independent Panel looking at the re-design of in-patient beds in West Sussex and promote the need for extensive local patient/people involvement.
- Work with other stakeholders, particularly exploring collaborative working with user-led organisations like Capital, to better understand the mental health support needs within communities around North Chichester.
- Continue to be a strategic influencer and co-collaborator on the development of mental health support within primary care.



**We will confirm outcomes by:**

- Checking back with our young people and family networks that we have understood what is strong and what is wrong for children and young people services in West Sussex, before sharing case studies and reports with the Independent Review Panel.
- Asking the Independent Review Panel to demonstrate how local experiences have informed and influenced the Panel's recommendations.
- Analysing the local Long Term Plan for West Sussex to see how the voice of local people has informed the direction of travel.
- Analysing how the proposals for the re-design of in-patient beds has changed as a result of the consultation and engagement of local people in the re-design proposals.
- Asking the Trust to agree in advance, an evaluation method for identifying impact, both positively and negatively on local people, arising from location changes to in-patient beds West Sussex. We will require this to be transparent and available to the public.



### We will understand if we have made a difference by:

- Working with community support organisations and education providers to understand what young people and families say about the ease of preventative support; and accessibility to, and appropriateness of, crisis support when needed.
- Reviewing the evaluation evidence of the impact arising from changes to in-patient beds in West Sussex.
- Working with community support organisations to ask local people about their experiences of getting mental health support within their local community.





This priority enables the Board and operational team to respond to insight and urgent issues identified through our influencing role.

Hot Topics take considerable resources through the year. Given the NHS Long Term Plan and Social Care Transformation we expect the level and breadth of Hot Topics to increase. This priority provides us with the agility to respond to insight and demand accordingly.

We discuss insight from board representation feedback, and public insight at monthly operations meetings. We monitor and review work plans in the same way, as well as through project reviews. Where we believe work may fall outside our priorities, we will ask for additional funding in order to be able to resource additional work required. Where this is not possible but there is an urgent theme/issue that needs attention, the Board will assign, or reassign, resource.

Remaining Hot Topics are:

- NHS Long Term Plan Engagement



The views of West Sussex residents are captured and the themes arising from what people have shared across Sussex can be seen in the final published Sussex and East Surrey Long Term Plan.



As the Long Term Plan moves forward, more people share positive stories about accessing and using local health and care services or tell us they feel knowledgeable enough to care for themselves.

- Stroke Services



System leaders understand the importance of involving and communicating with local people at the right time when designing future services.



Local people know how services can support people to survive and recover from a Stroke and receive the best and most appropriate support.

## About us

### Healthwatch is here to make care better.

We are the independent champion for people who use health and social care services. We're here to find out what matters to people and help make sure their views shape the support they need.

We also help people find the information they need about services in West Sussex.

### ADVICE AND INFORMATION

We are here to help you on the next step of your health and social care journey - wherever it is taking you.

We have the power to make sure that the government and those in charge of services hear people's voices. As well as seeking the public's views ourselves, we also encourage services to involve people in decisions that affect them.

You can review how we perform and how we report on what we have done by visiting our website [www.healthwatchwestsussex.co.uk](http://www.healthwatchwestsussex.co.uk)

### Contact us

**Healthwatch West Sussex CIC** is a Community Interest Company limited by guarantee and registered in England & Wales (No. 08557470) at Pokesdown Centre, 896 Christchurch Road, Pokesdown. BH7 6DL.

Healthwatch West Sussex works with Help & Care to provide its statutory activities.



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