

Healthwatch Oxfordshire Board of Directors

Date of Meeting: 23 rd March 2015	Paper No: 4
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Title of Presentation: Preparation for April Board Workshop

This paper is for	Discussion		Decision	x	Information	
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<p>Purpose and Executive Summary (if paper longer than 3 pages):</p> <p>This paper sets out some of the strategic and operational context within which the Board will want to develop and agree a strategy and plan for HWO.</p> <p>It then proposes objectives for the April Board workshop.</p>
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Financial Implications of Paper: None

<p>Action Required: The Board is asked to:</p> <ul style="list-style-type: none"> • Note the strategic context and operational constraints within which future planning will need to be undertaken. • Agree the objectives for the April workshop. • Agree that all staff should be invited to attend on this occasion.

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1 Introduction

- 1.1 The HWO Board has agreed that every two months it will hold a 2 hour workshop in private. The reason for setting aside this time is to ensure the Board has opportunities to:
- Develop proposals it then wishes to discuss and agree in public
 - Consider single issues in depth, as a whole group, in a way that will not be possible in formal Board meetings
 - Undertake development work as a group.
- 1.2 The first of these workshops is scheduled to take place on April 28th from 4-6pm, and Directors have asked that it be devoted to discussion that can inform development of a 3 year strategy and 1 year business plan for formal approval by the full Board in due course.

2 Strategic Context

- 2.1 This Board workshop discussion will take place in the context of an existing strategy for meeting the organisations' core objectives, as shared with HOSC and the Health and Wellbeing Board in the Autumn of 2014 and restated in paras 2.2-2.9 below.
- 2.2 HWO exists to hear the stories local people have to tell about health and social care services and to use those stories to drive change. In order to do this the organisation needs to be structured and clear about how it's very small staff team can most effectively listen to Oxfordshire's sizeable population.
- 2.3 HWO will increase and improve its listening capacity by:
- i. Holding 2 large voluntary sector events a year at which communities of geography and interest from across the county are well represented. These 2 events will agree subjects for a series of between 4 and 6 in depth topic based workshops a year, to be attended by a wide range of organisations and individuals interested in the given topic.
 - ii. Holding an annual Hearsay! event in partnership with OCC to hear the experiences of social care users.
 - iii. Increasing its capacity to get out into shopping centres and other public spaces on a regular basis to talk to the public.
 - iv. Raising its profile in the media to encourage more people to contact the organisation with their stories.

- v. Raising its profile with all elected politicians to encourage them to share the stories constituents bring to them about local health and social care services.
 - vi. Meeting 3 times a year with the Directors of OUHT (Oxford University Hospitals Trust), OHFT (Oxford Health Foundation Trust), SCAS (South Central Ambulance Service), NHSE (NHS England), OCC (Oxfordshire County Council) and OCCG (Oxfordshire Clinical Commissioning Group) who are responsible for making improvements to quality in the light of patient/service user feedback, and ensuring information is shared across the group and with HWO about what they are hearing from their users and how they are acting on that information.
 - vii. Taking over the functions and responsibilities of the Public Involvement Network from OCC and working with OCCG to ensure we develop a close working relationship with the 6 OCCG Locality Forums.
 - viii. Actively recruiting volunteers from across the County who can be the organisation's eyes and ears, represent it at meetings and assist it with enter and view activity.
- 2.4 HWO will use all these information sources to help determine its priorities for project and other work and to inform our contribution to the Oxfordshire JSNA (Joint Strategic Needs Assessment).
- 2.5 The mechanisms through which we will look at issues in more depth, once priorities have been established, will be:
- i. To continue to give project support and grants of up to £5000 to constituted voluntary organisations wishing to explore access and quality issues experienced by the communities they exist to represent. We will then bring the reports they produce to the attention of commissioners and providers and will challenge them to respond. The reports will also be published.
 - ii. To undertake service evaluation projects, sometimes in partnership with others, into particular topics of concern. These will incorporate enter and view activity when appropriate.
 - iii. To take up causes and campaigns on single issues when there is clear evidence brought to us by an individual or organisation of a persistent failure to deliver.
- 2.6 All HWO projects will lead to a series of recommendations for change in the way services are commissioned or delivered, and we will work with the media to ensure that the change local people are asking for is as publicly shared as possible.

- 2.7 Twice a year we will publish a summary of the recommendations we have made, and the progress commissioners and providers have made in delivering the change sought. This report will come to HOSC (Health Overview and Scrutiny Committee) and Health and Wellbeing Board on a regular basis. Again, we will seek maximum publicity for this report.
- 2.8 We will regularly summarise the themes and trends we can draw from this wealth of information and will pass this on to commissioners and providers as appropriate, including by making regular reports to HOSC and the Health and Wellbeing Board and contributing to development of the JSNA and the work of other bodies as appropriate (eg proposed Oxfordshire Commissioning Board).
- 2.9 We will seek to work with HOSC and other relevant scrutiny and performance committees both in terms of helping to set the scrutiny agenda, and to inform the scrutiny process by sharing relevant intelligence.

3 Operational and financial context

- 3.1 When it meets in April, the Board will need to consider the development of the company's strategy, plan and priorities in the context of a live work programme, which will bring some constraints that will need to be managed. We are already committed to:
- i. Completing the Discharge project and publishing its findings (due in July)
 - ii. Completing the Dignity in Care project and publishing its findings (due in November)
 - iii. Supporting completion of, and publishing the findings from, the grant funded work with Restore, ORCC (Oxfordshire Rural Community Council) , Donnington Doorstep, Guideposts Trust and Homestart (all due to complete and publish between the general election and September).
 - iv. Rolling forward this programme of grant funded work with third party partners.
 - v. Pursuing feedback on the following single issue topics: 62 day cancer treatment time targets; lessons learned from investigation into a suicide at OHFT; the implications of the changes to the GP contract on PPG (practice Participation Group) development; failures in care at Campsfield House.
 - vi. Delivering an agreed schedule of outreach events that is already populated through to July and continuing to roll this forward.
 - vii. Holding a further large scale conference with the voluntary sector (originally due to take place in April but delayed by staffing issues).
 - viii. Holding four Hearsay events in May and June (three locality based and one countywide).
 - ix. Chairing the countywide Directors of Quality/ Patient Experience leads group.
 - x. Actively supporting the work of the OCCG West Locality Stakeholder Forum and working in partnership with the other 5 OCCG forums.

- xi. Supporting lay representation at the Health Improvement and Children's Trust Boards.
 - xii. Being an active attendee at the following groups: the OCCG/NHSE Primary Care Programme Board; the Community Partnership Network in Banbury; the JSNA Steering Group; the Health and Wellbeing Board and its Steering Group; the Thames Valley Quality Surveillance Group; HOSC.
- 3.2 The Board will also need to bear in mind the financial constraints as set out in Paper 5 (2014/15 forecast outturn and 2015/16 Budget). At the time of writing this forecast suggests we will have a budget of around 50k for 15/16 that is available to spend on grants and direct project delivery costs, after all overheads (offices, wages, sundry running costs, bills etc.) are paid.

4 Potential future projects and priorities

- 4.1 By the time the Board workshop takes place, we will have uploaded all available data from outreach work with the public into the new CRM (Customer Relationship Management) database, and this will allow the Board to consider future priorities informed in part by the issues raised with us by the public when we talk to them on the street.
- 4.2 In making decisions in April about future priorities, the Board may also want to take into account ideas that have already had some early discussion with potential partners and/or have been proposed internally.
- 4.3 These include:
- i. Developing a delivering a widespread communications campaign to raise our profile with the public
 - ii. Holding a ½ day in depth workshop for all 3rd and statutory sector partners with an interest in the commissioning and delivery of services for 0-19 year olds in order to raise our profile with those connected into this population group, and to build our understanding of the issues and concerns that we may wish to look at in more depth for this population group.
 - iii. Holding a ½ day in depth workshop for all 3rd and statutory sector partners with an interest in the commissioning and delivery of services for young people transitioning into adult services in order to raise our profile with those connected into this population group, and to build our understanding of the issues and concerns that we may wish to look at in more depth for this population group.
 - iv. Meeting jointly with the Welfare Committees at Oxford Brookes and the University of Oxford to identify any further issues relating to student health and wellbeing - including the need to revise pathways to reflect the fact that student's care will often move from home-Oxford and back again.

- v. Meeting key community leaders to agree a strategy and plan to raise HWO profile and credibility within BME (Black and Minority Ethnic) and other migrant communities.
- vi. Looking in depth at the effectiveness of: the CAMHS service; services for prisoners; services for veterans and military personnel.
- vii. Campaigning to improve hospital food.
- viii. Looking in depth at healthcare provision in Campsfield House.

5 April Board Workshop objectives

5.1 It is proposed that we set the following objectives for this workshop:

- i. To go back to first principles and revisit and revise the mission and vision statement for the company - so that we all know what we are here to do, and we all have a common language to describe it.
- ii. To bring all Board members up to speed with the existing strategic approach to delivering our core objectives and the work programme we are already committed to delivering (the constraints).
- iii. To agree some common values and behaviours that we want people to associate with our brand.
- iv. To agree any major changes or additions to the existing strategic approach outlined in section 2 of this paper.
- v. To discuss and agree priorities for the second half of 2015/16.
- vi. To agree a timescale and process to bring a full strategy and plan to the Board for approval and adoption.

5.2 It is proposed that, on this occasion, the whole staff team be invited to attend and participate in this workshop, in order that the whole HWO team has an opportunity to shape our future, and we begin to get to know each other as a whole team.

The Board is asked to:

- **Note the strategic context and operational constraints within which future planning will need to be undertaken.**
- **Agree the objectives for the April workshop.**
- **Agree that all staff should be invited to attend on this occasion.**