

# healthwatch Norfolk

Strategy 2022 - 2025

**Healthwatch Norfolk is your local consumer champion for health and social care.**

## **How to contact us**

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Email us at [enquiries@healthwatchnorfolk.co.uk](mailto:enquiries@healthwatchnorfolk.co.uk)

Look at our website <http://www.healthwatchnorfolk.co.uk/>

Write to us at Healthwatch Norfolk, Suite 6, Elm Farm, Norwich Common, Norfolk NR18 0SW

Follow us  [Twitter @HWNorfolk](https://twitter.com/HWNorfolk)

Please contact Healthwatch Norfolk if you require an **Easy read; large print** or a **translated** copy of this report.



**Your voice can make a difference...**

**healthwatch**  
Norfolk

**Healthwatch Norfolk works with health and social care services in Norfolk to make sure that your views and experiences make a difference to the services we all use.**



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Email: [enquiries@healthwatchnorfolk.co.uk](mailto:enquiries@healthwatchnorfolk.co.uk)

Follow us on Twitter: [@HwNorfolk](https://twitter.com/HwNorfolk)

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## Introduction

Healthwatch was established under the Health and Social Care Act 2012 to understand the needs, experiences and concerns of people who use health and social care services and to speak out on their behalf. We exist on a national and local level, working towards the same goal of enabling people to have a voice about their health and social care.

Healthwatch Norfolk is an independent charity and a company limited by guarantee, with a Board of Trustees who are also the Company Directors.

Our Charitable Objects are set out in the Articles of Association which governs how Healthwatch Norfolk operates.

### **Our objects are:**

The advancement of health and the relief of those in need by reason of:

- Youth
- Age
- Ill-health
- Disability
- Financial hardship for the benefit of the entire population of the county of Norfolk by:
  - Providing information and advice to the general public about local health and social care services;
  - Making the views and experiences of members of the general public known to health and social care providers;
  - Enabling local people to have a voice in the development, delivery and equality of access to local health and social care services and facilities;
  - The promotion of high standards by health and social care providers
  - Providing training and the development of skills for volunteers and the wider community in understanding, scrutinizing, reviewing and monitoring local health and social care services and facilities

There are a myriad of issues facing the Norfolk and Waveney Health and Social Care System, such as:

- Social Care Reform
- Restoration to “normality” following COVID
- Integrated Care Board (live as of 1st July 2022) – implications for service provision
- Embedding a comprehensive prevention agenda across systems
- Impact of “system-wide” CQC Inspections
- Workforce

## Our vision and ambition

Our vision is to help shape a health and social care system where people's health and social care needs are heard, understood and met.

In order to help address these issues,

**We will:**





**INFLUENCE THOSE WITH THE  
POWER TO CHANGE SERVICE SO  
THEY BETTER MEET PEOPLE'S  
NEEDS NOW, AND IN THE  
FUTURE.**

## Inform local people

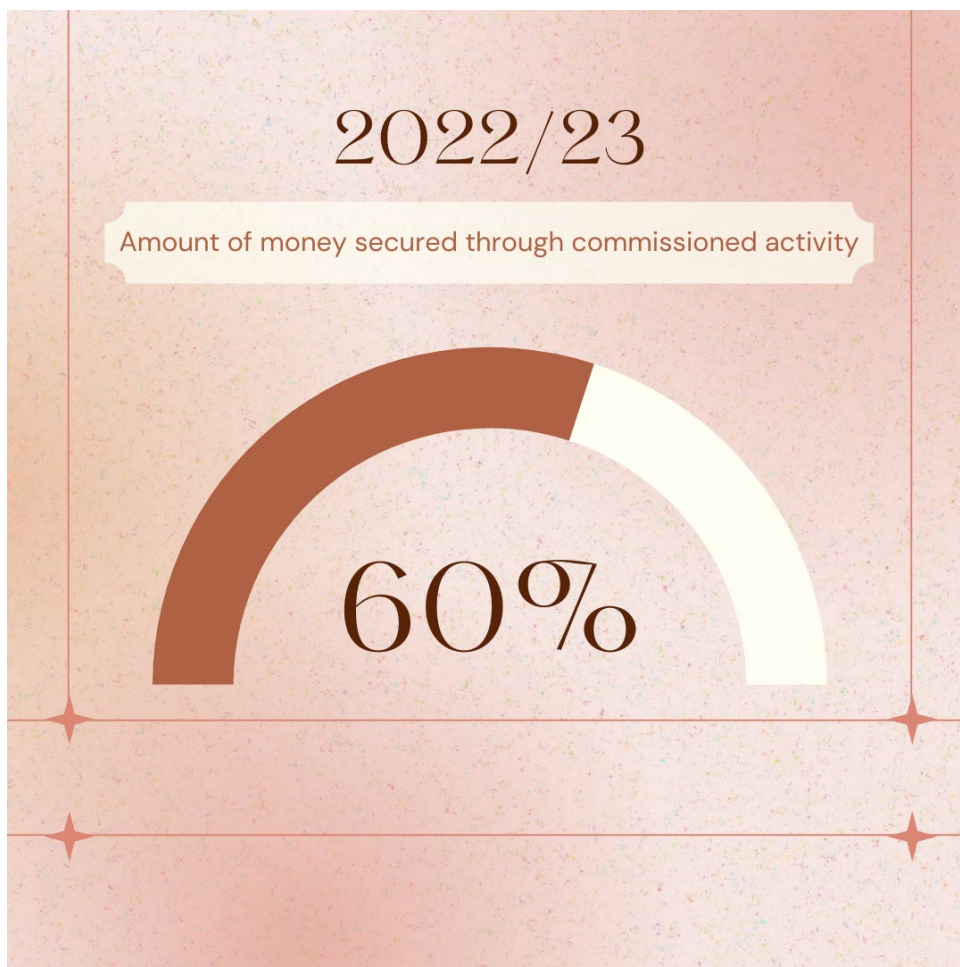
**HELP THEM GET THE MOST FROM THEIR HEALTH AND  
SOCIAL CARE SERVICES**



## Our Ambition

Whilst we are a statutory body, we work for the residents of Norfolk and we are inclusive, influential, independent, credible and collaborative. We welcome the funding that comes down from the Department of Health to the County Council as well as the additional funding provided by Public Health

However, to be increasingly more effective, the resources provided are inadequate which requires us to seek additional funding through undertaking commissioned work which contributes towards the wider health and social care agenda and provides our partners with credible and reliable information to help them define service provision.



We want to do much more work, but our statutory funding is limited. Our strategy is to pursue project funding from the health and social care sector. To succeed we must develop as a high performing specialist commercial market research organisation that could compete nationally.

We will continue to provide this outstanding service for our stakeholder partners.

**How we decide what to focus on**

Our strategy is based on the statutory activities we are required to undertake, which remain the guiding reason for doing what we do. It is set out in the legislation below:



*Local Healthwatch organisations; Activities relating to local care services; (Section 182).*

<http://www.legislation.gov.uk/ukpga/2012/7/section/182?view=interweave>

These are:



- Promoting and supporting the involvement of local people in the commissioning, provision and scrutiny of local care services.
- Enabling local people to monitor the standard provision of local care services, and whether and how local care services could and ought to be improved.
- Getting the views of local people regarding their needs for, and experience of local care services, and importantly to make these views known.
- Making reports and recommendations about how local care services could or ought to be improved to the people responsible for commissioning, providing, managing or scrutinising local care services and to Healthwatch England.
- Formulating views on the standard of provision and whether and how the local care services could and ought to be improved and sharing these views with Healthwatch England.
- Providing advice and information about access to local care services so that access can be made about local care services.
- Making recommendations to Healthwatch England to advise the Care Quality Commission (CQC), to conduct special reviews or investigations, or making such recommendations direct to the Care Quality Commission (CQC).
- Making recommendations to Healthwatch England to publish reports about particular issues.
- Providing Healthwatch England with the intelligence and insight it needs to enable it to perform effectively.

However, the potential scope of our work is vast. We have a responsibility for health and social care services for all adults, children and young people in Norfolk with particular reference to those who are most vulnerable or may be excluded - this includes acute services (hospitals), community services (NCH&C and NSFT), Primary Care (GP Practices) as well as adult and children's social care.

This means we have to prioritise the issues we focus on and be smart about the way that we work.

Our Board of Trustees look carefully at these activities and consider where Healthwatch Norfolk are able to add most value. By thinking about the external factors that affect local Healthwatch and about our own strengths and weaknesses as an organisation, the Board identified five key priorities. These priorities were selected to show how we will fulfil our statutory role and ensure that all of our work is clear, targeted and focused.

After identifying five key strategic priorities, we tested each one through the following steps:

1. We ensure that our priorities fit with our role and responsibilities. This ensures that we are delivering to our statutory remit.
2. Then we consider how much the issue matters to local people. It must be something they care about as we are here to be the voice of people in health and social care.
3. Alongside that we look at policy debates and developments at both a national and local level to assess how much change we can bring about. This enables us to make sure we are choosing areas where we can have the greatest impact. This is important to deliver the greatest return for our budget.
4. We then ask whether the change needs to come from us so we aren't focusing on things that others can do more easily and effectively.
5. Finally, we consider all the priorities together. It is important that our plans are balanced and will have the greatest impact for people using health and social care services.

## Our strategic priorities at a glance

As the local consumer champion for health and social care, we believe it is vital that our plans for the next three years help us to achieve our mission:

- **Representing local people**...by becoming the leading source of feedback on health and social care, for both local people and professionals in Norfolk.
- **Meaningful engagement**...by working efficiently and effectively to reach diverse communities across the county.
- **Real improvements**...through an intelligence driven approach to making recommendations for local services
- **Providing a sustainable service**...by maintaining the funding and expertise required to provide an independent and effective local Healthwatch
- **Influencing locally and nationally**...by working with other organisations to ensure services are safe, effective, compassionate and high-quality

### 1. Representing local people

...by becoming the leading source of feedback on health and social care, for both local people and professionals in Norfolk.



### **What we know:**

- Constraints on funding pose a real risk to the quality of local health and social care services
- Measuring people's experience of care supports continuous improvements to the way services are delivered
- User feedback helps people make informed decisions
- Commissioners and providers of health and social care services value quality feedback and analysis

### **What we will do:**

1. We will do more to make the views and experiences of local people known to the commissioners and regulators of local health and social care services.
2. We will use our [website](#) to make feedback from local people more accessible and encourage more people to share their experience publicly.
3. We will make it easier for local organisations providing health and care services to access up to date feedback and we will ask them to evidence how they use this information to make improvements to their services.

### **How we know when it's done:**

- We are able to formulate views on the standard of health and social care provision by collecting the views and experiences of the members of the public who use them.
- Local people have their views and experiences represented as part of the commissioning, delivery, design and scrutiny of health and social care services.

## 2. Meaningful engagement - by working efficiently and effectively to reach diverse communities across the county.



### What we know:

- We have an established track record of engaging local people effectively.
- We want to make sure we're reaching all sections of the community.
- We will advance equality of opportunity for local people to influence decisions affecting their local health and social care services
- It is critical that we are able to explain our role clearly, to different age groups and all communities effectively, in order that their voice is heard.

- The health and care system are complicated and can be difficult to navigate.

**What we will do:**

1. We will go out to people in their communities to ask about their experience of using local health and care services.
2. We will provide advice and expertise on community engagement and consultation techniques to commissioners and providers of local health and social care services.
3. We will help people to navigate the complex health and social care systems by signposting people to specialist information and advice agencies or to the appropriate point of access for their local services.

**How we know when it's done:**

- Local people who share their experiences with Healthwatch Norfolk are from all areas of the county and all sections of the community.
- Local commissioners and providers are involving local people effectively.
- Awareness of local information, advice and advocacy services is increased through our engagement with local people.

**3. Real improvements**

...through an intelligence driven approach to making recommendations for local services.



**healthwatch**  
Norfolk

Hearing Loss and  
Deaf Friendly Practice  
Charter

The image shows the Healthwatch Norfolk logo on the left, which consists of the word 'healthwatch' in a stylized font with 'health' in blue, 'watch' in green, and 'w' in pink, with 'Norfolk' underneath in blue. To the right of the logo is a close-up photograph of a person's ear, showing the ear canal and the surrounding skin and hair.

### **What we know:**

- Our remit is vast – we have a responsibility for health and social care services for all adults, children and young people in Norfolk.
- It is important for us to demonstrate impact and value for money.
- There are key challenges in Norfolk for some conditions, services and communities.
- We must be responsive to a rapidly changing health and social care landscape

### **What we will do:**

1. We will review our operating model to ensure that the processes for identifying and undertaking Healthwatch activities is fit for purpose
2. We will gather the experiences of local people from multiple sources and triangulate this data to identify priorities on an ongoing basis.

### **How we know when it's done:**

- Healthwatch Norfolk activities increase the extent to which the voices of the public influence strategies and commissioning.
- Our reports formulate views on the standard of health and social care provision and identify where services could be improved by collecting the views and experiences of the members of the public who use them.  
Overall, our programme of activities significantly increases the extent to which the voices of underrepresented groups are heard and influence social care and services.
- Any recommendations we make improve the quality of local services.

#### 4. Providing a sustainable service

...by maintaining the funding and expertise required to provide an independent and effective local Healthwatch.



##### What we know:

- The majority of our funding comes from Norfolk County Council
  - Norfolk County Council must deliver further savings
  - We have a reputation for delivering high quality projects and reports
  - Undertaking regular research, analysis and engagement helps to maintain high quality standards
- What we will do:
    1. We will provide a 'best value' service delivering the greatest possible return for our budget.
    2. We will use our expertise and reputation to provide research, analysis and engagement expertise to other organisations working in health and social care.
    3. When our services are commissioned by other organisations working in health and social care, we will ensure that the work we undertake does not conflict with our statutory role. It will enhance the overall effectiveness of our organisation to further improve the information for commissioners and providers of services.



## How we know when it's done:

- The quality and quantity of our outputs is not diminished by reductions in funding.
- Healthwatch Norfolk has trusting, collaborative relationships with key local decision makers where its role as a critical friend is understood.

## 5. Influencing locally and nationally

...by working with other organisations to ensure services are safe, effective, compassionate and high-quality



## What we know:

- Health and social care services are under strain
- Regulators find it difficult to assure quality across the sector and their budgets are being cut
- We underuse our statutory powers to Enter and View local services

### **What we will do:**

1. We will work in partnership with the Care Quality Commission (CQC) and other stakeholders to complement local, regional and national inspection programmes and quality assurance strategies.
2. We will design and implement a sustainable, coordinated and effective Healthwatch Norfolk Enter and View service, supporting our volunteers to scrutinize, review and monitor local health and care services and facilities.
3. We will work with Healthwatch England and the network of local Healthwatch organisations to promote best practice and affect change at a national level.

### **How we know when it's done:**

- Healthwatch England receives the intelligence and insight it needs to enable it to perform effectively.
- Quality assurance and monitoring of local health and social care services is improved.
- Enter & View reports provide advice about local health and social care services to the public.
- Enter and View visits enable local people to have their views, ideas and concerns represented as part of the scrutiny of health and social care services.

## Achieving our ambition

We have set out a strategy for a more responsive, targeted and sustainable Healthwatch service that ensures we continue to fulfil our purpose. We cannot do this alone and we will work closely with others to deliver our shared goal – a community where people’s health and social care needs are heard, understood and met.

Our operational plans will detail what we need to do to achieve our ambitions over the next three years of the strategy. The Healthwatch Norfolk Board of Trustees will use several sources of information to manage our performance and we will keep these measures under review.

The graphic below sets out Healthwatch Norfolk’s “Plan on a Page”, followed by a table with more detail.



Healthwatch Norfolk's vision is to help shape a health and social care system where people's health and social care needs are heard, understood and met.

<b>Representing Local People Improving patient outcomes</b>		<b>Meaningful Engagement Ensuring patients/carers at the heart of all decision making</b>	
<b>How</b>	<b>Outcomes</b>	<b>How</b>	<b>Outcomes</b>
<p>Wider range of evidence collated specifically looking at what patients wish to see as improvements to service provision. Use of surveys, focus groups, communities of interest etc.</p> <p>Views and experiences shared with commissioners to enable them to accurately reflect service user requirements.</p> <p>Comprehensive reports to be prepared in suitable formats detailing specific recommendations for commissioners to action where appropriate</p>	<p>The Healthwatch Norfolk Board can demonstrate that they understand the experiences of people who use services in Norfolk, including carers and the wider community.</p> <p>Professionals have access to the views and experiences we gather and can evidence how they use it.</p> <p>Local partners, including commissioners and providers of health and social care services, feel that local Healthwatch feedback and reports are constructive, independent and clear about the rationale for the evidence used.</p>	<p>Specific targeting including protected characteristics</p> <p>Make use of JSNA to ensure wider public involvement</p> <p>Logging signposting and using information to help determine priorities</p> <p>Stakeholder feedback session to be held annually</p>	<p>Who we have engaged with, where they live and their characteristics</p> <p>How we have contributed to better local involvement and public participation</p> <p>The number of signposting referrals we make</p> <p>Local partners, including commissioners and providers of health and social care services, feel that local Healthwatch feedback and reports are constructive, independent and clear about the rationale for the evidence used.</p>

<b>Showing real improvements Impact tracking</b>		<b>Nurture and Manage (an outstanding Team)</b>	
<p>Reaching as wide an audience as possible to tackle health inequalities</p> <p>Following up on any recommendations to measure differences made for patients and carers – use Impact Tracker Tool</p> <p>Seek feedback from stakeholders to determine additionality</p>	<p>Who has participated in our activities, where they live and their characteristics</p> <p>Outcomes achieved following Healthwatch Norfolk recommendations; 'You said, we did.'</p> <p>Local partners, including commissioners and providers of health and social care services, feel that Healthwatch projects bring added value through the incorporation of strong public voice – particularly from seldom heard people and communities</p>	<p>Successful recruitment Personalised Development</p> <p>Competitive salaries</p> <p>Good management</p> <p>Good working environment</p> <p>Good forward planning and financial probity</p>	<p>Cohesive and rounded team delivering outcomes</p> <p>Benchmarking</p> <p>Appraisals Training development support</p> <p>Attractive productive workspace Active care of staff wellbeing</p> <p>Sustainability of organisation</p>
<p><b>Ambition – How</b> To be seen as the “Go-To” organisation for engagement and research in relation to health and social care</p> <p>We want to do much more work but our statutory funding is limited so we will pursue project funding from the health and social care sector.</p>		<p><b>Ambition – Outcome</b> Increased sustainability -build up reserves Broader spectrum of work undertaken Greater benefits to all residents of Norfolk and Waveney To succeed we must develop as a high performing specialist commercial market research organisation that could compete nationally.</p>	

