

Strong, influential and  
inclusive engagement  
in health and social  
care in Camden

Our big plan  
2018-2022



# Our role, our ambition

Healthwatch Camden is an independent organisation, run by and for local people. Our role is to ensure that Camden people have a strong **VOICE** in local health and social care services; that they know about the **CHOICES** they can make in health and social care services; and that local people's views lead to positive **CHANGE** in health and social care services.

Our ambition is to lead strong, influential and inclusive engagement for all of Camden's residents.

- We aim to connect and strengthen local voices.
- We aim to set the standard for excellent engagement in the borough.
- We want to see real sharing of decision making, based on the views of people from every part of Camden's community.
- We want to see all services actively using what people tell them, to make big and small improvements.



# Who we are, how we work

- Our work is based on what people tell us. We network with the diverse voluntary and community organisations in the borough, so that we can reach as wide a range of people as possible.
- We invite local people to help set our priorities, choosing which aspects of local health and care services need to be improved. We carry out enquiries in these priority areas, and write reports on what we find. We share reports with service providers and with people in charge of planning services (commissioners). We have legal powers which mean that providers and commissioners must respond to our recommendations.
- Healthwatch Camden has a board of trustees who all live or work in Camden. They guide our work and make sure that what we do is led by what matters to local people. We do not have a formal membership structure - anyone who lives in Camden or who uses health and social care services in the borough can get involved in our work.
- Healthwatch Camden has a small staff of six people, all with strong links to Camden. We are currently based in Somers Town.



# Our achievements

## In our first 5 years we did alot:

To make sure people have a big **VOICE** in services we:

- spoke to thousands of local residents at events across the borough, asking for their views.
- worked with local community organisations to talk to people in their mother tongue.
- represented what people tell us, and championed their views in local planning and decision making.

To help people have **CHOICE** about services we:

- enabled more people to get their rights and speak up, by giving them the information they need or by referring them to advocacy services.
- Set up online information guide to help people find local services and know their rights.

To achieve **CHANGE** we:

- made recommendations on how services can make small changes that make a difference - for example, after reading our report on their food services, GOSH made a video for staff about making time for mealtimes.



# Making a difference

## We've looked in depth at some areas

- Our report on GP services in Camden included recommendations for **CHANGE** - on reducing variation and on better communication with disabled people. Since then, the CCG has started to publish a 'dashboard' aimed at reducing variation, and GP surgeries are working with us to improve their communication with disabled patients.
- Our project on health and wellbeing for Camden's Bangladeshi community, done jointly with the council's Health and Adult Social Care Scrutiny Committee, has resulted in **CHANGE**, including new wellbeing services being commissioned. The council has a full plan for how they are going to put our ideas into action.
- We worked with a national organisation, Independent Age, to test a way of **CHOOSING** care homes for older people. Local Healthwatch across England have now taken up our method.
- We've given mental health service users a **VOICE** enabling them to influence the way service change happens, and securing an apology for poorly managed change that happened.



# Making a difference in mental health - how we work, what it achieves

## What we did

Service users at the Highgate mental health day centre told us they were unhappy with planned changes at the Centre.

We offered to work with them to **co-design** a research project that would capture, in real time, their lived experiences of the service changes at the Centre. We worked with a group of service users on a 30 week audio diary project.

The audio diaries provided **strong evidence** that the changes to the service at The Highgate Centre were implemented in a way that had an overwhelmingly negative impact on the people using the service. If service managers had **really listened to service users** the change process could have been done in a much better way.

## Our impact

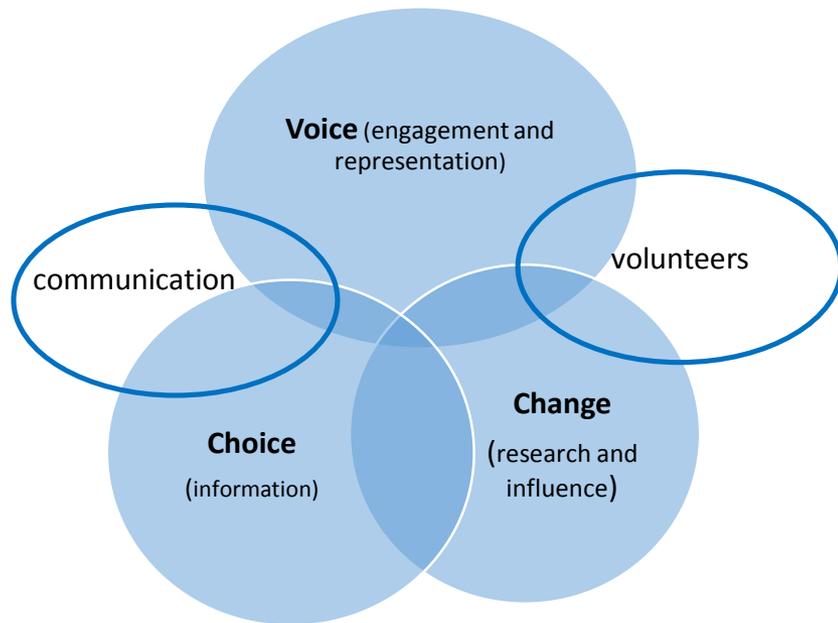
The mental health trust leadership made an unreserved public apology for the poor nature of the engagement, planning and consultation.

The Trust and its commissioners (Camden Council and Camden CCG) committed themselves to applying the lessons from our project. The council's Health and Adult Social Care Scrutiny Committee is holding them to account for this. Healthwatch Camden has been asked to carry out interviews with current users at St Pancras Hospital about long term change there, and the Trust is using our advice to shape consultation questions.

**Most importantly, we have been able to show that what services users know is a valuable asset to service planners.**



# Looking to the future - putting our ambition into action



**Voice, Choice and Change** remain at the heart of our plan.

## Operational Plan

- Our activity
- Our organisation
- Our resources



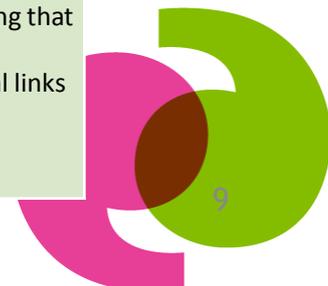
# Our activity

Target area	What we must do (our mandate)	What we want to do (our ambition)	How we will do it
Voice (engaging)	Promoting people's involvement in the services they use	Reach more, and more diverse people in Camden, including homeless people, youth, migrants, families of young children	Continue our links with community organisations and develop new links Develop new models of engagement, promoting co-production
Voice (insight)	Gathering and analysing views from community on service provision and needs	Have all our data available on line, create a repository of knowledge	Develop online/social media routes to gathering voice Continue to attend local events Use our CRM system to record and analyse what we gather
Choice (informin)	Letting people know about services and rights	Join up our information with other information systems in the borough Achieve greater brand awareness, so more people use our information	Continue to update and expand Start Here Develop our online/social media presence Make full use of local media Increase our partnerships with other information givers
Change (influence)	Making views heard within the service providers and other decision makers	Be a strategic voice Interpret what we gather and share it to best effect	Refresh our priorities, so they focus on areas where we can make most difference Continue to attend key meetings and to build our reputation as a constructive commentator.
	Share what we know with regulators	Be an exemplar in the local and national network, bringing valuable insight	Take part in CQC, Healthwatch England and NHS England consultations and events
	Focus on health inequalities	Work on issues that affect the most disadvantaged	Continue our engagement with community organisations, particularly targeting less heard voices Collaborate with partners to promote and support engagement in specific health initiatives



# Our organisation

	What we must do (regulation)	Our ambition	How we will do it
<b>Income</b>	<p>Match our resources to our mandate</p> <p>Be accountable for what we spend</p> <p>Be efficient and effective, achieving value for the public money we spend</p>	<p>Secure long term grant</p> <p>Generate income</p> <p>Have our grant represent 60% of our total income</p> <p>Have management data readily available</p>	<p>Strengthen our relationship with local stakeholders</p> <p>Build our portfolio – diversify</p> <p>Develop our consultancy</p> <p>Secure grants from new sources</p> <p>Partner with large charities, businesses, schools</p> <p>Use online tools (Quick Books, CRM) to produce reports</p>
<b>Governance</b>	<p>Be independent</p> <p>Be accountable for how we work</p> <p>Represent the public interest</p> <p>Involve local people in setting our priorities</p> <p>Have clear policies to ensure safe, effective, fair practices in everything we do</p> <p>Ensure we focus on less heard groups</p> <p>Ensure we focus on tackling inequalities</p>	<p>To be trusted and valued for what we do</p> <p>To be an exemplar of good practice in the Healthwatch network</p> <p>Extend our reach to 50% of Camden’s residents</p> <p>Have a programme of work that focuses on the things that are most important, and where we can make the most difference</p> <p>Have a dynamic and well supported equalities strategy</p>	<p>Publish reports that are informative, compelling and clear – develop our capacity to use visual media to disseminate our findings</p> <p>Hold meetings in public</p> <p>Use our priority setting framework</p> <p>Use and report on our Your Voice Counts methodology</p> <p>Refresh our policies, checking that they reflect sector best practice</p> <p>Tailor our budget and our allocation of staff time to reflect our priorities</p> <p>Undertake self-evaluation and external evaluation</p>
<b>People</b>	<p>Have integrity</p> <p>Have the skills to deliver our mandate</p> <p>Be accountable for what we do</p> <p>Involve volunteers as well as paid staff</p>	<p>Increase our volunteer pool</p> <p>Develop our skills – so we can make best use of opportunities</p> <p>Be well led</p> <p>Be rooted in our place</p>	<p>Build a continuing programme of recruitment and support for volunteers</p> <p>Develop our staff and board processes, checking that we are maintaining high ethical standards</p> <p>Refresh our board – ensuring we maintain local links and a focus on diversity of background and experience</p>



# Our resources

Our core income for 2019/19 is £200,000.

Our core operating costs are expected to be between £222,000 and £232,000 (The cost of fulfilling our statutory functions was estimated as £257,000 by Department of Health in 2013).

We meet the difference between core income and essential operating costs through income generation. The main source of additional income is through contracts.

Contracts incur expenses as well as producing income, so we are aiming for gross contract income of between £60,000 and £80,000 in order to secure the net income we need.

To make best use of our resources we periodically review our staffing structure and core outgoings. We also work wherever possible with partners, to share costs and to pool expertise.

