

**Business Plan
2018-21**

The role of Healthwatch Milton Keynes

Healthwatch Milton Keynes is an independent Charitable Incorporated Organisation and part of the national Healthwatch network. Healthwatch Milton Keynes has been operating within Milton Keynes since April 2013, and became a CIO in January 2017.

Healthwatch Milton Keynes has statutory duties and powers under the Health and Social Care Act 2012. These include:

- Promoting and supporting the involvement of local people in the commissioning, the provision and scrutiny of local care services
- Enabling 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
- Obtaining the views of local people regarding their needs for, and experiences 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. These should be directed to commissioners and providers of care services, and people responsible for managing or scrutinising local care services and shared with Healthwatch England.
- Providing advice and information about access to local care services so choices can be made about local care services
- 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.
- 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)
- Make 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
- Healthwatch Milton Keynes has the power to Enter and View providers so we can observe matters relating to health and social care services. These powers do not extend to Enter and View of services relating to local authorities' social services functions for people under the age of 18. Organisations must allow an authorised representative to Enter and View and observe activities on premises controlled by the provider as long as this does not affect the provision of care or the privacy and dignity of people using services.

Our Mission

Our mission is to be an independent organisation, providing an effective local voice for people in Milton Keynes, influencing and shaping Health and Social Care services to meet their needs.

Our Values

Inclusive

- We start with people first.
- We work for children, young people and adults.
- We cover all health and social care services.
- We work for everyone, not just those who shout the loudest.

Influential

- We set the agenda and make change happen.
- We are responsive. We take what we learn and translate it into action.
- We are innovative and creative. We know that we can't fix things by sticking to the status quo.
- We work with the national Healthwatch network to make an impact both locally and nationally.

Independent

- We are independent and act on behalf of the people of Milton Keynes.
- We listen to people and speak loudly on their behalf.
- We challenge those in power to design and deliver better health and social care services.
- We like to highlight what works well but are not afraid to point out when things have gone wrong.

Credible

- We value knowledge.
- We seek out data and intelligence to challenge assumptions with facts.
- We celebrate and share good practice in health and social care.
- We hold ourselves to the highest standards.

Collaborative

- We keep the debate positive and we get things done.
- We work in partnership with the public, health and social care sectors and the voluntary and community sector.
- We learn from people's experiences and from specialists and experts. We build on what is already known and collaborate in developing and sharing new insights

SWOT analysis

At the start of designing the Healthwatch Milton Keynes Strategy 2018-21, the Board of Trustees undertook an assessment of the organisation's current strengths, opportunities, weaknesses and threats.

Strengths

- Healthwatch Milton Keynes has a strong reputation locally, with good working relationships with stakeholders across the Health and Social Care system and a good stage to influence
- We are seen as a credible voice for the people of Milton Keynes, where we represent their views.
- The restructures made to staffing last year have established an effective, core operational team focused on quality and impact.
- We have a dedicated communications role, and have built stronger relationships with stakeholders and the press across various media platforms.
- We now have an established Enter and View programme of activity
- There is increased government focus on patient engagement and our local system leaders are keen to get engagement right

Weaknesses

- The move to independence saw a reduction in our core membership
- As an organisation we need to do more to represent the diversity of our population and underrepresented groups
- The reduced staffing capacity has impacted on our outreach capabilities and opportunities to capture the public voice
- The way we share information within the organisation isn't consistent, and the systems we have to ensure good quality data capture are currently underutilised
- We need to strengthen public awareness of Healthwatch and ensure that people that work or volunteer for Healthwatch can confidently represent Healthwatch Milton Keynes' organisational values

SWOT analysis continued

Opportunities

- Healthwatch Milton Keynes is now an independent CIO, with the opportunity to fully lead our own agenda, based on the views and experiences we gather from patients and the public
- Milton Keynes is a growing area with opportunities to reach more people and address key issues developing from our expanding city
- Our good relationships with system leaders and service providers bring us opportunity to be involved in key changes, such as Sustainability and Transformation Partnership and integration of Health and Social Care
- We have an opportunity to grow our relationships across social media, and with local politicians
- We have a large network of Healthwatch to learn from and share good practice with
- As an independent organisation, we have opportunities to explore our long-term sustainability and growing our service through other forms of income generation

Threats

- There are a wide range of expectations on Healthwatch Milton Keynes and sometimes, a poor understanding of the role of Healthwatch by stakeholders
- Average income across the Healthwatch network is now at the same level as its predecessor (LINK), even though the remit is larger
- There is high pressure to be responsive beyond our remit, priorities and resources available. Striking the balance and not-overcommitting is an organisational challenge
- The organisation is highly reliant on skilled, capable and committed volunteers to support the delivery of the organisation's objectives
- The General Data Protection Regulations may restrict the way that Healthwatch Milton Keynes can collect data and may result a reduction to our membership

Our six strategic goals

Healthwatch Milton Keynes' strategy sets out six strategic objectives which establish our priorities and activity plans for 2018-21. This plan translates those objectives into six priority areas, detailing how we will improve our services for people during 2018-19.

Strategic objective 1: Engage				
To give all people in Milton Keynes the opportunity to engage on matters relating to their health and social care needs and experiences				
	Success will be:	By 2019	By 2020	By 2021
1	Our members are actively involved in gathering the public voice	We will have developed a Membership Strategy	Members have had access to a member training programme	We are developing a wide range of projects based on what our members are telling us
2	We will have increased the number of people we hear from, from under-represented groups	We will have analysed the gaps we have in representation and agreed the groups to target and created an engagement strategy	We will have undertaken a planned and targeted programme of engagement with targeted groups	We have evidence of health and social care experience the under-represented groups we identified
3	The people of Milton Keynes actively raise their issues across a range of platforms	We will have migrated and re-established our Facebook community and have a GDPR compliant membership base	We will have a communications and social media strategy in place	We are measuring responses to our communications and social media posts

Strategic objective 2: Empower

To bring patients and providers together, empowering the community to evaluate and shape health and social care services

	Success will be:	By 2019	By 2020	By 2021
4	Local people know their rights and know how to apply them to influence change across Health and Social Care	We will have undertaken a gap analysis and created an enablement strategy	We will have undertaken an event programme to recruit Healthwatch 'Champions'	We are monitoring how people are challenging and influencing Health and Social Care services
5	Commissioners and service providers have trust in public participation and see them as valuable partners	We will have undertaken a gap analysis and funding research	We will have developed and launched 'Healthwatch Engagement Award' Programme	We are monitoring the numbers of Commissioners and providers achieving the 'Healthwatch Engagement Award' for good engagement practice.

Strategic objective 3: Influence

To use local people's experience and insight of health and care services to influence the way they are designed and delivered, now and in the future

	Success will be:	By 2019	By 2020	By 2021
6	Our community can see their voice is reflected in changes across the Health and Social Care landscape	We have planned and established a framework of engagement events	We have delivered a programme of influence and impact events	We monitor feedback about influence through 360 reviews
7	System leaders trust our volunteers to represent the voice of the community	We have undertaken a gap analysis, research and secured funding	Healthwatch volunteers are accredited to represent their communities	We monitor feedback about Healthwatch representation from 360 reviews provided by commissioners and providers
8	The recommendations we make are widely accepted and acted upon	We have a representation and influencing strategy and data systems that support effective internal information sharing	Evidence-based recommendations are communicated widely and consistently across our representation	We monitor compliance against our recommendations

Strategic objective 4: Inform

To be the organisation of choice for information that advises commissioners and providers to understand what local people need from health and care services

	Success will be:	By 2019	By 2020	By 2021
9	Commissioners and service providers routinely involve Healthwatch Milton Keynes alongside key groups when undertaking intelligence gathering and engagement activity	Developed a stakeholder engagement strategy	Engagement agreements are in place with community groups and commissioners/providers	We monitor requests for information and advice we receive from our local partners
10	Data from our advice and signposting service informs commissioners and providers about people's views, concerns and gaps in Health and Social Care provision	Delivered an improved website and developed a signposting strategy	Launched 'Healthwatch Helps'	We monitor responses to reports provided to commissioners and providers

Strategic objective 5: Develop

Through good governance, develop a workforce and volunteer team, with a shared set of values, that provides a strong, independent and influential voice for the people of Milton Keynes

	Success will be:	By 2019	By 2020	By 2021
11	Volunteers enhance our capacity to deliver our statutory duties	Delivered refresher training for current volunteers	Volunteer recruitment, training and performance framework established	We monitor retention of our volunteer base
12	Staff and volunteers have the skills required to fully deliver our strategic objectives	Skills audit and training plans developed	Individual training programmes delivered	We monitor success through performance and development reviews and achievements against our strategy
13	Healthwatch Milton Keynes celebrates its staff and volunteers	Gap analysis and staff/volunteer engagement strategy in place	Staff and volunteers attend regular engagement and celebration opportunities	We monitor staff satisfaction through our annual staff survey.

Strategic objective 6: Grow

To increase our capacity to provide a high quality, sustainable and responsive service to the people of Milton Keynes

	Success will be:	By 2019	By 2020	By 2021
14	Our planned work is well planned and we have income from other projects that supports investment and growth	Communicated business plans and workplans. Benchmarked the cost of our core service	Developed cost model for income generation and income generation strategy	We income generate outside of our core service
15	Our overhead costs are cost-effective and proportional to our income	Infrastructure cost analysis completed	Procured alternative infrastructure suppliers	We can demonstrate our infrastructure expenditure is sustainable and proportional to our activity

You can learn more about Healthwatch Milton Keynes and view our 2018-21 Strategy and Business Plan by visiting our website.

Healthwatch membership is open to all. You will receive regular updates of local health and care news, Healthwatch activities, as well as opportunities to get involved with our work.

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