



To: Healthwatch Surrey Board

From: Kate Scribbins, CEO

Date: October 2018

## CEO's report October 2018

### Highlights of the last quarter (Q2)

#### Overview

At the mid-point of the year we have reflected as a staff team on our performance against our workplan, to check in that we are maintaining our focus on key strategies. We are performing well against the majority of our KPIs, with engagement activity, number of useable experiences shared by the public, number of new web visitors, and new business income being particularly strong. We are performing less well in areas which have been impacted by our Communications Officer post being vacant. Social media followers are below target as is the number of pro-active press releases we have put out. The number of e-bulletin subscribers is a particular problem due to the new process of obtaining consent following GDPR. Calls to our Helpdesk are below target. These will all be key areas to address when we have a new Comms Officer in post.

#### Engagement

For a second quarter in succession we have substantially exceeded our goals for gathering useable experiences. All our partners (Citizens Advice and Helpdesk) have performed strongly and our programme of Listening Events continues to be increasingly productive in terms of generating useable experiences. Katharine Newman joined us in September as our Projects & Engagement Officer, increasing our capacity in the engagement team. We continue our strategy to increase volunteer involvement in these events and have had success in doing so, with new impetus provided by Zoe Harris, our new Volunteer Officer. We have continued to work on a new induction and training process to ensure that new staff and volunteers are competent and confident when attending engagement events.

#### Sharing what we've heard

We have shared a number of experiences as part of our regular 'What We've Heard' meeting series with commissioners. The number shared with commissioners is lower than usual this quarter due to a number of meetings not taking place over the summer. We did escalate some experiences outside of the meetings as actions from the Escalations Panel.

| Commissioners | CQC |
|---------------|-----|
| 7             | 47  |

Through the work of the Escalations Panel, we escalated 7 individual issues of immediate urgent concern (4 to service provider, 3 to Commissioners). Three experiences of immediate urgent concern were escalated to MASH and CQC this quarter.

We have attended the Quality Committee in Common of the Surrey Heartlands CCGs and North area Quality Committee for East Surrey CCG in order to share any concerns we are picking up around quality.

We used our Enter and View powers to visit Abraham Cowley Unit with our volunteers in response to concerns raised with us. We've published our report and shared this with Surrey and Borders who run the service, who have provided a formal response.

### We are winners

We were delighted to win the NHS70 award at the Healthwatch England annual awards ceremony, presented remotely by NHS boss Simon Stevens, for our submission of work with Surrey Heartlands ICS on citizen engagement including our Citizen Ambassador programme. Our work on hospital discharge, including our checklist for patients, came second in another category.

### Championing patients' views

We continued to champion increased involvement with the public and service users via our presence on Boards across Surrey, at the Patients Working Group for sexual health services and the stakeholder reference group for the review of out of hospital and urgent care services in North West Surrey, amongst others.

### Thematic priorities

Much progress has been made on our project work this quarter, as summarised in the "Priorities" section of the Quarterly Activity report. Particular highlights were the publication of version two of our Hospital Discharge checklist; and the collection and publication of feedback from care homes on the impact of our Enter and View visits.

### Influencer Mapping

We have continued to maintain our relationship mapping and development according to our Influencers Strategy. This is subject to constant revision as key stakeholders have changed particularly at Surrey County Council. Peter Gordon and Kate Scribbins met Tim Oliver, the new Chair of the Health and Wellbeing Board. We have a meeting in the diary with the new Chair of the Health Integration & Commissioning Committee (formerly Adults & Health Select Committee). We have attended the Children and Young People's Partnership Board plus a workshop and are reviewing how we can be most effective here. We continue to put significant resource into the Adults Safeguarding Board.

We have met with a small group of our volunteers who are interested in helping us develop our work in Children's Services and CAMHS and will continue to work with them to ensure we increase our effectiveness.

We have reviewed our management of relationships in East Surrey, met with other local Healthwatch from West Sussex, East Sussex and Brighton and Hove to agree how we cover the patch together, and will be involving two volunteers from East Surrey to help manage key relationships and cover key meetings going forward.

## Information and Advice

The number of clients contacting the Helpdesk was slightly down this quarter. We did run an Eagle radio campaign this quarter in July, however the hot summer and the football World Cup may have reduced the immediate impact of this campaign as we didn't see the uplift in Helpdesk activity we usually do whilst the advert is on air.

## Independent Health Complaints Advocacy

This was the second quarter in which Surrey Independent Living council ran the IHCA service for us. SILC dealt with 64 cases this quarter of which 20 were new referrals. New referrals were slightly down on the last quarter.

We are very aware that public awareness of our Helpdesk and Advocacy services are lower than we would wish. We are working on plans to boost awareness this year.

## Communications

### Web Activity

Overall web activity has increased since last quarter, page views are up 44% achieving comparative results as the same quarter last year. This was driven by the Healthwatch awareness activity over summer, the Eagle radio online activity and recruitment campaigns for the Communications Officer and Non-Executive Director roles. Popular pages this quarter were those showing our reports, our homepage and the recruitment pages of the website.

The 4-week Eagle radio online advertising was great for building awareness with 58,919 unique impressions (people seeing the advert) and a click rate of 84 (people clicking the advert for more information.)

|                    | 2017   |        | 2018   |       |        |
|--------------------|--------|--------|--------|-------|--------|
|                    | Q2     | Q3     | Q4     | Q1    | Q2     |
| Web Analytics      |        |        |        |       |        |
| Page views         | 13,513 | 11,018 | 13,113 | 8,554 | 12,348 |
| Visitors           | 4,374  | 4,792  | 4,584  | 3,259 | 4,823  |
| Unique visitors    | 3,238  | 3,207  | 3,081  | 2,341 | 3,400  |
| Page views p/visit | 3.09   | 2.3    | 2.86   | 2.62  | 2.56   |
| New Visitors       | 2,887  | 3,003  | 2,841  | 2,105 | 3,172  |

### Social Media (Facebook, Twitter)

The total number of Twitter followers has increased by 2.66% this quarter and the number of impressions (the number of people who have seen one of our tweets) has increased by 22%. Although this is down on the same quarter the previous year we are pleased we have managed to achieve an increase on the previous quarter despite not having a Communications Officer in post.

| Twitter Characteristic | 2017  |       | 2018  |       |       |
|------------------------|-------|-------|-------|-------|-------|
|                        | Q2    | Q3    | Q4    | Q1    | Q2    |
| Followers              | 2311  | 2397  | 2471  | 2517  | 2584  |
| Following              | 1205  | 1228  | 1251  | 1268  | 1300  |
| Total Tweets           | 4575  | 4826  | 5081  | 5231  | 5324  |
| Impressions            | 50.5K | 45.1K | 25.4K | 19.7K | 24.1K |

On Facebook we steadily increased to 552 followers (+6% vs. last quarter). We ran Facebook adverts to promote job opportunities within Healthwatch Surrey. These adverts have reached over 15,000 people in Surrey, which resulted over 500 post engagements, including comments, likes and shares. The paid social media generates more followers which means consequently our organic posts (unpaid) are also achieving greater reach and engagement than they otherwise would have done. The last two members of staff we hired reported having applied for the role after seeing the advert on Facebook.

### **E-Bulletins**

Over the quarter, 3 monthly e-bulletins were distributed to 841 stakeholders and members of the public. Whilst we have maintained a steady subscriber base for the e-bulletin we have only had 3 new signups for the quarter. The predominant cause of this has been the introduction of GDPR regulations that require all sign-ups to confirm their subscription before they are successfully added to the list. We are looking at what can be done to inform the public of the process when requesting to sign up but we due to GDPR we cannot get around the double opt-in process. On average 30.3% of subscribers open the e-bulletin each month. The e-bulletins focus on news from Healthwatch, local and national health and social care issues, consultations and other opportunities for people to get involved in health and social care in Surrey.

### **Media**

Due to not having a Communications Officer our media activity has been reduced this quarter with only 1 proactive press release being issued. We have taken part in a radio interview on BBC Surrey for an interview regarding ambulance wait times.

### **Awareness**

- We have continued to seek to raise awareness of Healthwatch Surrey through other partner organisational newsletters.
- We have raised awareness of our volunteer offering to all CVS (volunteer centres) in Surrey through a structured series of face to face meetings
- We attended the Surrey Heath CCG AGM with our volunteers and also the Maternity Voices Partnership event
- Campaign led communications campaigns focussed on:
  - July - August - Healthwatch Surrey Awareness campaign
  - Sept - Care home (impact report)

### **Campaigns coming up in Quarter 3**

- Oct - Mental Health
- Nov - Winter wellness/discharge checklist V2
- Dec - Winter wellness /care at home

### **Building our use of volunteers**

We have recorded 386 volunteer hours this quarter. This represents a decrease on last quarter which is due to not having any projects with major volunteer input running plus summer holidays.

The kick-off meeting for the Guildford and Waverley Volunteer Group took place and was well attended.

The Surrey Heath volunteer team welcomed two new volunteers this quarter. They have created a directory of community groups who meet in Surrey Heath and plan to visit at least 3 of these groups to raise awareness and gather experiences in Q3.

No volunteers have left us this quarter.

Zoe Harris, our Volunteer Officer, has been busy updating the Volunteer Handbook, training log, role specification as well as refreshing the induction packs and training for new volunteers. Zoe also met with all the CVS organisations in Surrey during summer which has led to increased exposure for the volunteering opportunities at Healthwatch Surrey. During September we sent out a volunteer satisfaction survey to all volunteers which had a good response rate and we are now analysing the feedback and looking at ways we can improve volunteer satisfaction.

#### [As a social enterprise we have secured a growing and sustainable future](#)

We have continued to work with Surrey Heartlands on our project to support Citizen Ambassadors for the workstreams of the STP, working on new relationships as key stakeholders have changed. Natalie Markall continues to spend 50% of her time supporting the Ambassadors. Our Mental Health Citizen Ambassador resigned, and we are in the process of recruiting a replacement - as part of this we have been working with the Programme Lead to review the reasons for her departure.

We have worked with the Maternity Voices Partnership lead to extend the hours of our Women and Children's workstream Ambassador who has now become the Chair of the partnership.

We have successfully completed our new work with South West London CCGs to help them engage with communities across Surrey Downs, Sutton and Merton.

We continue to follow up other new business leads.

#### [Other](#)

New staff have been a feature of this quarter. Tessa Weaver; Natalie Markall and Kathryn Edwards joined in Q1, so Q2 has seen them fully up to speed and we are seeing the results in terms of productivity across projects, Citizen Ambassadors and Engagement work. In Q2 we had three more new starters: Joe Kite our apprentice, Zoe Harris our Volunteer Officer and Katherine Newman as Engagement and Projects Officer. We carry out a formal induction process and gather structured feedback on this from all new staff. We have had very positive feedback from all staff that the induction worked well and some great feedback about the team spirit.

A key success of Q2 has been the recruitment of 5 new non-executive Directors to our Board. We were delighted to receive a strong field of applicants and our panel, assisted by the Chair of Surrey Youth Focus to bring an independent perspective, enjoyed interviewing a range of strong candidates. Our recruitment activity across the quarter has led to increased awareness of Healthwatch Surrey. Our new NEDs will be taking up their responsibilities in October, and we look forward to the new energy and challenge they will bring to the organisation.



## Finances

### Healthwatch Surrey CIC – Budget and Expenditure Q2 as of 30 Sept 2018

|  | <b>Full Year</b> | <b>Budget to</b> | <b>Actual to</b> | <b>Variance to</b> | <b>Balance to</b> |
|--|------------------|------------------|------------------|--------------------|-------------------|
| <b>Healthwatch Contract</b>                | <b>Budget</b>    | <b>Sep-18</b>    | <b>Sep-18</b>    | <b>Sep-18</b>      | <b>Sep-18</b>     |
| Staffing Costs                             | £309,540         | £154,770         | £135,500         | £19,270            | £174,040          |
| Direct Delivery Costs                      | £52,871          | £26,436          | £27,829          | -£1,394            | £25,042           |
| CIC Costs                                  | £39,591          | £19,796          | £20,241          | -£445              | £19,351           |
| Signposting                                | £46,470          | £23,235          | £23,232          | £3                 | £23,238           |
| Health Complaints Advocacy                 | £97,160          | £48,580          | £48,581          | -£1                | £48,579           |
| Finance, HR, IT, Office Support & Telecoms | £31,203          | £15,601          | £15,089          | £512               | £16,114           |
| Help Desk                                  | £14,600          | £7,300           | £7,300           | £0                 | £7,300            |
|  | <b>£591,435</b>  | <b>£295,718</b>  | <b>£277,772</b>  | <b>£17,946</b>     | <b>£313,664</b>   |

KPIs from 2018/19 work plan

| Link to mission/vision   | KPI no. |  | Annual target | Quarterly target | Q1     | Q2     | Q3 | Q4 | Cumulative total to date |
|--|---------|--|---------------|------------------|--------|--------|----|----|--------------------------|
| <b>Awareness:</b><br>Role function and services known and people readily contact us... | 7       | Reach 1000 E-bulletin Subscribers (20% increase from 800 (Jan 2018)) +50/q   | +200          | +50              | 41     | 0      |    |    | 41                       |
|  | 8       | Reach 3000 Twitter Followers (23% increase from 2432 (Feb 2018)) +142/q  | +568          | +142             | 73     | 65     |    |    | 138                      |
|  | 9       | Reach 750 Facebook followers/likes (62% increase from 461 (Feb 2018)) +72/q  | +289          | +73              | 60     | 31     |    |    | 91                       |
|  | 10      | A 10% increase in unique web visitors per quarter (vs.2017)  | +10%          | +10%             | 39%    | 6.0%   |    |    | 45%                      |
|  | 12      | 12.5% increase in calls to helpdesk (480 to 540) +15/q   | +60           | +15              | -18    | -35    |    |    | -53                      |
|  | 13      | Distribute 10,000 Healthwatch Surrey leaflets  | 10,000        | 2,500            | 2,510  | 1,290  |    |    | 3,800                    |
|  | 14      | 12 E-bulletins distributed   | 12            | 3                | 3      | 3      |    |    | 6                        |
|  | 15      | 12 pro-active press releases   | 12            | 3                | 3      | 1      |    |    | 4                        |
|  | 16      | Present an 'introduction to HWSy' or 'update on our work' to at least 60 people per quarter who a) do not currently feel they know what we do and b) may have a reasonable expectation that they should know.  | 240           | 60               | 100    | 150    |    |    | 250                      |
| <b>Evidence:</b><br>Influencing based on sound evidence, insight and knowledge         | 19      | Gather over 3,750 experiences that provide a balanced evidence base (to include more experiences from social care and community services)  | 3,750         | 938              | 1,197  | 1,309  |    |    | 2,506                    |
|  | 20      | Deliver 1,036 Useable Experiences via Listening Events as follows: 24 in acute hospitals or urgent care centres; 14 in GP surgeries; 6 in community hospitals; 11 on high streets; 12 in alternative locations | 1,036         | 260              | 471    | 674    |    |    | 1,145                    |
|  | 21      | Our Citizens Advice partners will deliver similar level of Useable Experiences as 2017/18 (1600)   | 1,600         | 400              | 415    | 407    |    |    | 822                      |
|  | 22      | Our Helpdesk will deliver 550 Useable Experiences  | 550           | 138              | 311    | 243    |    |    | 554                      |
|  | 23      | Publish reports on 4 projects around our thematic priorities which produce a report, conclusions and recommendations plus a follow-up Impact Report  | 4             | 1                | 1      | 1      |    |    | 2                        |
|  | 24      | Produce one report based on research into an emerging issue  | 1             | 0.25             | 1      | 2      |    |    | 3                        |
| <b>Volunteers:</b>   | 28      | Increase number of volunteer hours by 10% on previous year. (Base this year is 1,712. Previous year was 1,000.)  | 1882          | 470              | 424    | 386    |    |    | 810                      |
| <b>Sustainability:</b><br>Build a growing and sustainable future                       | 30      | Bring in a minimum of £50,000 in new income turnover this year.  | 50,000        | 12,500           | 16,460 | 33,234 |    |    | 49,694                   |
|  | 31      | Achieve a contribution to CIC of £10,000.  | 10,000        | 2,500            | 1,840  | 5,176  |    |    | 7,016                    |

|      |  |
|------|--|
| G    | On track for the month/quarter   |
| A    | Potential risk of not achieving so monitor deliverable                       |
| R    | Red - Risk of not achieving the deliverable so plan needs to be put in place |
| DONE | DONE - When a deliverable (that has a clear action) has been completed       |



