








# **Board Meeting – 22 April 2020**

Business Plan Dashboard

Q4 2019-20

1	Cornwall Council Contract (s)	Effective delivery of core contract - HC must meet contract requirements	Finalise 5 year contract	Green
			Deliver contract within budget	Green
			Deliver Contract KPIs	Yellow
			Improved Healthwatch Cornwall profile	Green
2	People's Experience	For HC to deliver its services we must gather experiences and identify issues and trends	Outreach and Engagement programme - based on research evidence	Yellow
			Partnership Board Facilitation	Yellow
			Maintain and develop information Line	Green
			Dynamic website and social media	Green
			Improve diversity to be more representative of Cornwall demography	Green
3	Influencing	To impact on service quality and improvement HC must represent people's views at the heart of decision making	Maximise roles within AHSCOSC, Health & Wellbeing, Safeguarding, End of Life and Mental Health Delivery Boards	Green
			Take people's views and concerns to the relevant provider/commissioner and/or strategic boards	Green
			Maintain effective involvement in quality monitoring	Green
			Utilise campaigns to promote uptake of particular service or activity	Green
			Utilise evidence from HC activities to support Comms activities	Green
4	Research & Analysis	To enable solutions HC must turn information into insights which can be utilised in system planning	Develop and maintain effective reporting processes with providers	Yellow
			My Life My Death - scope and deliver carers research	Yellow
			Review GP Access recommendations and assess progress	Yellow
			Mental Health - Deliver Appreciative Inquiry report (staff)	Green
			Mental Health User experience - define scope and deliver research	Yellow
			Deliver responsive projects determined by prioritisation criteria	Green
5	Key Focus Areas	For maximum impact HC has identified focus areas in 2018-2020 strategy	End of Life - define and deliver year 2 objectives linked to EoL Strategy Board	Green
			Mental Health - define and scope further activity based on AI findings	Green
			Actively contribute to Shaping our Future	Green
			Develop and deliver a framework to demonstrating impact of HC activity	Yellow
6	Organisational Effectiveness	Ensuring the organisation is effectively structured and managed to be sustainable	Maintain good governance	Green
			Maintain financial stability	Green
			Keep under review organisation structure to ensure its fit for purpose	Green
7	People Readiness	Ensuring key people resource are effectively recruited, trained and retained to be sustainable	Build on existing appraisal system to include 360° feedback (removed from plan)	Green
			Undertake staff skills audit 2018/19	Green
			Develop and implement personal development and team building programme	Green
			Evidence core training programme	Green
			Develop an organisation wide volunteer programme	Green

# Business plan update: Q4 2019/20

Key driver	RAG	Achievements	Risks/Issues/focus areas	Next steps / actions
<b>1. Cornwall Council Contract (s)</b>		<ul style="list-style-type: none"> <li>Contract meeting held</li> <li>PB project plan actioned</li> <li>Continue to operate within budget</li> <li>Increased social media activity during March</li> </ul>	<ul style="list-style-type: none"> <li>Inability to deliver some contract KPIs due to lockdown as all engagement activity ceased</li> <li>Agreed changes to focus with Cornwall Council</li> </ul>	<ul style="list-style-type: none"> <li>Continue to drive engagement through social media</li> <li>Contract manager changing so establish relationship with new appointee</li> </ul>
<b>2. People's Experience</b>		<ul style="list-style-type: none"> <li>Begun working with CFT on Patient Leader programme</li> <li>Begun working with Age UK to promote Cornwall Link and Ask Cornwall together</li> <li>Stand at RCS secured and deferred to new date</li> <li>Supported HloS and HE in IoS contract negotiations</li> </ul>	<ul style="list-style-type: none"> <li>Reviewed public face to ace engagement plans in light of isolation – consider how to engage as we emerge from lockdown</li> <li>Monitor IoS contract extension and planned proposal</li> </ul>	<ul style="list-style-type: none"> <li>Develop 2020 plan for ASK Cornwall and monitor recruitment</li> <li>Develop plans for how best to ensure people's experience influences any changes made to services in the longer term following Covid-19 changes</li> </ul>
<b>3. Influencing</b>		<ul style="list-style-type: none"> <li>Role defined in new governance structure</li> <li>Taken lead to set up single Covid-19 bereavement line</li> <li>Supporting through VERA the effective co-ordination of voluntary sector support of system</li> <li>Supported ASC in scenario planning for Covid-19</li> </ul>	<ul style="list-style-type: none"> <li>Conference postponed to 1 October – monitor situation in relation to lockdown</li> <li>Establishing best area of activity where we can make a difference in a fast moving environment</li> <li>Maintaining role in system leadership and ensuring HC input into "recovery phase" as we come through the Covid-19 period</li> </ul>	<ul style="list-style-type: none"> <li>Maintain role in Voluntary Sector Alliance and End of Life pathway</li> <li>Explore role in Mental Health Covid-19 group</li> <li>Maximise ASK Cornwall for feeding public view up to leadership</li> <li>Maintain role in system leadership</li> </ul>
<b>4. Research &amp; Analysis</b>		<ul style="list-style-type: none"> <li>Established qualitative research project with St Austell Healthcare around patient discharge journey – now on hold</li> <li>Developing survey with HE around Covid-19</li> <li>Maintain regular reporting schedule</li> </ul>	<ul style="list-style-type: none"> <li>Normal focus of work ie feedback has ceased.</li> <li>Refocusing team on Covid-19 HE/HC survey development and delivery</li> <li>Pulling together Annual Report information and impact</li> </ul>	<ul style="list-style-type: none"> <li>Scope learning project with Plymouth Uni around Covid 19 and changes to system working</li> <li>Deliver Covid-19 survey</li> </ul>
<b>5. Key Focus Areas</b>		<ul style="list-style-type: none"> <li>Driven set up of single Bereavement line for Cornwall re Covid-19</li> <li>Membership of Mental Health Board and working with MH commissioner to determine greatest area of impact for future MH User research</li> </ul>	<ul style="list-style-type: none"> <li>Mental Health strategy launch delayed due to external pressures – need to maintain momentum of HC involvement.</li> <li>Ensure user experience of current MH service changes through Covid-19 input into 2 weekly operational meetings</li> </ul>	<ul style="list-style-type: none"> <li>Maintain input of user view and HC expertise into new groups being developed as a result of Covid-19 pressures : mental health and EoL operational planning groups</li> </ul>
<b>6. Organisational Effectiveness</b>		<ul style="list-style-type: none"> <li>New Business Support Manager and Communication &amp; Campaigns Manager started</li> <li>Premises search underway</li> <li>Agreed focus for work during Covid-19 period</li> <li>New systems set up for finance payments etc</li> </ul>	<ul style="list-style-type: none"> <li>Premises : requested 6 month extension to facilitate premises move as search cannot continue during lockdown</li> <li>Fortnightly Zoom team meetings set up to maintain shared knowledge in fast moving environment</li> </ul>	<ul style="list-style-type: none"> <li>Premises search around Truro</li> <li>Review telephone provision as now out of contract</li> <li>Progress CIO registration</li> </ul>
<b>7. People Readiness</b>		<ul style="list-style-type: none"> <li>Managers have completed Insights training and shared profiles with each other and their teams</li> <li>All staff moved to home working effectively</li> <li>Completion of all mandatory training priority for staff wfh</li> </ul>	<ul style="list-style-type: none"> <li>Maintaining staff morale and focus during isolation – eleven calls introduced</li> <li>Complete staff skills audit to facilitate "understudy" resource should staff go off sick</li> </ul>	<ul style="list-style-type: none"> <li>Set new date for whole team Insights training</li> <li>Exploring funding for development of Primary Care Network based Citizen Ambassadors</li> <li>Volunteer survey revisit Volunteer development plan</li> </ul>



Key driver	Deliverable	Commentary on RAG status
<b>1. Cornwall Council Contract (s)</b>	<ol style="list-style-type: none"> <li>1. Deliver Contract KPIs</li> </ol>	<ol style="list-style-type: none"> <li>1. Unable to gather public feedback at normal levels currently. Contract manager agreement to reprioritising work gained and we are in line with HE guidance</li> </ol>
<b>2. People's Experience</b>	<ol style="list-style-type: none"> <li>1. Outreach and Engagement programme - based on research evidence</li> <li>2. Partnership Board Facilitation</li> </ol>	<ol style="list-style-type: none"> <li>1. Wide ranging cancellations due to lockdown including drop –ins, conference and Royal Cornwall Show. The two events have been rescheduled and we driving feedback through website and phoned in.</li> <li>2. One PB meeting cancelled due to lockdown and contract manager leaving so action plan to be reviewed with new commissioner when in place.</li> </ol>
<b>3. Influencing</b>		
<b>4. Research &amp; Analysis</b>	<ol style="list-style-type: none"> <li>1. Develop and maintain effective reporting processes with providers</li> <li>2. My Life My Death - scope and deliver carers research</li> <li>3. Review GP access</li> <li>4. Mental Health User experience - define scope and deliver research</li> </ol>	<ol style="list-style-type: none"> <li>1. Refining reporting with risk stratification all providers and commissioners-. Mindful that there will be very limited feedback to report on over coming months.</li> <li>2. EoL carers research on hold due to Covid-19 activity : to be rescheduled</li> <li>3. Slow progress with reviewing GP access work – on hold now due to Covid-19 response</li> <li>4. Mental Health scoping has been delayed due to Covid-19 response</li> </ol>
<b>5. Key Focus Areas</b>	<ol style="list-style-type: none"> <li>1. Develop and deliver a framework to demonstrating impact of HC activity</li> </ol>	<ol style="list-style-type: none"> <li>1. Impact is now being reported more effectively and is a key focus for the development of the 2019/20 Annual Report. As we introduce the model of identifying outcomes sought at the outset of work we will be able to be more consistent in our impact reporting.</li> </ol>
<b>6. Organisational Effectiveness</b>		
<b>7. People Readiness</b>	<ol style="list-style-type: none"> <li>1. Staff skills audit</li> <li>2. Organisation wide volunteer programme</li> </ol>	<ol style="list-style-type: none"> <li>1. Audit not yet conducted due to capacity – will be planned in for Q1</li> <li>2. Volunteer training programme is being established</li> </ol>