

Healthwatch Herefordshire
Stakeholder Discussion Paper

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Foreword:

This paper sets out the local vision for Healthwatch Herefordshire and its functions, responsibilities, roles and relationships in the post-NHS reform landscape. It is aimed at all those with an interest in the new local Healthwatch organisation across the NHS and social care, from local authorities to LINKs and from emerging health and wellbeing boards and the voluntary and community sectors. The document sets out the main differences from the current system of patient and public involvement in health and social care, including the role of the local authority, and explores some of the issues that will need to be addressed in establishing Healthwatch Herefordshire.

Healthwatch Herefordshire will strengthen the collective voice of local people across both health and social care, influencing the Joint Strategic Needs Assessment and the local joint health and wellbeing strategy – on which local commissioning decisions will be based.

Establishing a successful, local Healthwatch organisation, which is rooted in the community and responsive to local needs, will mean working differently. It will also mean working much more collaboratively so that Healthwatch Herefordshire can operate as part of existing local community networks ensuring they can have maximum reach across the diversity of our local community - drawing on information, advice and local knowledge that already exists.

We would welcome your views thoughts and observations on this important issue of Healthwatch. It would be particularly helpful to us if you could specifically comment on the proposed Options that are enclosed in the document – the details of how to do this are at the end of this document.

Councillor Patricia Morgan, Chair of Herefordshire Health and Wellbeing Board

Councillor Phillip Price, Cabinet member for Corporate Services and Deputy Leader of Herefordshire Council

1.0 Introduction

- 1.1 The Health and Social Care Act 2012 has established Healthwatch, as the 'consumer champion' for NHS, public health and adult social care services at national and local level. The legislation requires the Healthwatch function to play a key role in ensuring that the public, patients, service users and carers can effectively influence planning and delivery of local health and social care services.
- 1.2 The creation of Healthwatch amalgamates the statutory roles and responsibilities undertaken by Local Involvement Networks (LINKs), Independent Complaint Advocacy Services (ICAS) and also incorporates the provision of consumer advice and support for people to make informed health and social care choices. It is important to note that Healthwatch will be a different organisation, with a wider remit, but we will seek to build on the strong foundation laid by Herefordshire LINK
- 1.3 The vision for Healthwatch set out in the transition plan published on March 29th 2011 by the Department of Health was that:

'Healthwatch will be the independent consumer champion for the public - locally and nationally – to promote better outcomes in health for all and in social care for adults.'

Healthwatch will be representative of diverse communities. It will provide intelligence – including evidence from people's views and experiences - to influence the policy, planning, commissioning and delivery of health and social care. Locally, it will also provide information and advice to help people access and make choices about services as well as access independent complaints advocacy to support people if they need help to complain about NHS services.

Healthwatch will have credibility and public trust through being responsive and acting on concerns when things go wrong and operating effectively and efficiently.'

- 1.4 In 2011, Herefordshire Council, NHS Herefordshire and Herefordshire LINK submitted a bid for Healthwatch pathfinder status. The bid set out the proposed functional relationships between Healthwatch Herefordshire and the other health and social care governance structures within the county. It also set out how Healthwatch Herefordshire could work through existing services to provide a single point contact for local people wanting to access support and advice, or to comment on local health and social care services.
- 1.5 This discussion paper is intended to provide an update on the

preparations currently underway for the transition from LINKs to Healthwatch and it also sets out, for views, options for funding and procurement of the new service

2.0 Healthwatch England and Local Healthwatch services

Healthwatch England

- 2.1 Healthwatch England will be a national organisation that enables the collective views of the people who use NHS and social care services to influence national policy.
- 2.2 It will be a statutory committee of the Care Quality Commission (CQC), with a Chair who will be a non-executive director of CQC. Healthwatch England will have its own identity within CQC, but it will be supported by CQC's infrastructure and it will have access to CQC's expertise.
- 2.3 Healthwatch England's functions will include:
 - a) *It will provide leadership, guidance and support to local Healthwatch organisations.*
 - b) *It will be able to escalate concerns about health and social care services raised by local Healthwatch to CQC. CQC will be required to respond to advice from its HealthWatch England subcommittee.*
 - c) *It will provide advice to the Secretary of State, NHS Commissioning Board, Monitor and the English local authorities, and they are required to respond to that advice. The Secretary of State for Health will be required to consult Healthwatch England on the mandate for the NHS Commissioning Board.*
- 2.4 A core element of Healthwatch England's work is its relationship with local Healthwatch organisations. This includes two-way communications. CQC will develop web-based tools to enable Healthwatch England to gather and analyse information from local Healthwatch.
- 2.5 Some of CQC's existing relationships with local involvement networks (LINKs) will be mirrored in our relationships with local Healthwatch. CQC's local staff will keep in touch with local Healthwatch and will gather information on the quality of local services directly from them. Local Healthwatch will be able to raise concerns about the quality of services with local CQC staff. Healthwatch England will be able to monitor the concerns raised and to escalate these within CQC if

necessary. During 2012, CQC staff will be briefed about the development of Healthwatch, so that they know how the system is evolving.

- 2.6 Using information from local Healthwatch and from elsewhere, Healthwatch England will provide advice to other bodies (specified in the Bill) and to the Secretary of State about the provision of care services. It will have a specific remit to comment on how health and social care services are involving people and promoting choice for people. To do this effectively it will need to use CQC's expertise in quality analysis and its understanding of the issues affecting health and social care.
- 2.7 A crucial function for Healthwatch England is providing leadership and support for local Healthwatch. As part of developing Healthwatch overall, CQC will work with the Department of Health, and with stakeholders and advisers, to draft the essential information that local Healthwatch organisations will need as they get going. This work will draw on lessons from the Pathfinder areas for local Healthwatch. The Department of Health will continue to support LINKs as they move towards local Healthwatch.

Local Healthwatch services

- 2.8 Local Healthwatch services will be a way for local people to get information and advice about local healthcare services and will also give them the opportunity to comment on and get involved in the development and planning of healthcare services.
- 2.9 The functions of local Healthwatch services extend beyond those currently required of LINKs and can be summarised as:
 - a) *Gathering views and understanding the experiences of patients and the public.*
 - b) *Making people's views known to commissioners and service providers.*
 - c) *Promoting and supporting the involvement of people in the commissioning and provision of local care services and how they are scrutinised.*
 - d) *Recommending investigation or special review of services via Healthwatch England or directly to the Care Quality Commission (CQC).*
 - e) *Providing advice and information (signposting) about access to services and support to members of the public*

to make informed choices about healthcare services.

- f) Making the views and experiences of people known to Healthwatch England (and to other local Healthwatch organisations) and providing a steer to help it carry out its role as national champion.*

3.0 The vision for Herefordshire

- 3.1 The Healthwatch Herefordshire pathfinder application clearly laid down the proposed model of working for the local service. It identified some of the challenges faced in Herefordshire as a result of having a small rurally dispersed population and some of the significant developments that have been led by Herefordshire Council to militate against those challenges.
- 3.2 The proposal was that Healthwatch should provide its key functions through the Council's existing telephone contact centre and 'One Stop' shops, which would enable the most cost-effective, far reaching coverage of the county for the new service.
- 3.4 The vision set out in the proposal for Healthwatch Herefordshire was that:
 - a) Healthwatch Herefordshire will empower the public to make choices and shape health and adult social care services to local needs and improve customer experience.*
 - b) Using the 9 localities identified within the county already as a framework for engagement and intelligence gathering, Healthwatch Herefordshire will be integral to the developing locality service arrangements, working alongside other public services, and close to local communities.*
 - c) Healthwatch Herefordshire will have an important role supporting everyone in the community, but particularly those who are vulnerable or often unheard.*
- 3.5 Delays and changes to the new legislation have impacted on the full implementation of the pathfinder proposal. However, the principle of sharing resources and eliminating duplication wherever possible is well founded within local public services – not least through the developing approach of the Health and Wellbeing Board.

- 3.6 A key objective of the local vision is for Healthwatch Herefordshire to be seen and to operate as part of the wider network of community based organisations that champion the interests of local residents and consumers.

4.0 Proposed governance and board arrangements

Chairman

- 4.1 The Chairman's role will be to lead and work with the Board in setting the strategic plan and direction of Healthwatch Herefordshire, in line with the Department of Health and Healthwatch England requirements, as well as implementing agreed objectives, through good governance and effective strategic planning.
- 4.2 The Chairman will hold office for a maximum of 3 years (with an option to extend for a maximum of 3 further years with the support of the management board) and will be remunerated in line with the responsibility and accountability of the role. The broad responsibilities of this role will be to:
- 4.3 Oversee governance of the organisation, working with the Board to ensure:
- a) Compliance with the financial regulations, standing orders, delegated authorities and agreed codes of governance;*
 - b) The Board consists of suitably skilled, experienced and diverse members who understand their roles and responsibilities with appropriate arrangements for appraisal, training and development; and*
 - c) Key issues are discussed by the Board in a timely manner with appropriate information and that the Board receives professional advice when needed.*
- 4.4 Oversee the performance of the Board, ensuring:
- a) The Board's business is conducted efficiently and effectively through a framework of delegation and systems of internal control that also enable the work of Healthwatch Herefordshire to be carried on effectively in-between meetings of the Board*
 - b) Implementation of frameworks for effective financial control & management of risk.*

- c) Chair Board meetings and participating in other committees/ groups, as required.*
- d) That all members are given the opportunity to express their views and that appropriate standards of behaviour are maintained in line with an agreed code of conduct; and:*
- e) Decisions are taken as delegated through the appropriate procedures.*
- f) Focusing on performance and working with the Board to oversee performance and continuous improvement to drive excellence.*
- g) Overseeing patient, service user, carer and wider community satisfaction with reference to the performance of comparable organisations.*
- h) Oversee the publishing of an Annual Report and Accounts each year, highlighting priorities, progress and key issues.*

4.5 Ensure employee performance is of a high standard, through:

- a) Maintaining good relationships with staff*
- b) Build and maintain effective working relationships with the Senior Officer, the staff team and senior staff within other organisations and ensure that the Board as a whole acts in partnership.*
- c) Provide appropriate management, advice, support and challenge to the Senior Officer.*
- d) Ensure that the Board annually appraises the performance of the Senior Officer and his/ her remuneration*

4.6 Representing Healthwatch Herefordshire, by:

- a) Build and maintain good relationships with key stakeholders, including members of the public, patients, service users, carers, Healthwatch England, the Department of Health, Care Quality Commission, Herefordshire Council, Monitor (Regulator of NHS Foundation Trusts), NHS funded providers, Clinical Commissioning Groups, District Councils & funders.*

- b) Act as an ambassador and representative for the organisation, upholding the reputation of Healthwatch Herefordshire and its values.*
- c) Network and promote the achievements, purposes and benefits of Healthwatch Herefordshire.*
- d) Ensure that Healthwatch Herefordshire is represented on the Herefordshire Health and Wellbeing Board and plays a proactive role in influencing the policy, planning, commissioning and delivery of health and social care.*

Members

- 4.7 Chairman and Management Board recruited using Nolan Principles of Public Life.
- 4.8 Members will serve a 2 year term with the option to be re-elected for a maximum of 2 further years.
- 4.9 Associate Members will be recruited to specific pieces of work or projects, by Management Board members with the appropriate authority. These posts will be voluntary and will not receive remuneration.

Remuneration of Chairman and Management Board Members

- 4.10 To ensure that Healthwatch Herefordshire attracts the right calibre of candidate to the local Healthwatch management board and Chairman role, the posts will be remunerated in line with the responsibility and accountability required. The case for remuneration is based on experience that this is more likely to result in a higher performing body which delivers better outcomes for local people.

Remuneration for the Chairman

- 4.11 The proposed scale of remuneration for posts has taken account of practice elsewhere in the country. For example, Worcestershire County Council have suggested remuneration of the Healthwatch Worcestershire Chairman at a level equivalent to £250/day, which at 45 days a year is £11,250 per annum
- 4.12 Healthwatch Herefordshire will not cover as large a population as Worcestershire and a reduced range of services. Consequently, it is suggested that the Chairman is nominally paid for 3 days per months, or 36 days per year. This would equate to £9,000 per annum.

4.13 It is also suggested that the Vice Chairman be remunerated at £200 per day for management Board meetings (£1200 per annum) and £200 per day where additional work is undertaken on behalf of the Chairman and agreed in advance.

4.14 Expenses will be paid in addition.

Remuneration for management Board members

4.15 It is expected that Healthwatch Herefordshire management board will meet at least bi-monthly and that the members of the board would be require reading and preparation time in advance of the meetings.

4.16 A suggested allowance equivalent to £150 per meeting is therefore proposed. This would equate to £900 per annum.

4.17 Expenses will be paid in addition.

4.18 Management Board Members would also be remunerated for leading specific working groups or task and finish groups. Further, detailed consideration of this proposition would be required before it is confirmed.

4.19 The Management Board will comprise:

a) A Chairman

b) A Vice Chairman

c) 6 members

Based upon the proposals outline above, the minimum cost per annum would be £15,600, to be met from the Healthwatch budget

4.20 The Chairman and management board members will be required to sign up to a set code of practice and will be monitored against the code by Herefordshire Council (in the case of the Chairman) or by the Chairman (in the case of Management Board Members).

Staffing

4.20 All staff will have clearly defined Job Descriptions.

4.21 A Senior Officer/Chief Officer post will provide leadership and management for the staff, as well as being the single contact point for

the commissioning organisation.

- 4.22 The senior officer will be held to account by the Chairman and the management board.
- 4.23 Additional staff roles will support Healthwatch members to undertake engagement and enter and view functions, along with administration functions.

5.0 Measuring success

- 5.1 A series of performance criteria, which will be monitored as part of the contractual arrangements with the Council will be established through the contractual arrangements for the new service - these will include:

- a) *How fast requests for information and support relating to health and social care are responded to.*
- b) *How many contacts about health care services are resolved at the first point of contact.*
- c) *How many cases logged with the Patient Advice and Liaison Service (PALS) are resolved; how long they have taken to resolve and the numbers referred to complaints.*
- d) *Independent Complaints Advocacy Service – satisfaction rating of service users.*
- e) *Influencing service provision/commissioning – evidence of action taken as a result of Healthwatch input and reports.*

- 5.2 Other success factors and performance measures will be agreed to reflect the challenges that Healthwatch will face and local expectations about what it needs to achieve. Views will be welcome on this.

6.0 Options for the new organisation

- 6.1 The Health and Social Care Act stipulates that the local Healthwatch organisations must be 'body corporate', which means that they will carry out statutory functions, but are themselves non-statutory (i.e. not created by the Act) corporate bodies. This allows them to employ staff in addition to involving volunteers in their work. They will be able to contract out functions while remaining accountable for the public

funding they receive. There are a number of options regarding how this corporate structure can be created upon which views are sought:

6.2 Option 1 – New Independent Organisation

- 6.2.1 Set up a new independent organisation with the sole remit of providing the employment and governance arrangements for Healthwatch Herefordshire.
- 6.2.2 This option could give a great deal of independence to Healthwatch, but would involve the additional expense of setting up a new organisation. However, it would provide clear accountability and performance management arrangements if the local authority retained the rights to remove the senior management and/or chairman if the organisation did not meet the required performance targets.
- 6.2.3 As a very small organisation it could struggle to provide cost effective and robust human resource, financial and IT systems.
- 6.2.4 Healthwatch Herefordshire is expected to be in place in shadow form in October 2012, to allow for the Chairman and staff to undertake the member recruitments and other activity required to have a fully operational Healthwatch in April 2013. Setting up a new organisation would take more time than the other options and would be very challenging within the time available.

Pros	Cons
Independence	Cost
Accountability	Potential duplication of functions
Meets legislative requirements	Not in line with strategic direction of HPS
A clear demarcation between the old system and the new	Timescale would be very difficult to achieve
	Requires new networks to be created

6.3 Option 2 - Part of an existing not for profit organisation

- 6.3.1 Contract with an existing organisation to set up Healthwatch Herefordshire function and employ staff as an independent arm of their existing structure.
- 6.3.2 The local authority could work with independent not for profit organisations, social enterprises or charities to provide Healthwatch Herefordshire organisational support, through grant in aid funding.
- 6.3.3 This could be with any suitable local organisation as the legislation

allows for the local authority to fund the local Healthwatch organisation through grant and aid which means there would no requirement to go out to formal tender. This would reduce the cost and time involved with making the appropriate contractual arrangements.

6.3.4 Along with the public sector, the third sector is undergoing substantial changes and restructure in Herefordshire. Therefore taking on the role of Healthwatch may not be seen as a significant priority for some organisations and this would need to be identified prior to undertaking any work with an interested party.

Pros	Cons
Independence i.e.: rooted in the not for profit sector	Perceived lack of Independence (if local organisation involved in Compact or commissioning)
Accountability	May not be organisational priority
Shared overheads	Current changes within not for profit sector within Herefordshire may impact upon resource availability or organisational capacity
In line with strategic direction of local partnership working	
Meets legislative requirements	
Could be developed within timescale	
A clear demarcation between the old system and the new	
Existing networks are retained	

6.4 Option 3 – Rebrand LINK as Healthwatch

6.4.1 Rebrand the existing LINK arrangements as Healthwatch Herefordshire and extend the current brief to include the additional functions that Healthwatch are required to provide.

6.4.2 The current arrangements for the LINK in Herefordshire would not meet the legislative requirements for Healthwatch Herefordshire without significant change. There may also be a perceived lack of independence as the staff are currently employed directly by the local authority.

6.4.3 A local concordat has been developed to clarify roles and responsibilities; however public accountability remains unclear in the current structure.

6.4.4 The Department of Health has confirmed that it will not produce specific guidance documents concerning local Healthwatch procurement.

However, the Healthwatch advisory group has clarified that the grant in aid option or a single tender option is potentially available to a high performing LINK which is distinguished as having a 'unique capacity' to do the job of being a local HealthWatch organisation.

6.4.5 This option would require the local LINK membership to establish a 'body-corporate'.

6.4.6 This is probably not a viable option in Herefordshire, as the current LINK and is almost certainly not high-performing enough and does not provide the unique capacity required to fulfil Healthwatch functions.

Pros	Cons
Cost efficient	Does not meet legislative requirements in current form
Control of priority given to development	Lack of accountability in current structures
Existing membership	Lack of Independence
	Would need to become separate independent organisation in its own right
	Is not a clear demarcation between the old system and the new i.e.: does not meet the local vision for Healthwatch
Existing networks are retained	

6.5 Option 4 – Procure Healthwatch by open tender

6.5.1 Run an open tender exercise to identify and procure a not for profit organisation, social enterprise or charity to set up and run Herefordshire Local Healthwatch

6.5.2 This would involve running a procurement exercise in line with European Guidance.

6.5.3 A full procurement exercise would realistically take a minimum of four months and although we could stipulate the need for local knowledge and partnership working, there would be no guarantee that a local organisation would be successful.

6.5.4 A procurement exercise would enable organisations from across the country (and potentially Europe) to bid to provide the service, this would mean that the potential for recruiting an organisation with

experience in either providing host arrangements for LINKs, or having set up other Local Healthwatch pathfinders is greatly increased.

6.5.5 We would not be able to complete a full tender exercise in time for the Healthwatch Herefordshire to take on shadow form in October; however we could potentially still recruit an independent chair and executive board in advance of the procurement exercise being completed.

Pros	Cons
Ability to identify organisations with previous experience	Long time scale required
Meets legislative requirements	Expense involved with procurement
Independence	Not ensured of local solution
	May have provider with a number of other Healthwatch developments and resources shared across areas
A clear demarcation between the old and the new	Risk of new organisation/ individuals
	Requires new networks to be created.

Preferred option:

6.6 Our initial assessment is that Option 2 is likely to provide the best opportunity for a high quality and cost effective local Healthwatch service, by enabling the provision of Healthwatch functions through existing services and networks, as well as ensuring members and staff have the independence they require to scrutinise those functions, along with the commissioning and provision of local healthcare services.

Your views:

We would welcome your views thoughts and observations on this important issue of Healthwatch. It would be particularly helpful to us if you could specifically comment on the proposed Options that are enclosed in the document. We would welcome these comments by the 30 June 2012

We take this opportunity of thanking you in advance for your assistance.

Please forward your responses to:

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or:

Healthwatch Herefordshire Consultation

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1	Healthwatch Herefordshire Service Specification
1.1	<p>Title of Service</p> <p>Healthwatch Herefordshire</p>
1.2	<p>Vision</p>
	<p>Healthwatch Herefordshire will be the independent consumer champion for health and social care.</p> <p>Healthwatch Herefordshire will be representative of the diverse communities served by local government. It will provide intelligence - including evidence from people's views and experiences - to influence the policy, planning, commissioning and delivery of publicly-funded health and social care. It will also provide information and advice to help people access and make choices about services as well as provide – directly or through an agreed third party arrangement – independent complaints advocacy to support people if they need help to complain about NHS services.</p> <p>Healthwatch Herefordshire will be a robust and credible player in the local health and social care economy by demonstrating that it has the appropriate level of skills and competencies required to deliver its statutory functions to the highest possible level. It will gain the trust of the general public as well as other health and social care stakeholder groups by being responsive and acting on concerns when things go wrong.</p> <p>It will operate effectively and efficiently so that the local authority can demonstrate value for money against an agreed set of outcomes</p> <p>Healthwatch Herefordshire will empower the public to make choices and shape health and adult social care services to local needs and improve customer experience.</p> <p>Using the 9 localities identified within the county already as a framework for engagement and intelligence gathering, Healthwatch in Herefordshire will be integral to the developing locality service arrangements, working alongside other public services, and close to local communities.</p> <p>Healthwatch will have an important role supporting everyone in the community, but particularly those who are vulnerable or often unheard.</p>

1.3	<p data-bbox="309 344 513 380">Key Attributes</p> <p data-bbox="309 443 799 479">Healthwatch Herefordshire will be:</p> <ul data-bbox="360 510 1369 1993" style="list-style-type: none"> <li data-bbox="360 510 1369 582">• Independent - a free-standing body which is respected for its independence and trusted by residents and stakeholders. <li data-bbox="360 654 1369 761">• Clearly recognised – a body with a clear identity which is strong and distinctive from existing local organisations. It will embrace and utilise the local Healthwatch brand developed at national level. <li data-bbox="360 833 1369 904">• User-focused – relentlessly championing the voice of the user in the health and social care system <li data-bbox="360 976 1369 1084">• Inclusive – an organisation which finds ways to work with the many different patient and service user representative groups across the local authority area <li data-bbox="360 1155 1369 1308">• Well-connected – able to signpost people to good quality information to help them make choices about health and social care; with access to established networks to gather comprehensive patient views. <li data-bbox="360 1379 1369 1451">• Evidence based – a body which uses evidence to underpin its priorities and target its efforts <li data-bbox="360 1487 1369 1559">• Technically competent – an organisation that can demonstrate the relevant skills and competencies required to deliver its functions <li data-bbox="360 1630 1369 1783">• Influential – able to make an impact on the local commissioning of health and social care; complement other inspection regimes; and support patients and residents with signposting to information about the quality of local health services <li data-bbox="360 1854 1369 1993">• Flexible – an organisation which can work in partnership with key decision-makers (including the local authority, Clinical Commissioning Groups and other bodies at strategic level) while still being able to listen to individual patient concerns, represent

	<p>them effectively, and challenge those same decision-making bodies when necessary.</p> <ul style="list-style-type: none"> • Self-aware – an organisation which actively seeks feedback on its own performance and critically assesses its strengths and weaknesses. • Accountable – working to a clear set of standards against which the local authority and the residents it serves can appreciate its success. • Good value for money – an organisation that makes the best use of its resources by seeking to avoid duplication with other bodies in the local authority area, and where possible, working creatively with them to deliver the most cost effective solutions to achieve its chosen priorities.
1.4	Who is Healthwatch Herefordshire for?
	<p>Healthwatch Herefordshire is for anyone who is legally entitled to access health or adult social care services in Herefordshire or anyone who cares for or represents anyone who has access to health or social care services in Herefordshire.</p> <p>Healthwatch has a duty to assist local health and social care commissioners and providers, and other community stakeholders, by providing feedback, research, and information on local people’s views and experiences of health and social care, to improve services.</p>
1.5	Access to the Service
	<p>Healthwatch Herefordshire will be accessible to all, across Herefordshire and will actively seek the views and experiences of local people, including ‘seldom heard’ groups, using a variety of media:</p> <ul style="list-style-type: none"> • Website and other Digital/ Online Services (including access to surveys) • Telephone (including beyond normal office hours) • Via One Stop Shops in Hereford City and the market towns • Community Outreach Services • Mail Address (including a freepost facility where necessary)

	Healthwatch Herefordshire will make full use of existing and well-established information and support systems and networks.
2	Service Delivery
2.1	<p>Functions</p> <p>Function One: Gathering views and understanding the experiences of patients and the public</p> <p>Healthwatch Herefordshire will:</p> <ul style="list-style-type: none"> • Ensure systematic and on-going engagement with all sections of the local population, via their members and staff, so that a wide cross-section of views is represented in respect of local health and social care. • Seek the community's views about the current provision of health and social care (including use of high quality research) and use this to identify the need for changes or additions to services. • Have the facility to analyse and channel high quality user feedback and public views on services to relevant commissioners so that they can inform the whole commissioning cycle <p>Function Two: Making people's views known</p> <p>Healthwatch Herefordshire will:</p> <ul style="list-style-type: none"> • Communicate the local community's views, to health and social care commissioners and providers, in a credible and accessible fashion. <p>Function Three: Promoting and supporting the involvement of people in the commissioning and provision of local care services and how they are scrutinized</p> <p>Local Healthwatch will:</p> <ul style="list-style-type: none"> • Give input to new or proposed services. • Promote opportunities for comments and engagement provided by commissioners and service providers. • Use the broad range of stakeholder engagement techniques to maximise opportunities for local people to have their say. • Liaise and, where appropriate, work with commissioners and providers on engagement and consultation activity. • Exercise their enter and view powers judiciously by working collaboratively with other inspection regimes.

Function Four: Recommending investigation or special review of services via Healthwatch England or directly to the Care Quality Commission (CQC)

Healthwatch Herefordshire will:

- Have clear, agreed policies and procedures covering the referral of local issues to Healthwatch England and the Care Quality Commission. This will include how Healthwatch Herefordshire will inform local commissioners and providers about concerns arising from local intelligence.
- Continuously evaluate existing health and social care services, making recommendations for special reviews or investigations to the Care Quality Commission, through Healthwatch England, based on robust local intelligence.

Function Five: Providing advice and information (signposting) about access to services and support to members of the public to make informed choices about healthcare services.

Healthwatch Herefordshire will:

- Influence or provide advice and information to ensure that all sections of the local population have access to good quality impartial advice and advocacy relating to the health and social care services available to them.
- Establish and maintain a database of existing local networks and support systems.

Function Six: Making the views and experiences of people known to Healthwatch England (and to other local Healthwatch organisations) and providing a steer to help it carry out its role as national champion

Healthwatch Herefordshire will:

- Ensure local intelligence gathering systems complement those established by Healthwatch England.
- Have clear policies for reporting to Healthwatch England and other Local Healthwatch organisations.

Function Seven: NHS Complaints Advocacy

Local Healthwatch will:

- Make arrangements for supporting local people with any complaints

	<p>they may wish to progress in relation to NHS service provision either through:</p> <ul style="list-style-type: none"> ▪ A directly provided complaints advocacy service; or ▪ Referral to a third party contracted by the local authority expressly for these purposes <ul style="list-style-type: none"> • Accountabilities <p>Local Healthwatch will be accountable to:</p> <ol style="list-style-type: none"> 1. Local service users and resident taxpayers in the local authority area via: <ol style="list-style-type: none"> a. an annual meeting, open and accessible to local stakeholders/ members b. an annual report c. audited accounts available for public inspection 2. The commissioning local authority in terms of value for money, through regular contract meetings. 3. Healthwatch England in terms of quality standards, through agreed reporting arrangements.
2.2	<p>Partnerships</p> <p>Healthwatch Herefordshire will:</p> <ul style="list-style-type: none"> • Work closely with Herefordshire local authority, as the commissioning body, to develop and maintain a high quality and cost effective Local Healthwatch in Herefordshire. • Represent local people through its role on the local Health and Wellbeing Board (e.g. to assist in developing the joint health and well being strategy). • Work closely with the national body, Healthwatch England, to deliver a strong public voice. • Foster a broad range of relationships with local health and social care commissioners and with provider agencies across the public, voluntary and private sectors. • Nurture partnerships with local service-user groups, not for profit and other Local Healthwatch organisations to ensure high quality feedback and research • Collaborate and liaise with Local Authority Overview and Scrutiny

	committees to ensure service user and public feedback is a key part of the scrutiny of health and social care.
2.3	Outcomes
	<p>Local Healthwatch will make a positive contribution to the successful local achievement of outcomes set out in national frameworks for the NHS, primary care, adult social care and public health. Particular attention will be paid to:</p> <ul style="list-style-type: none"> • Improved patient and user experience. • Improved communication between commissioners, service providers and the public • Improved satisfaction of the planning and provision of healthcare in Herefordshire. • Greater patient and public involvement in health and social care. • Strong relationship with commissioners and H&WBs. • Improved access to services. • Improving the publics understanding of their rights. • High level of public awareness about Healthwatch and its functions. • Public have high level of trust in Healthwatch Herefordshire. <p>These outcomes will be measured through a number of tools, including:</p> <ul style="list-style-type: none"> • Nationally and locally mandated service user and public surveys, • Feedback from service providers and commissioners, • Healthwatch reports and associated action plans, • Complaints and commendations received, • Service users satisfaction ratings collected following contact with Healthwatch, • Healthwatch England performance measures and reports.
2.4	Resources
	<p>Herefordshire local authority will ensure that adequate resources are provided to Local Healthwatch in line with guidelines from the Department of Health and other key local decision makers (e.g. Health & WBs).</p> <p>Current LINK Funding to be transferred in April 2013 = £95,000 Additional resource identified by DoH = £ TBC Independent Complaints Advocacy (ICAS) Funding = £ TBC</p>

	<p>Total = £ TBC</p> <p>We would anticipate the Patient Advice and Liaison Service (PALS) from Herefordshire NHS staying as part of the CIU and providing services on behalf of Local Healthwatch as part of the exiting model. No funds would therefore transfer to the Local Healthwatch</p> <p>Pathfinder start-up allocation = £ 5,000</p>
3	Governance
3.1	Powers & Limitations
	<p>What powers will the group have to achieve its aims?</p> <p>Decision Making</p> <p>Participation</p> <p>Resource Management</p>
3.2	<p>What is the legal status of the group?</p> <p>Non statutory body with statutory powers.</p> <p>The membership and structure are not laid down in law, but the organisation will have certain functions that it must undertake (see 2.1 above).</p> <p>The Local Authority can choose to:</p> <ul style="list-style-type: none"> • Set up a new independent organisation with the values of a social enterprise, or • Contract with an existing Not For Profit Organisation, Social Enterprise or Charity to set up Local Healthwatch.
3.3	<p>How is the membership of the group defined?</p> <p>Chairman and Management Board recruited using Nolan Principles of Public Life. These posts will receive remuneration in line with the role undertaken.</p> <p>Annual elections for key posts and Management Board Membership.</p> <p>Associate Members will be recruited to specific pieces of work or projects, by Management Board members with the appropriate authority. These posts will be voluntary and will not receive remuneration.</p>
3.4	<p>How will the group be run? And what structures will exist?</p> <p>Annual elections will be held for the key posts and Management Board</p>

	<p>Membership.</p> <p>Associate volunteer members will be recruited to specific pieces of work or projects, which will be managed through sub-committees or task and finish groups.</p>
3.5	<p>Arrangements for sub-contracting work</p> <p>Healthwatch Herefordshire may choose to sub-contract some, or all, of its functions. Any arrangements for sub-contracting of Healthwatch functions must be agreed with the Local Authority and be supported by a clear business case.</p>
3.6	<p>What specific duties and responsibilities will exist?</p> <p>Clearly defined role profiles will exist for the following:</p> <ul style="list-style-type: none"> • Chair of the Executive • Vice Chair • Executive Members • Associate Members <p>All staff will be recruited to clearly defined job descriptions outlining their functions and their line management arrangements; including their responsibilities to Executive and Associate Members.</p>
3.7	<p>What procedures will exist for managing group meetings?</p> <p>Executive Meetings</p> <p>Agenda will be set by the Chairman in consultation with the Senior Healthwatch Officer</p> <p>Will be chaired by the Chairman or Vice Chairman</p> <p>Members may be co-opted for specific areas of work if required</p> <p>Only full executive members will be able to vote.</p> <p>General Meetings</p> <p>Agenda will normally be set by the Senior Healthwatch Officer in consultation with the Chairman</p> <p>Will normally be chaired by the Chairman, or Vice Chairman</p> <p>Administration to meetings to be supplied by Healthwatch staff</p> <p>Sub Committees, Community Forums or task and finish groups</p>

	<p>Agenda will normally be set by the relevant Management Board Member in consultation with the Chairman or Senior Healthwatch Officer.</p> <p>Will normally be chaired by the relevant Management Board Member</p> <p>Administration to meetings to be supplied by Healthwatch staff</p>
3.8	<p>What is the approach to dispute resolution?</p> <p>Healthwatch Herefordshire will have in place a formal process and associated policy relating to dispute resolution. The policy will cover all potential areas for dispute resolution and clearly identify the actions that will be undertaken and the roles and responsibilities of all parties involved.</p>
3.9	<p>What is the code of conduct for the group?</p> <p>Nolan Principles of Public Life</p>
3.10	<p>How will the group manage its money and assets? (financial and non-financial)</p> <p>The Chairman and Management Board will be responsible for finance and asset management. The Chairman will have overall responsibility and will be accountable to the Local Authority via regular contract review meetings.</p> <p>Operational responsibility will sit with the Senior Healthwatch Officer, who will be accountable to the Management Board.</p>
3.11	<p>What is the groups approach to reporting, Communications and information sharing?</p> <p>Healthwatch Herefordshire will champion openness and transparency; within the confines of the Data Protection Act and all other relevant legislation, Healthwatch Herefordshire will make all of its work, reports, recommendations and communications available to the public.</p>
3.12	<p>Amendments to the Constitution</p> <p>Any amendments to the constitution of Healthwatch Herefordshire will need to be agreed by an appropriate officer within the Local Authority.</p>
3.13	<p>Dissolution of the group</p> <p>At the point of dissolution, any information or records held by Healthwatch Herefordshire will be made available to the Local Authority, or nominated successor organisation, in a suitable format which ensures it can be accessed and used.</p>