

PERFORMANCE FRAMEWORK REPORT Q1 2020/21

Healthwatch City of London

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Introduction

This report details the performance of Healthwatch City of London (HWCoL) against the key performance indicators laid out in the Performance Framework for 2020/2021. The Performance Framework template has been co-produced between the City of London Corporation and Healthwatch City of London specifying key performance indicators for the successful delivery of the City of London's Healthwatch contract.

It is worth noting that the Performance Framework was written in the context of the Healthwatch contract and is still the measure regardless of the current pandemic. The pandemic has changed the way HWCoL has been able to deliver the activities. Notably the inability to hold face to face meetings and carry out Enter and View activity; As a result, HWCoL have explored alternative methods of public engagement. Activity has been delivered digitally including an online Board Meeting in Public, a Carers' cafe and a mystery shop of dentists by telephone.

HWCoL recognizes that projects delivered digitally excludes those members of the community that are not digitally engaged. In future Board Meetings in Public will be advertised with a telephone joining option and consideration will be given to contact by traditional methods. HWCoL is working closely with HWE in this area.

A key challenge going forward will be ensuring public engagement and public scrutiny of the massive change in the shape and delivery of services post Covid19. HWCoL will need to adapt its activities to ensure that those receiving services are fully engaged and represented.

Performance highlights

Of the 26 KPI's HWCoL have achieved or exceed target in 14 of these. In response to the COVID-19 pandemic HWCoL implemented a COVID-19 communications strategy that targeted an increase in the number Email bulletins and newsletters scheduled from three to nine. The newsletters and bulletins delivered via Mailchimp have an open rate of 51.4% double the industry average of 25%. HWCoL are also exploring additional activity such as guest blogs and news flashes and will provide an update in quarter two.

HWCoL has cleansed the contact data base handed over from Healthwatch Hackney and has not only kept most subscribers but increased the numbers as shown in the report. The newsletter's and bulletins are also sent out via the Barbican estates newsletter which has 1,500 subscribers. HWCoL is looking to identify other opportunities to increase circulation through the City of London and partner organizations. HWCoL is keen to work with the CoL to increase the coverage to other City residents though accessing other newsletters. e.g. Golden Lane.

As part of HWCoL's response to the pandemic four digital surveys have been undertaken with the aim of creating greater understanding of the impact of the pandemic on the community. The Carers' survey was produced with the input of number of Carers'. The surveys have generated 35 responses, and these will be used to inform future activities.

Areas of under performance

Ten of the KPI's are rated amber and require either remedial action or are in progress for completion by Q2. The completion of the Business Plan and accompanying annual work plan is the highest priority and a draft is due to be presented at the next Board in July.

The diversity of the Board needs to reflect the diversity of the City of London. A Board audit has been undertaken and once analyzed will inform targeted Board recruitment which will take place from September onwards.

The google analytics report identified under performance against the target re website usage. Future communication activity will be focused on driving people to the website as HWCoL's shop window. Twitter posts will be increased including links and comment on content available on the website. Google analytics will be used to identify weaknesses on the website accessibility via for example mobile phones. A resulting report will be produced with accompanying action plan. Website will also contain content on major national campaigns, national support or awareness days, and religious festivals.

On-line Board meetings in public present a significant challenge in HWCoL's ability to reach the annual target. To ensure a viable first meeting, numbers were restricted to 25 and with staff and Board members taking up 10 of these places, the number of places advertised was 15. The Board will review the maximum number of attendees for the September meeting when it is hoped that there will be more information available regarding the resumption of face to face activity.

Areas of significant under performance

Sign up to Facebook is disappointing with numbers well below our target. The existing Facebook site ran by the previous service provider was unable to be transferred to HWCoL resulting in a new Facebook site being launched in April. HWCoL's COVID-19 Communication strategy deliberately underutilized usage of Facebook as a communication tool with priority work focused on newsletters and bulletins. For attracting a younger audience Facebook may not be the most effective social media tool. A review of HWCoL's communication strategy, once there is clarity on the status of the pandemic, will also include an audit of social media platforms and their suitability to reaching our target audiences.

Enter and View activity has been suspended and we have been unable to fulfil this obligation, it is unlikely we will be able to do so this year. New ways of scrutinizing services will need to be developed both locally and nationally. HWCoL has not trained any new volunteers for Enter and View. Delivering face to face training will remain challenging going forward and therefore we are exploring on-line training programmes for Enter and View in preparation for recommencement in Q3.

Indicator name/Description	HWE Quality Framework	CoLC Outcome	Annual Target	Performance Q1	Annual total to date	Progress (RAG)	Comments on performance & progress update
Number of local people trained and supported to actively participate in decision making	People	A, B, C					
Number of trustees on HWCOL board.	People		5	4	4		Targeted Recruitment campaign to start in September based on the output of the Board survey
Number of board associates.	People		4	4	4		Four but one is currently inactive. Board recruitment will include opportunities for Board Associates
Number of volunteers attending decision-making committees	People		3	3	4		Combination of Trustees and Board Associates

Indicator name/Description	HWE Quality Framework	CoLC Outcome	Annual Target	Performance Q1	Annual total to date	Progress (RAG)	Comments on performance & progress update
Production of annual work plan, regular progress reporting against milestones	Influence and Impact	A, B, C, D, E					
Produce a three-year plan with an annual workplan, detail objectives and actions that meet contractual requirements and objectives.	Influence and Impact		1	See comment			Due for Board review off on 30th July as part of the Business plan
Produce Business Plan. To reference Performance Framework and Quality Framework.	Influence and Impact		1	See comment			This is to be completed in 2nd quarter-by the end of August
Completion of Healthwatch's Quality Framework.	Influence and Impact		1	See comment			Completed a gap analysis. An action plan is in development ready for sign off at the Board in September.

Indicator name/Description	HWE Quality Framework	CoLC Outcome	Annual Target	Performance Q1	Annual total to date	Progress (RAG)	Comments on performance & progress update
Healthwatch City of London Board is representative of the City of London population.	People	B					
Number of times HWCOL publicised board and associate board opportunities - during an annual month-long campaign. [HWCOL will review Board annually as part of Business plan and work plan.]	People		1	See comment			An audit of skills, gender and ethnicity is due for completion on 17th July. HWCoL are advertising Board opportunities continuously, but a targeted/ concerted campaign will start in September to address gaps identified in our Board audit.

Indicator name/Description	HWE Quality Framework	CoLC Outcome	Annual Target	Performance Q1	Annual total to date	Progress (RAG)	Comments on performance & progress update
Regular (frequency to be determined) survey of residents and stakeholders undertaken to determine the levels of awareness and engagement with Healthwatch City of London.	Engagement, Involvement and Reach	B, C, D					
Design and disseminate annual survey of residents and stakeholders. [Annual survey - reviewed and analysed and used as part of our plans for the next year -annual report, business plan and workplan.]	Engagement, Involvement and Reach		1	See comment			Awareness of HWCoL included in first survey-Community feedback. No specific activity on awareness with stakeholders. Key dates added to draft work plan. Target to design survey in Q3, running it early Q4 to allow collation and interpretation of data by end Q4

Indicator name/Description	HWE Quality Framework	CoLC Outcome	Annual Target	Performance Q1	Annual total to date	Progress (RAG)	Comments on performance & progress update
Evidence of active and increasing engagement with the public on social media (e.g. through number of website hits etc).	Engagement, Involvement and Reach	D					
Email bulletins – numbers of subscribers.	Engagement, Involvement and Reach		116	129	129		Our performance numbers for subscribers exceeded our annual target. Our bulletins are included with Barbican Estates Newsletters. Investigating ways to distribute to Golden Lane, Petticoat Tower and Square and Portsoken residents.
Email bulletins sent.	Engagement, Involvement and Reach		12	9	9		As a result of COVID 19 we reviewed our communication strategy and increased the number of email newsletters and bulletins
Mailchimp email bulletin open rates.	Engagement, Involvement and Reach		25% is the average industry standard	51.40%	51.40%		We have exceeded industry standard for open rates and also have a click rate of 18.9% compared to an industry standard of 13%

Twitter - numbers of followers.	Engagement, Involvement and Reach		650	604	604		To manage our social media, we have researched platforms to enable us to calendarise posts. We are revamping our Newsletter template with a focus on improving the linkage with our Twitter and Facebook sites.
Facebook – number of followers (new account).	Engagement, Involvement and Reach		50	7	7		Completely new site launched in April. As communications have focussed on email bulletins this area has not been a priority. HWCOL will seek to recruit a volunteer to the Communications and Digital support assistant position. Their primary aim will be to generate Facebook and social media specific content.
Website – Numbers of visitors.	Engagement, Involvement and Reach		1000	135	135		Google analytics set up in mid-June with data available from 15th June. Using these figures, we estimate visits to our site would be 877 for the quarter

Website Numbers of pages visited.	Engagement, Involvement and Reach		1200	456	456		Using mid-June data, we estimate 2964 pages would have been visited during the quarter
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Indicator name/Description	HWE Quality Framework	CoLC Outcome	Annual Target	Performance Q1	Annual total to date	Progress (RAG)	Comments on performance & progress update
Number of volunteers trained to carry out an 'enter and view' visits and number of visits.	People	C					
Number of volunteers trained to do an Enter and view visit.	People		6	0	0		Enter and View visits suspended due to COVID. Working with HWE to carry out online training and gain clarity on the approach to enter and view in the coming months.
Number of Enter and View visits.	People		4	0	0		As a result of Enter and View suspension we carried out a mystery shops of dentists in City and Hackney by telephone. We will work with HWE and stakeholders to ensure proper scrutiny of services can be delivered
Number of Tempo Time Credits volunteers are eligible for.	People		40	121	121		This figure Includes 49 hours carrying out two mystery shops of

							dentists, original and follow up.
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Indicator name/Description	HWE Quality Framework	CoLC Outcome	Annual Target	Performance Q1	Annual total to date	Progress (RAG)	Comments on performance & progress update
Healthwatch representative at Health and Wellbeing Board and identified relevant meetings and events.	Leadership and Decision Making	A, B					
Numbers of HWBB board attendances.	Leadership and Decision Making		6	1	1		Only one HWBB has taken place in this quarter
Other board attendances (e.g. CCG governing body, ICB, NEL governing body, Health and Social Care Scrutiny, events etc).	Leadership and Decision Making		40	20	20		Includes City & Hackney CCG Boards, Integrated Commissioning Board, Integrated Commissioning Communications & Engagement Enabler Groups and Equality Working Group. North East London Governing Body. Neighbourhood conversations, Patient & Public Involvement Committee, St Leonard's Project Stakeholder Group, CoL Health & Social Care Overview and Scrutiny Committee and City &

							Hackney Adult safeguarding board
Events hosted by HWCOL: quarterly focus group discussions, one of which is the Annual Public Meeting	Leadership and Decision Making		4	1	1		On-line Carers' café to capture their experiences during the pandemic

Indicator name/Description	HWE Quality Framework	CoLC Outcome	Annual Target	Performance Q1	Annual total to date	Progress (RAG)	Comments on performance & progress update
Volume of activity (feedback from local people, attributes of those feeding back, number of volunteers, members, outreach events, updates to community, complaints).	Engagement, Involvement and Reach	A, B, C					
Number of responses to surveys - responses referenced in report - along with demographics, when these have been obtained.	Engagement, Involvement and Reach		60	35	35		Published four surveys during the quarter. We have the equipment to reach people non digitally engaged during face to face meetings.
Complaints and views (about others' services) – published in annual report.	Engagement, Involvement and Reach		4	1	1		Supported one resident to access Advocacy support to raise a complaint
Number of members of public at HWCOL board meetings	Engagement, Involvement and Reach		100	9	9		During the quarter we have run one Board meeting in public on-line. In total 20 people attended our first meeting, although this number was lower than the those who showed

							interest in attending. This needs to be better understood.
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Indicator name/Description	HWE Quality Framework	CoLC Outcome	Annual Target	Performance Q1	Annual total to date	Progress (RAG)	Comments on performance & progress update
Recruitment and training programme in place which enables more people to participate in co-production of services.	Collaboration	B, C					
Report on training completed (Healthwatch England training, and training completed from City of London, voluntary sector, etc.)	Collaboration		1	5			Training completed includes Annual report training, identifying project outcomes, how to pitch your story to the media, Managing volunteers remotely, Welcome to Healthwatch, Board Governance for Healthwatch Managers, Hospital discharge and Planning research projects.

Actions from Monitoring Meeting 24/07/2020 with Sarah Greenwood

- (1) Promotion of HWCOL Public Board meetings: Posters to be produced, liaising with ASC, Neaman Practice texting service being accessed. Enabling people to dial in is being considered. HWCOL to liaise with City Connections service regarding publicity and support to access IT Paul Coles (PC) to liaise with Ryan Jones re website.
- (2) HWCOL website: PC and Rachel Cleave (RC) to research how to get content on mobile phones and tablets.
- (3) Enter and View: Consider reviewing the target to a credible alternative. CQC moving to digital triangulation. Some surveys can be undertaken but a structure is needed
- (4) Agreed wider consultation of Business Plan with other stakeholders. Including Social care/homelessness colleagues and wider commissioned services
- (5) Results of the surveys to be shared. Final report to go to the September board meeting. Ensure that the survey work influences future contract activity. Advertise future surveys wider than website.
- (6) Access to estate newsletters through Sam Bedford's team.
- (7) Social Media volunteer. Job description /advert out in newsletter. London School of Economics volunteer fair a potential source. Other social media to be investigated to attract younger people.
- (8) Impact of HWCOL attendance at external meetings. PC completes a form after every meeting attended to assist Board to identify any further action required by HWCOL. Monthly meetings for trustees going forward to assess response and consider the 'so what'.
 - a) Advocacy support for patients onto multi disc team meetings. Also picked up by Ageuk East London
 - b) Generally, HWCOL is identifying that the City is not mentioned in many joint meetings.
 - c) NEL CCG had funded NEL Healthwatch's to carry out a project, HWCOL has obtained funding through this. HWCOL is attempting to set out a principle of work to be delivered not population size for future distribution of funding for joint project work. Potential funding from the Primary care network re neighbourhood. Both sources will allow additional engagement. Digital divide focus means different things to different communities – must not assume City residents mirror Hackney residents. PC to share with Simon Cribbens/Annie Roy re progress. HWCOL Volunteer leading on neighbourhood's work for HWCOL – board paper being produced linking to Annie Roy