

Appendix 1

PERFORMANCE FRAMEWORK REPORT Q1 2021/22

Healthwatch City of London

Summary

This report provides an update on the Quarter Two (July-September 2021) performance of Healthwatch City of London (HWCoL) against the key performance indicators laid out in the Performance Framework for 2021/2022.

HWCoL continue to provide residents with up-to-date information on the Covid-19 vaccination programme via the website, newsletters, bulletins, and social media. Although visitors to HWCoL's website decreased significantly on the previous quarter, falling by 53.5%, visitors to the site remain more than four times the quarterly target. HWCoL uses google analytics to analyse the performance of the website, Q2 review used analytics to identify the main pages visited. The lessons from this analysis will be incorporated into a review of the website and its effectiveness to disseminate information.

In July HWCoL published the Business Plan for 2021/22. Progress against the plan will be reviewed regularly at Board meetings. The Business Plan includes seven objectives for making a difference to people in the City. An update on progress and future actions has been included with this report.

Delivering the seven local objectives for making a difference to City residents

- 1) Reflect the diversity of the population of the City of London to ensure that every voice is heard:
 - Volunteer recruitment campaign during Q3, aim to increase both local supporters and those with specific skills. A review of the success of the campaign will be carried out in December 2021.
 - Q4 delivering a project on establishing a young Healthwatch for the City. A project brief will be prepared Q3 and volunteer recruitment for a young Healthwatch is one of the objectives of the volunteer recruitment campaign.
- 2) Encourage our GP and primary care services to deliver good care in their practices, the services they commission, and those commissioned by their primary care network:
 - In April HWCoL wrote to the Neaman Practice having been alerted to a number of concerns regarding the Practice's performance. The Neaman Practice responded by producing an action plan to address these concerns.
 - HWCoL's quarterly meetings with the Neaman practice support the practice to improve patient experience. The meetings monitor the delivery of the action plan, HWCoL provide patient feedback on the successful implementation of the identified actions.
 - Members of the HWCoL team attended the opening of the new Goodmans Fields Health Centre in Aldgate and will build closer relationships with the practice over the coming weeks including establishing regular meetings.
- 3) Campaign for the 'new normal' in health services including community health, to be responsive to the requirements of residents, students, and workers:
- 4) Following several complaints regarding referral pathways for non-invasive cardiac tests and cardiac opinion the Director of Transformation for City & Hackney ICP has been contacted to clarify pathways. Barts Health contacted HWCoL after reading the bulletin and have agreed to work with HWCoL to make pathways more transparent for patients and GPs. The Neaman Practice believe they were following City and Hackney Integrated Care Board instructions by not referring patients to the Royal London for non-invasive cardiac tests and cardiac opinion. The Neaman Practice are referring patients to University College Hospital (UCH) or Homerton Hospital (HH) instead of the Royal London. In more complex cases UCH and HH refer patients to Barts Health for an opinion.
- 5) Ensure City residents' needs remain at the heart of the new Shoreditch Park and City Neighbourhood:

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- The City Outreach project has been completed and the report will be submitted to Hackney Council for Voluntary Services, the funder. HWCOL were tasked to engage with City organisations and residents in a discussion on the value of the Neighbourhood Forum. The report identified 27 recommendations to enable continuing City engagement with the forum. HWCOL will work with the Neighbourhood forum on the implementation of the recommendations
 - During Q3 HWCOL will work with the City of London to organise a conference for City residents to inform them on the Neighbourhoods model. Providing an opportunity for the City & Hackney ICP to engage with residents, explaining how services will be delivered in the Shoreditch Park and City Neighbourhood and why the model will deliver better health outcomes.
- 6) Scrutinise the development of a single North East London CCG (NEL CCG) for primary care:
- In Q2 HWCOL joined the NEL Working Group: Embedding People Engagement across NEL. HWCOL are focused on influencing the development of patient engagement practices within NEL. To ensure City residents are not marginalized in the adopted practices by NEL and that their voice is heard.
- 7) Ensure services currently provided by St Leonard's Hospital remain within easy reach of City of London residents:
St Leonard's Hospital, due to the state of its buildings, is an underutilised site owned by NHS Property Services. City and Hackney CCG established a project working group to oversee the production of a business case for the redevelopment of the site. Both HWCOL and Healthwatch Hackney (HWH) are members of the working group. Attain, an independent health advisory organisation, were engaged to carry out phase one of the business case. Both Healthwatches were critical of the lack of public engagement carried out by Attain. HWCOL and HWH agreed a number of public engagement actions including:
- Holding a public meeting with HWH regarding the re-development of St Leonard's hospital; Delivered in Q2.
 - Working with HWH to carry out a follow up survey. Survey to be available during October and November (Q3). Results will influence a larger survey to be carried out in Q4 2022 and the business case for the re-development of St Leonard's.
 - Carrying out a virtual Enter and View with HWH to explore staff experience at St Leonards. Findings will influence a follow up survey with residents and the business case for the re-development of the site.
 - Working with HWH to obtain funding for a project worker to oversee engagement activities with residents in City and Hackney.
- 8) Act as a critical friend to the City of London, participate in public health campaigns and any decision-making on health and social care issues:
- In July 2021, Ian Jarman (Commissioner for CoL) joined HWCOL's Carers forum to discuss CoL's Homecare tender. HWCOL and Carers were able to provide feedback on the delivery of the current contract and input into the development of the tender document. Ian Jarman is committed to working with HWCOL by sharing tender documents as they are produced, seeking feedback, and attending a future Carers forum to enable Carers to capture their feedback on the tender documents.

Other significant achievements and activities:

- Produced the closing report for the Primary Care Network for Shoreditch Park and City (PCN) patient engagement project. Respondents identified mental health services, physiotherapy and health/wellbeing advisors and coaches as their priority for additional services to be made available from GP surgeries. The top five health priorities respondents identified for the PCN, in order, are as follows: childhood obesity, adult obesity, drug misuse, alcohol misuse, and smoking cessation. The report includes 11 recommendations
- In September HWCOL held a webinar to inform members of the public about the COVID booster and flu jab vaccination program, this attracted 18 people. The panel included Dr Sandra Husbands, Director of Public Health, City of London & London Borough of Hackney, Dr Mark Rickets, C&H Chair NEL CCG and Clinical Lead Primary Care - NEL CCG & Health and Care Partnership and Dr Chor senior partner at Neaman Practice.
- Applied for a Healthwatch England Network award: Covid-19 response. Award winners will be announced during Healthwatch week in November. Rachel Cleave, HWCOL's Engagement and Communication Coordinator has also produced a short film to support the award submission.

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- Published a 'A guide to Audiology Services and Hearing Aid provision in the City of London,' This project undertaken by a local volunteer has received positive feedback. The report identifies untreated hearing as a contributor to the onset of dementia, making hearing health care about much more than simply being able to hear those around us. Provides advice on obtaining NHS funded hearing aids. Includes case studies on peoples experience of living with hearing aids. Provides information on the different type of hearing aids available. The report was shared with to Healthwatch England.

Performance highlights

Of the 25 KPI's in the Performance Framework 20 have been achieved; no difference from Q1. A summary of areas of over performance are summarised below.

HWCOL produced a weekly newsletter or bulletin during Q2. Providing up to date advice and guidance to residents regarding the COVID-19 vaccination programme in City and Hackney and Tower Hamlets. The newsletters and bulletins continue to be sent out to all City residents. HWCOL will be targeting improved access to HWCOL's communications for residents on the Guinness estate. The proposed office in the Portsoken Community Centre will provide a base for improved engagement including face to face activity with residents and poster distribution throughout the estate.

In Q2 HWCOL continued to add followers to the Facebook and Twitter sites. Twitter numbers have increased to 659, a 1.1% increase, and Facebook to 110, a 4.7% increase, on Q1. Use of the Instagram platform will start in Q3. Posts on both Twitter and Facebook will focus on HWCOL's work during Q3. Posts will also promote the Covid-19 vaccination programme, public health messages and the work of City of London partners.

Areas of under performance

The number of areas of underperformance remains at four.

In Q2 HWCOL had planned to address the interlinked areas of underperformance in the recruitment of Board Associates and volunteers, with a month-long recruitment campaign. The campaign will now take place in October and will focus on the recruitment of local volunteers and associate Board members. A local recruitment campaign for additional trustees will be undertaken simultaneously.

HWCOL Enter and View activity remains an area of underperformance whilst Covid-19 restrictions remain in place. HWCOL are planning a virtual Enter and View with St Leonard's Hospital staff in partnership with HWH. Depending on the outputs this may be used as a model for future Enter and View activity.

The number of attendees at Board Meetings in Public remains low. Posters were produced to advertise the AGM, and these were widely distributed across the City, but did not attract the numbers anticipated. On review the proximity of the Vaccination Programme webinar could have affected the number of attendees.

Areas of significant under performance

HWCOL has one area of significant underperformance: the training of Enter and View volunteers. The restrictions to Enter and View activities present a challenge to achieve this target. HWE are now providing training to support virtual Enter and View visits. The learning from the training will be incorporated into future activity and training for volunteers.

Performance report

Indicator name/Description	Reporting period	HWE QF	CoLC Outcome	Annual Target	Quarterly Performance 2020-21				Annual Total to date	Progress	Comments on performance and progress update
					2021-22	Q1	Q2	Q3			
Number of local people trained and supported to actively participate in decision making		People	A, B, C								
Number of trustees on HWCOL board.	Quarterly	People		5	5	5		5		HWCoL continue to seek a Trustee to represent City workers. Trustee recruitment will form part of the volunteer recruitment campaign in Q3. HWCoL will reach out to City workers via social media and business healthy encouraging them to volunteer as a Trustee with HWCoL. The team will review how successful the campaign was in generating interest in becoming a Trustee in December 2021. The review will consider what further action to take, if any, during Q4.	
Number of associate board members.	Quarterly	People		4	3	3		3		The volunteer recruitment campaign in Q3 will focus on recruiting volunteers and associate board members from CoL's resident population. HWCoL will review the success of the campaign in December 2021. The need for further recruitment activity targeted at	

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<p>Produce a three-year workplan with an annual workplan, detail objectives and actions that meet contractual requirements and objectives.</p>	<p>Annual</p>	<p>Influence and Impact</p>		<p>1</p>	<p>1</p>				<p>1</p>	<p>During Q2 completed the Business plan, incorporating changes to the plan following an in-depth review. The creation of seven local objectives will underpin activities in the next 18 months.</p>
<p>Produce Annual Work Plan produced. To reference Performance Framework, Quality Framework, and Business plan.</p>	<p>Annual</p>	<p>Influence and Impact</p>		<p>1</p>	<p>1</p>				<p>1</p>	<p>The Annual Work Plan is included with the Business plan for 2021/22.</p>
<p>Completion of Healthwatch's Quality Framework.</p>	<p>Annual</p>	<p>Influence and Impact</p>		<p>1</p>	<p>1</p>				<p>1</p>	<p>Completion of the Quality Framework involves more time than originally envisaged. Further time has been scheduled in Q3 to enable competition HWCoL's Quality Framework submission. HWCoL are keeping Healthwatch England up to date with progress. The framework was revised in phase 2 of the Quality Framework rollout. The questions in the revised framework require responses under ten headings including the production of an action plan</p>

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											with a timeline for each question.
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.]	Annual	People		1							As reported above there is planned volunteer recruitment campaign in Q3. The campaign will focus on recruitment of volunteers for specific tasks and opportunities as well as more general support. A key aim is to gain wider engagement across the City. The campaign will run from 20 th October to 1 st December 2021 and will include posters and some face-to-face sessions.
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	Engagement, Involvement and Reach		1	1				1		The Annual survey was available on-line with no non-digital accessibility. A plan for wider engagement will be developed as part of the communications

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<p>[Annual survey - reviewed and analysed and used as part of our plans for the next year -annual report, business plan and workplan.]</p>											<p>and engagement refresh. The results of the survey were presented to the Board in July 2021. 80% of stakeholders think that HWCoL are effective and meet the goals. HWCoL's communications were identified as trusted. Residents identified General Practice provision and services as their main areas of interest. The communications strategy refresh will consider how to provide more regular updates to partners regarding our work.</p>
<p>Evidence of active and increasing engagement with the public on social media (e.g., through number of website hits etc).</p>		<p>Engagement, Involvement and Reach</p>	<p>D</p>								
<p>Email bulletins – numbers of subscribers.</p>	<p>Quarterly</p>	<p>Engagement, Involvement and Reach</p>		<p>150</p>	<p>157</p>	<p>167</p>			<p>167</p>	<p>Ten new subscribers were added to the mailing list in Q2, exceeding the target of 150 by 17/ A list of the City estates and other organisations that distribute the email bulletins and newsletters was included with Q1 report . HWCoL's Communications Strategy review will identify gaps in distribution and actions required to address this.</p>	

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Email bulletins sent.	Quarterly	Engagement, Involvement and Reach		12	13	13		26	<p>HWCoL delivered 13 newsletters /bulletins in Q2. HWCoL continues to be a trusted source information on Covid-19 providing updates on the vaccination programme and sharing information on vaccination myth busting events. HWCoL have included details on face-to-face appointments at the Neaman, the opening of the Goodman's Fields Health Centre and patient representative recruitment at Barts Health.</p>
Mailchimp email bulletin open rates.	Quarterly	Engagement, Involvement and Reach	25% ave - industry standard	48.28%	48.23%			48.23%	<p>The open rate during Q2 was 48.23% compared to 48.28% in Q1. Open rate remains stable at almost double the Industry average. The Q2 click rate was 16.65 compared to 16.8% in Q1 remaining stable and above the Industry standard of 13%. From the feedback received the bulletins are a trusted source of up-to-date information and content that is relevant and meaningful.</p>
Twitter - numbers of followers.	Quarterly	Engagement, Involvement and Reach		650	652	659		659	<p>During Q2 HWCoL</p> <ul style="list-style-type: none"> • added 7 new followers, increasing the number of followers to 656, above the quarterly target of 650. • posted 89 tweets in the quarter generating 11,866 tweets.

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											<p>Top three tweets were:</p> <ul style="list-style-type: none"> • Toynbee Hall drop-in clinic, • Face to face appointments at Neaman Practice. • NHS digital patient data change.
Facebook – number of followers (new account).	Quarterly	Engagement, Involvement and Reach		50	105	110			110		<p>In Q2 Facebook followers increased by 5 from 105 to 110. During Q2 HWCOL produced 87 posts.</p>
Website – Numbers of visitors.	Quarterly	Engagement, Involvement and Reach		1000	10,418	4,835			15,253		<p>In Q2 the website attracted 4,835 unique visitors. Compared to Q1 the number of visitors has dropped by 53.5%. Visits to the website remained over 1,000 per month with 2,413 visits in July, 1,144 August and 1,418 in September. HWCOL reviewed website usage in September producing a brief report for the Covid 19 Information Grant return. Lessons from the review are incorporated in HWCOL's revised Communications Strategy. The most popular pages on the website were accessing the Bocking Street Vaccination Centre and information on the second dose vaccination programme. With the success of the vaccination programme in the City the number of visitors to HWCOL's website has dropped.</p>

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Website Numbers of pages visited.	Quarterly	Engagement, Involvement and Reach		1200	17,681	9349			27,030		<p>In Q2, 9,349 pages were visited, in 6,191 sessions. The average session per visitor was 1.28, compared to 1.22 in Q1 with 1.51 pages viewed per session compared to 1.39 in Q1. The bounce rate of 63.39% is an improvement on the 68.84% in Q1. Bounce is the number of pages visited and exiting without triggering another request. The decrease in numbers visiting the website has resulted in the number of pages visited as expected. However, visitors to the website are spending more time on the site, visiting more frequently and accessing more pages per visit.</p>
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.	Quarterly	People		6	0	0			0		<p>The Enter and View of St Leonard's Hospital staff with HW Hackney will be held on-line. The objective of the Enter and View is to:</p> <ul style="list-style-type: none"> • Capture staff experience of working in St Leonards • Identify what is important for staff in the redevelopment of St Leonards

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Other board attendances (e.g., CCG governing body, ICB, NEL governing body, Health and Social Care Scrutiny, events etc).	Quarterly	Leadership and Decision Making		40	15	21			36	<p>A list of meetings attended by HWCoL was provided in the last quarterly report. The meetings list and attendees are being reviewed to:</p> <ul style="list-style-type: none"> • Ensure HWCoL is attending all the strategic meetings for the development of the Integrated Care system in City and Hackney and across NEL. • Identifying which meetings volunteers can support HWCoL by attending. <p>In Q2 HWCoL joined the NEL Working Group: Embedding people engagement across NEL. Supporting the development of the NEL Integrated Care System and ensuring the voice of City residents, students and workers is included in future patient engagement by NEL. The Working group has agreed to set up 3 sub-groups:</p> <ul style="list-style-type: none"> • Development of shared NEL commitment to Patient Participation and Involvement (PPI). • Building a culture of PPI across NEL. • NEL community of practice.
Events hosted by HWCOL: quarterly focus group discussions, one of which is the	Quarterly	Leadership and Decision Making		4	3	5			8	<p>HWCoL held three carers and two mental health focus groups during Q2, all on-line. In July, Ian Jarman (Commissioner for CoL) joined to discuss CoL's</p>

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Annual Public Meeting											<p>Homecare tender with carers. 10% of CoL carers regularly attend the focus groups. A review with carers of the focus groups will be held in December and consider whether meetings should be held bi-monthly and whether to continue as on-line meetings.</p> <p>HWCoL's mental health focus groups included presentations from East London Foundation Trust and MIND in the City on the service available to City residents. Attendees fed back lack of knowledge of mental health services available to City residents. Both ELFT and MIND committed to forwarding detail of all services available for inclusion on HWCoL website.</p>
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	Quarterly	Engagement, Involvement and Reach		60	23	5			28		<p>Two new surveys published in Q2:</p> <ul style="list-style-type: none"> Information and Communication survey-the

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referenced in report - along with demographics, when these have been obtained.												<p>objective was to identify what is important to residents and how they prefer to receive information from HWCoL</p> <ul style="list-style-type: none"> Smoking during pandemic- short survey with the objective to identify if residents took up smoking because of the pandemic <p>Both surveys will be closed in Q3.</p>
Complaints and views (about others' services) – published in annual report.	Annual	Engagement, Involvement and Reach		4	3	3				6		<p>HWCoL received three complaints regarding the Neaman practice during Q2. Patients complained about the inability to book a face- to- face appointment both online and through the telephone system. These were raised with the practice. The practice advised that they are following national guidance by triaging over the telephone before arranging an appointment face -to-face. The telephone system is an ongoing issue with the practice and is a standing item for discussion at the quarterly meetings with the Neaman Practice.</p>
Number of members of public at HWCOL board meetings	Quarterly	Engagement, Involvement and Reach		100	16	5				21		<p>In Q2 HWCoL's only public Board meeting was the AGM, held on-line. Although consideration was given to holding the AGM face to face it proved difficult to secure a venue. HWCOL Annual Public</p>

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											<p>Meeting in December will be held face-to-face subject to venue availability.</p> <p>HWCoL webinar on the COVID booster and flu jab vaccination programme at 6pm on 15/09/2021 attracted 18 people. Attendance at the webinar impacted on HWCoL's AGM on the 16/09/2021. HWCoL will in the future:</p> <ul style="list-style-type: none"> • Organise public events with a minimum of five working days between events • Hold at least one Public Board Meeting at 6pm per financial year.
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.)	Annual	Collaboration		1	1	1				1	<p>Integrated Care System (ICS) programme training with HW England. The training covered how Healthwatches can influence the development of ICSs locally. HW England recommend where a number of Healthwatches work in a large ICS, such as NEL, they consider local arrangements to formalise</p>

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											<p>their engagement with the new ICS. Templates will be provided to aid these discussions. HWCoL Board to consider:</p> <ul style="list-style-type: none"> • how they wish to proceed • how HWCoL maintains its independence in any formalised Healthwatch structure across NEL.
Areas of HWCoL work that although not included as part of the Performance Framework, it has been agreed that they should be reported on for a better understanding of the work of HWCoL											
Number of safeguarding alerts raised by HWCoL in the quarter	Quarterly					0	0		0		
Number of complaints HWCoL received about their service	Quarterly					0	0		0		