#### healthw tch Haringey







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## Message from our Chair

This has been yet another eventful year for Healthwatch Haringey – but an exciting one as we continued to speak up for people who use health and social care services of all kinds. We extended our reach to more and more people, representing their experience of care and often helping them navigate the complex network of services available. And we made sure that the public know about Healthwatch Haringey and what we can offer by being a constant presence all over our borough. It's been especially important that we are a strong advocate for patients where GP services are concerned, highlighting both the good services we have locally, but also the not so good – and we have been fearless in doing so.

Similarly we have worked closely with our local hospitals to ensure that they better understand the way in which patients experience their care. This is not a paper exercise, and we do this by being there on the ground talking to them regularly. We have used our networks in the community to aid understanding among patients of the best way of using hospital services.

In social care the Joint Partnership Board that we support for users of adult social care has developed further, with new service user forums being added, such as one for those young people transitioning from child to adult services – a longstanding area of concern. However it must be said that until national solutions for the crisis in social care are found, we can only report the immense frustrations of so many service users and their families across the board. A further challenge for us this year has been to try to represent the views of citizens of the future as major restructuring of health and social care began to take shape. On the one hand much decision making about health care in our borough is being transferred to the five borough North London Partnership level. This often happens more quickly than we can properly consult on.

On the other hand, new plans to integrate health and social care services at a local level, are being worked out, presenting another area of challenge for us in seeking clarity about what this will mean for those on the receiving end of new arrangements.

Finally, we are only able to enjoy the reach that we have because of the tremendous unpaid work done by our amazing volunteers. And as we go into another year, on behalf of the board, I thank them for all that they do - and for the more we shall demand from the in the coming period!

Sharon Grant OBE Chair, Healthwatch Haringey We extended our reach to more and more people, representing their experience of care and often helping them navigate the complex network of services available

Sharon Grant OBE Chair, Healthwatch Haringey

#### Changes you want to see

Last year we heard from 354 people who told us about their experience of a number of different areas of health and social care. Here are some examples of the changes that you want to see.



Make it easier to see a GP quickly



+ More support for people in mental health crisis



+ Communication between GPs and hospitals should be better and quicker (e.g. making referrals and getting test results back)



 Make it easier to contact adult social care and reduce waiting times for care assessments



## **About us**

#### Healthwatch Haringey is here to make care better

We are the independent champion for people using local health and social care services. We listen to what people like about services and what could be improved. We share their views with those with the power to make change happen. People can also speak to us to find information about health and social care services available locally.

Our sole purpose is to help make care better for people.

#### Our staff and volunteers identify what matters most to people by:

- Going out into the community and speaking to people at stalls and events.
- Running surveys and focus groups.
- Working with other community groups and organisations.

#### We then raise people's concerns by:

- Writing reports and making recommendations.
- Attending meetings and speaking up on behalf of Haringey residents.
- Sharing intelligence with the people who plan and regulate health and care services to help them do their job better.
- Raising individual concerns with providers so that things can be put right.
- Running meetings and events where patients, service users and carers can be directly involved in planning and designing services.

#### The national Healthwatch network

Healthwatch Haringey is part of a national network of local Healthwatch organisations working across England to use patient views and experiences to improve local health and care services.

We are co-ordinated by a national body, Healthwatch England, which helps to make sure that all Healthwatch are providing an effective local service. Healthwatch England also uses feedback gathered in local areas to carry out its own research and campaigns, and influence the Government to help improve the health and care services we all use. Local feedback recorded in our database is automatically shared (anonymously) with Healthwatch England.

Last year, feedback heard by Healthwatch Haringey was highlighted in several Healthwatch England quarterly intelligence and policy reports, which are shared with national policymakers. **Example:** In September 2018, we recorded feedback from someone who had had a poor experience of attending A&E during a mental health crisis, including rudeness from staff, being left alone for long periods of time, being misdiagnosed with a physical health problem and being discharged without any treatment. This feedback, along with all our other feedback, was shared with Healthwatch England.

"Alongside others, [this feedback] contributed to our intelligence concerning people experiencing mental health crisis and accessing secondary care services."

Intelligence Co-ordinator, Healthwatch England

We also meet regularly with other Healthwatch in London, particularly our neighbouring Healthwatch in Barnet, Enfield, Islington and Camden to share concerns and best practice.

## **Highlights from**

## our year

your

Find out about the ways we have engaged and supported more people in 2018/19.



**354** people shared their health and social care story with us



272 people contacted us with questions about local support



We engaged with **1,220** people in Haringey to help make them aware of Healthwatch and provide opportunities for feedback and receiving information



**38** volunteers helped to carry out our work. In total, they gave us **290** hours of their time



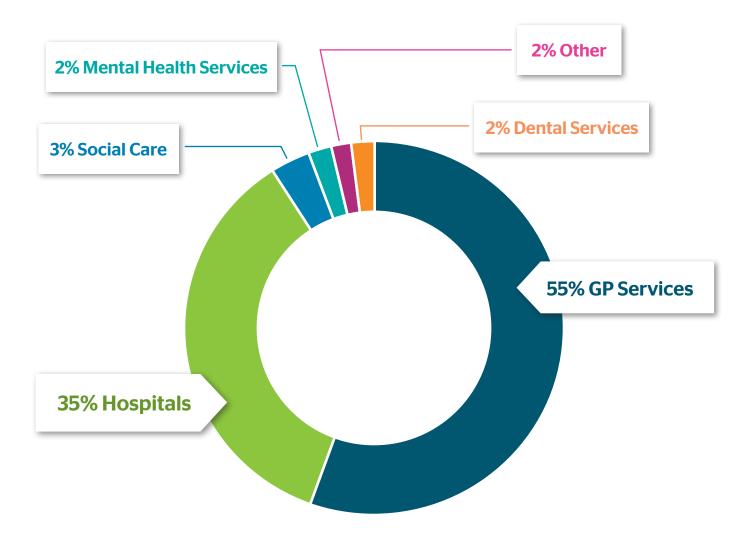
**2,339** people engaged with us through our website and social media



832 people recieved and read our email newsletter

## What health and social care services did people tell us about?

More than half of the feedback we heard from local residents related to GP services. After this, we heard the most feedback about hospital services.



**Did you know?** You can also share your stories about care homes, carers in your home, dentists, opticians and pharmacies with us?



## How we've made

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## a difference

#### Changes made to your community

Find out how sharing your story with us has led to positive changes to health and social care services in Haringey.

## Helping to improve access to GP appointments

One of the things we hear most often from Haringey residents is that they find it difficult to get an appointment with their GP. People tell us that it is often difficult to get through to their practice on the phone, and the only appointments available are weeks ahead.

Patients in Haringey can now book GP appointments online and there are also four GP Hubs offering appointments in the evenings and at weekends to all patients registered at any Haringey practice. To see whether these new services are actually making it easier to see a GP, we ran stalls at all of the Hubs on Saturdays and spoke to people coming in for weekend appointments.

People were very pleased with the Hubs service, but felt that it could be advertised better. We made a number of recommendations to our local NHS and as a result:

- There is now more information about GP Hubs online including a video and patient information in Turkish, Polish and Bulgarian.
- All GP reception staff have been made aware of the GP Hubs and how to book appointments for patients.
- All practices are encouraged to have information about the Hubs on their websites, on their phone answer messages and displayed around the practice.

We have also been continuing to make local people aware that they can book an evening or weekend appointment through this service - by handing out information at stalls and promoting it in our newsletter and social media.

"The insight from this Healthwatch review was, as always, extremely helpful and has really helped us to improve the way that we communicate about the GP hubs."

Head of Communications and Engagement, Haringey Clinical Commissioning Group (CCG)

#### A more equal partnership between the NHS, social care and service users and carers

In 2017, we began to support and develop the existing Adults Partnership Board – a group where service user and carer representatives met with staff from Haringey Council to share concerns and help plan future social care services.

When we first started running this group, it was dominated by officers from Haringey Council with very few service users and carers involved, and no NHS representatives in the room. Over the past year, we have worked to make this group a stronger and more effective voice for service users and carers:

- The Partnership Board is co-chaired by service users.
- There are now nine different reference groups representing people with a range of different conditions (including mental health, dementia, autism, learning disability and physical disabilities) as well as carers. One group has a particular focus on the issues parents of disabled children face when their children move into adult services. The groups meet regularly to raise issues that affect them, which are then discussed at Partnership Board meetings.
- The Partnership Board reports directly to the Cabinet Member for Adults and Health, the Chair of Haringey CCG and also feeds into the Adults and Health Scrutiny Committee.
- An officer from Haringey CCG now regularly attends these meetings, so that the NHS and social care can work better together to address patients' concerns.

So far, the Partnership Board and its reference groups have:

- Raised concerns about continuing healthcare funding, resulting in a review by our volunteers of the letters sent to patients receiving this (see below).
- Continued to monitor access to carers assessments and support.
- Contributed to a review of day opportunities.
- Worked closely with commissioners to develop an Ageing Well Strategy for Haringey.

## Finding out what patients want from four new health centres for Haringey

In November 2018, we began consulting with patients at several local GP practices about possible new buildings. If these go ahead, several existing smaller GP practices will merge and move into large new buildings at four locations – Muswell Hill, Wood Green, Tottenham Hale and Green Lanes.

We ran a survey and spoke to small groups of patients, followed by a larger survey carried out in GP waiting rooms, to find out what patients want from these new buildings. We heard that there was a demand from patients for larger practices with more GPs, more modern and accessible facilities with more specialists and other health services available on site (e.g. blood tests and scans, pharmacist). However, patients did not want to have to wait longer for appointments or lose relationships with existing GPs and staff. The findings from this exercise have been shared with Haringey Clinical Commissioning Group as they try to get funding for the new buildings. We will continue to monitor and support this process in the coming year.

### Hearing from young people about mental health support in schools

We helped run two focus groups with young people aged between 14 and 23 about their experience of getting mental health support through their school and how this could be better. Young people talked about the need for better training for teachers, more consistency in the support offered to students, and a safe space where they could speak to trusted counsellors with a good understanding of young people's mental health.

The feedback young people shared was used in a bid for NHS funding to set up mental health support teams in schools. This bid was successful and £1 million will now be spent in Haringey over the next two years on improving support for young people who are struggling with their mental and emotional health at school.

#### Talking about what the NHS Long Term Plan means for people in Haringey

In January 2019, the NHS published its Long Term Plan setting out what changes need to happen within health services over the next ten years. This includes plans to merge Clinical Commissioning Groups (CCGs), which currently plan and pay for health services at a borough level, into larger commissioning bodies. For Haringey, this would mean Haringey CCG being merged with CCGs in Enfield, Barnet, Camden and Islington, and decisions being made for the whole North Central London area. Local 'borough partnerships' would make sure there is still a focus on local needs and communities.



We have already been speaking to residents about these changes and asking people for their views and ideas for how services could and should improve under these new arrangements - with a focus on local diabetes services, which are a priority area within the Long Term Plan.

We have also been involved in discussions about what the 'borough partnerships' might look like, and are arguing strongly for Haringey patients and residents to have a voice and influence within these. This is something we will continue to do over the coming months and years.

## Shaping drug and alcohol services for families and young people

We were asked by the Public Health team at Haringey Council to find out about the experiences of young people, parents and children using the Insight Platform family drug and alcohol service, to help with future commissioning of the service. We also spoke to a group of young people about how drugs and alcohol affect them and their peers and when and how they would seek help.

We heard that service users at Insight Platform - particularly parents - valued their relationship with their key worker, the flexibility of the service and the holistic and 'whole family' approach to support. This included help with wider issues like housing, benefits, employment and child custody. People felt the service had really helped to build their confidence and made them feel listened to.

Many people told us there was a need to raise awareness of the service and some of the young people we spoke to said that this should be done in a way that makes sense to young people, and their ideas of what is and is not 'substance misuse'. Healthwatch Haringey recommended:

- A refreshed communications and marketing campaign with a strong online presence, co-designed with young people.
- The use of 'peer educators' (young people with experience of substance misuse and support) to raise awareness of drug and alcohol issues.
- More outreach in schools to speak to pupils and parents.

Insight Platform have told us that many of these changes are already being made.

#### Our relationships and influence

Over the past year, we continued to work hard to build strong, constructive relationships with decision-makers in health and care, so that patient feedback and recommendations we share are listened to and acted upon. Last year our staff, Chair and volunteers attended more than 200 strategic local meetings, where we were able to give a voice to local residents, including:

- Haringey Adult Social Care Redesign Group.
- Haringey Adults and Social Care Scrutiny Committee.
- Haringey CAMHS Transformation Executive Board.
- Haringey Clinical Commissioning Group (CCG) Governing Body.
- Haringey Health and Wellbeing Board.
- Haringey and Islington Joint Health and Wellbeing Board.

- North London Partners Sustainability and Transformation Partnership (STP) Advisory Board.
- Patient Experience Committees at all three of our local NHS Trusts.

Our Chair regularly attends both the Haringey Health and Wellbeing Board and the Joint Health and Wellbeing Board for Haringey and Islington. The Director ensures that she is briefed in advance on any feedback we have been hearing from local residents or from other meetings.

We have a particularly good working relationship with the Care Quality Commission (CQC) - the independent body that inspects and rates health and care services. We meet on a regular monthly basis with our contact person to share what we have been hearing about services from local residents. Last year, this helped the CQC to prioritise which services they inspected, as well as what they looked for during inspections.

Our relationship with CQC has been highlighted as best practice and is now being used to inform how Healthwatch in other areas work with their local CQC inspection teams.



#### Some of our other achievements this year:

- We doubled the volume of feedback we hear from our local community through increasing the number of community stalls we run across the borough - we regularly share this feedback with the people who plan, run and regulate services so that they are aware of any issues.
- We ran two events to hear what people thought about the North Middlesex University Hospital working in partnership with the Royal Free Hospital and other local NHS and care organisations - the partnership with Royal Free has continued and patients shared many ideas about how the North Mid Hospital can work more closely with its local community.
- We held an event to ask patients and local community groups about how mental health services in Haringey can give fair and equal treatment to all - attendees included people from different BME groups, people with learning disabilities, physical disabilities and visual impairment and LGBT+ people. As a result of feedback at this event, our local mental health Trust has committed to hold more regular meetings with patients and local residents.
- We have been forming stronger links with organisations working with the LGBT+ community in Haringey ahead of further work around LGBT+ health needs and experiences in the coming year.

- We have consistently raised concerns about patients being barred from GP practices without any clear explanation except that it is because of their 'behaviour', after hearing from a number of patients who had experienced this. We now have clear guidance from NHS England on this and are working with Haringey CCG and GP practices to make sure it is followed.
- Our 'Experts by Experience' Board, a group of mental health service users and carers working to improve mental health services across Haringey and the rest of North Central London as part of the North London Partners working, is now into its third year.
- We worked closely with Fernlea Surgery in Tottenham to improve their communication with patients by helping them to set up a Twitter account and newsletter.
- We contributed articles to the weekly e-mail bulletin that is sent to all GPs in Haringey, flagging up patient feedback and referring GPs to guidance on issues including charging patients for access to medical records, and registering homeless patients.



## Helping you find

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## the answers

#### How we provide people with help and information

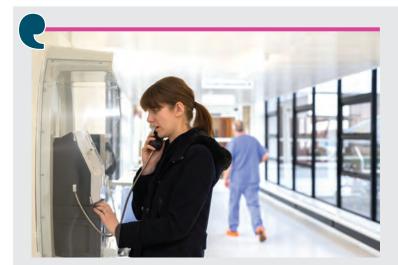
#### Finding the right care or support can be worrying and stressful. There are a number of organisations both locally and nationally that can provide help but people don't know where to look.

When things go wrong, it can also be difficult to know how and where to make an official complaint. Last year we helped 272 people access the information they needed, including directing them to the most appropriate complaints channel. This included people who live in Haringey, but also people who use services in the borough but live elsewhere.

You can come to us for help and information in a number of ways including:

- Contacting us through our website, by phone or e-mail.
- Promoting helpful services across our social media channels.
- At community stalls and events.
- Signing up to our e-newsletter.

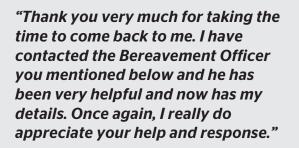
#### How we helped

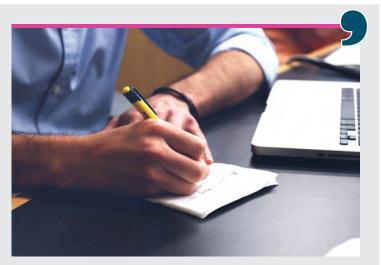


A woman called us about her husband's continuing healthcare assessment - he was assessed in June, and at the end of September had still heard nothing back.

We provided the caller with contact details for the continuing healthcare team at Haringey Clinical Commissioning Group (CCG). The couple received an apology from the CCG, who agreed to carry out a retrospective assessment and allocate their case to a nurse advisor and social worker. As a result of this call, we also updated our website with details of how to complain about the CCG. We received an e-mail from someone asking how to find out about a homeless man who had died in Haringey.

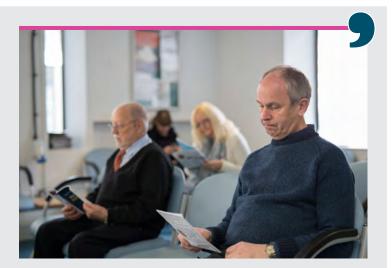
We provided contact details for the Bereavement Officer at Haringey Council, so that the caller could make their own enquiries.





A caller was concerned about her father who has dementia and had been living temporarily in a nursing home in Haringey. Social services wanted to move him to Romford – his daughter was unhappy about this and felt that her father lacked mental capacity to make choices about where he lives. She wanted to know her rights around consent to him being moved.

We provided details of how to make a complaint to Haringey adult social care, and details of an advocate to help support the complaint if needed. We received several complaints from patients who had arrived for a blood test at the Laurels Healthy Living Centre to find the clinic was closed, even though they were there during the advertised opening hours. Some patients also complained about long waits for blood tests, meaning that they had to come back several days in a row.



We contacted the service manager to find out why the clinic was closing early and found out that the courier was arriving too early to collect blood samples and the clinic could not take any more samples after this. Since we raised this issue, the courier has now started arriving at the correct time and the clinic can stay open for its full advertised hours.

#### Case study: Promoting alternatives to A&E

Part of our role is to help people find the best health and care service for them when they need it. Last year we spoke to local residents about where they can go to get medical help and advice quickly without having to go to A&E.

We ran a number of stalls focusing particularly on speaking to parents of young children and Turkish-speaking communities. In total, we had 114 conversations and shared information – in English and Turkish - about a range of same-day and easy-access services, including NHS 111, evening and weekend GP appointments, local pharmacies and Chase Farm urgent care centre. A lot of this information was previously unknown to people, but many said that they were glad to have it and would consider using these services in future.

#### Training GP receptionists to help patients find local groups and activities

In September 2018, we helped to run training for GP receptionists in Haringey to become 'care navigators', making sure that people receive support from an appropriate professional, who may not be a GP. Our role was to share our knowledge of the different services and groups that are available in the voluntary and community sector, including those that support people with complaints about health and care services. We will continue to look at ways that we can share our knowledge with NHS staff, so that more people working in our communities are equipped to help residents find the support they need.

## Our new publicity campaign - 'it starts with you'

Last year, we updated all of our leaflets, posters and other branded materials with a new design and a new message – 'it starts with you' – to encourage people to share their stories and experiences of local health and care services with us, and help make a difference for everyone. We distributed our posters and leaflets across the borough to raise awareness of Healthwatch Haringey and encourage more people to share their feedback with us.

#### Did you know?

Healthwatch Haringey is run by a local independent social enterprise called Public Voice. Public Voice is also a partner in the Haringey Advice Partnership and is in the process of setting up a new service, 'Reach and Connect', which will help link people over 50 up with services and other people and groups in their local community. Often our colleagues outside of the Healthwatch Haringey team can also help people find the answers they need. You can find out more about Public Voice at: www.publicvoice.london



# Our volunteers

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#### How do our volunteers help us?

## We couldn't make all of these improvements without the support of our 39 volunteers who work with us to help make care better for their communities.

Our volunteers help us to:

- Run stalls and carry out surveys to collect people's views and experiences.
- Distribute leaflets and other publicity to help raise awareness of Healthwatch.
- Visit services to make sure they're meeting people's needs.

- Attend meetings and take part in decisionmaking as patient representatives.
- 'Reality check' letters, website text and other information produced by the NHS.

We provide a full induction for volunteers and last year began to run dedicated training for volunteers to help them when they are out at stalls and carrying out research and engagement.

#### Case study: Making letters more patient-friendly

As a result of concerns raised by the Haringey Partnership Board (see above) about communication around continuing healthcare, we were asked to review the letters sent to patients and suggest ways that they could be improved.

A group of eleven of our volunteers read and shared feedback on draft letters sent to patients at various stages of being assessed for or receiving continuing healthcare funding from Haringey Clinical Commissioning Group (CCG). Volunteers recommended that the letters:

- Include more explanation of what continuing healthcare is and the role of Haringey CCG.
- Use fewer acronyms and less jargon.
- Use a warmer and more personal tone.
- Emphasise key messages.
- Do not include long URL links to online information.

Following this feedback, changes were made to the draft letters, making them much clearer for patients. Our volunteers' feedback was also shared with NHS England so that all similar letters sent in other areas can also be improved.

#### **Did you know?**

Continuing healthcare funding is when the NHS pays for all the care a person with a long-term health condition needs either in a care home or living at home. This means it is free for the person receiving care, unlike social care, which the person may need to pay for themselves (or pay a contribution).



#### From volunteer to Board member

Last year, one of our volunteers successfully applied to join our Board of Directors. As well as bringing his professional expertise, Omar also acts as a volunteer representative on our Board, speaking up for involving local residents as volunteers across all areas of our work, while also helping to make decisions about the future of the organisation.

#### **Meet our volunteers**

Our volunteers come from all parts of our local community and bring a range of experience and skills to our team. Two of our volunteers talk about how they make a difference to the lives of people in our area.



#### Doug

As a volunteer with Healthwatch Haringey I have done a variety of things including visiting hospitals and care homes to check the care that people are receiving, acting as a patient representative in recruitment and training of NHS staff. I have always tried to bring a disability perspective to all of my activities. I feel my thoughts and ideas have always been listened to by health professionals and positive changes made as a result.



#### Angela

I came across volunteering with Public Voice and Healthwatch Haringey while attending a jobs fair. I have helped run lots of stalls, displaying leaflets so that when people approach I can advise them accordingly. Every experience is different. I enjoy meeting members of the public and being able to direct them to where they can get the help they need.



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#### healthwatch Haringey

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# **Our finances**

#### Income

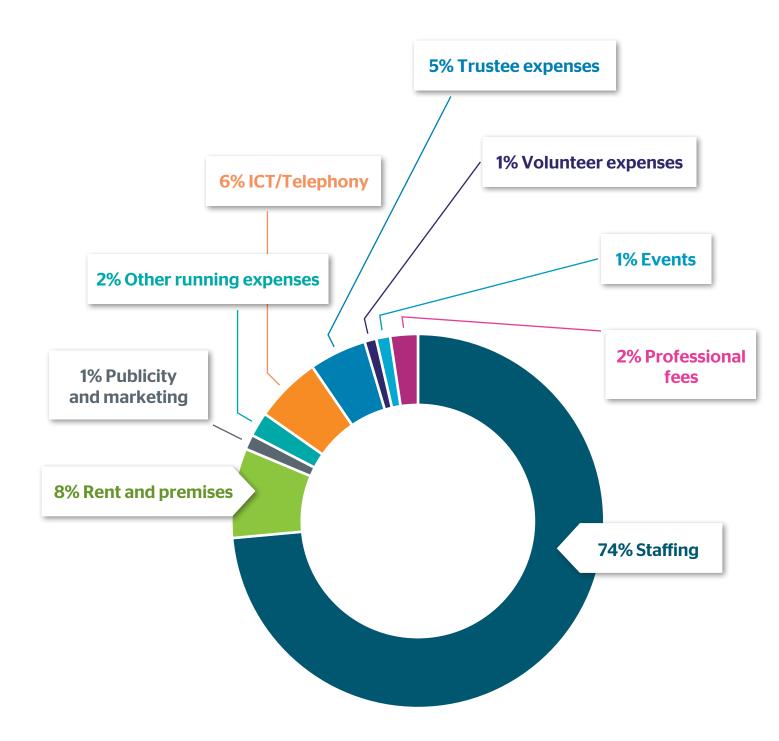
The Healthwatch Haringey contract value for 2018/19 was £160,000.

#### Expenditure

Total expenditure was £160,000, which was allocated to the activities detailed in the table and pie chart. Significant costs for the Healthwatch Haringey contract included staffing, rent and premises and ICT/telephony

Healthwatch Haringey Expenditure		
Staffing	117,695.00	
Rent and Premises	12,371.00	
Publicity and marketing	2070.00	
Other running expenses	3396.00	
ICT /Telephony	9169.00	
Trustee expenses	7945.00	
Volunteer expenses	1629.00	
Events	1938.00	
Professional fees	3787.00	
Total	160,000.00	

**Our finances** 







#### **Message from our Director**

Our priorities for 2019/20 are closely aligned to the five Healthwatch England priorities and reflect a continuation of our work in the previous year:

- 1. Primary care (including access to GPs)
- 2. Children and young people
- 3. Mental health
- 4. Services working better together
- 5. Adult social care

#### Primary care (including access to GPs)

Last year we began speaking to local patients about three possible large new GP practices in Haringey to find out what additional services they would like these to include – this work continues into 2019/20, and we hope that by supporting these new expanded practices we can help increase the number of GP appointments available, which we hear are so desperately needed.

Often people do not know that there are many other primary care services apart from GPs that they can use if they have a health need or concern rather than waiting for a GP appointment or going to A&E. This is something we will continue to raise awareness of in 2019/20, particularly the role of local pharmacies. Patient involvement in how GP services are run (through Patient Participation Groups in each practice) is also an area of focus. In 2019/20, we will also be working to establish a Haringeywide Patient Participation Group (PPG) Network to support PPGs to work together to share feedback and ideas.

#### Children and young people

We have had a role on the Haringey CAMHS (Child and Adolescent Mental Health Services) Transformation Board for the past few years and are now also involved in the CAMHS Trailblazer pilot – a project with £1 million of funding to invest in mental health support in Haringey schools. As part of this, we will be speaking to children and young people (as well as their parents) about what support they feel they need and inviting them to help shape this.

We will also look for other opportunities to hear the views of children and young people on local health services.

#### **Mental health**

Since 2016, we have supported an Experts by Experience (E by E) Board of mental health service users and carers to help feedback on and shape plans for the future of mental health services across our five north-London boroughs that form the North Central London STP area. We will continue to support and develop the Board over the coming year.

In addition, in 2019/20, we will be exploring the experiences of people who are using, have used or are waiting for NHS talking therapy services.

#### Services working better together

Over the past year, we have increasingly seen services coming together to work in partnership - both within Haringey and across the whole of north central London. Within Haringey, we have been involved in discussions around integrated services in North Tottenham and the forming of 'primary care networks' (small groups of GP practices supported by other health and care professionals), while beyond our borders we sit on the Haringey and Islington Joint Health and Wellbeing Board and the Joint Commissioning Committee for North London Partners that co-ordinates services across all five north central London boroughs.

All this joint working will continue to gather pace in 2019/20, as a single Integrated Care System (ICS) is formed in north central London.

Our Joint Partnership Board and reference groups also flag up many issues that bridge the divides between health, social care, housing and the voluntary sector and will require joint working towards solutions.

#### **Adult social care**

Alongside continuing to support the Joint Partnership Board and reference groups, in the coming year we intend to carry out a survey with people requesting equipment, aids and adaptations from Haringey Council to find out about their experiences of the service – one that is key to keeping older and disabled people independent and active for as long as possible.

We will also be carrying out research exploring the needs and preferences of people with learning disabilities and autism (and their family carers) to help shape the design of two day centres that are due to reopen in 2020. This will include interviews as well as Enter and View visits to current services that offer activities for people with learning disabilities and autism.

#### Challenges

As in previous years our main challenge is how best to make a positive impact on patient and public experiences of health and social care services with a small team and limited resources. We are also exploring how best to measure the impact of what we do.

The challenges have grown since the early days of Healthwatch in 2013 as our scope has increased from a focus solely on Haringey to also working at the five-borough north central London level with representation on a growing number of governance and advisory boards.

The recent move towards integrated care and locality working in Haringey have created another dimension of activity which we need to be aware of and involved in. Over the next couple of years, the structure of health and social care services will change significantly in response to the NHS Long Term Plan. Haringey Clinical Commissioning Group (the local NHS body) will merge with those in Islington, Camden, Enfield and Barnet to form a single commissioning body for the whole area, and a borough partnership will be set up in Haringey. We do not yet know exactly what this will look like, but we are already involved in these discussions and will continue to play a role representing patients and local residents. Our responsibility will be to ensure that patients and the public are meaningfully engaged in the new arrangements and the stated principle of 'ensuring patients and the public are at the centre of all we do' is reflected in practice through maximising patient choice and clear lines of accountability.

Mike Wilson Director



## Thank you

Thank you to everyone that is helping us to put people at the heart of health and social care, including:

- Haringey residents who shared their views and experiences with us.
- All of our amazing staff, volunteers and Board members.
- Staff working in health and social care who have been open to hearing and acting on patient feedback.
- Voluntary and community groups and organisations who have supported our work.



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