

Patient and Client Council

# Business Plan 2018-2019

April 2018



# **Patient and Client Council Business Plan 2018 - 2019**

## **Introduction**

Our business plan sets out the Patient and Client Council's priorities and key deliverables for the year 2018 - 2019.

Our business plan has three sections:

- **Role of the Patient and Client Council**
- **Patient and Client Council objectives for 2018-2019**
- **Management team and structure**

The Patient and Client Council Board will monitor progress against the objectives and the effective running of the organisation at each of its Board meetings, which are held in public.

## **Role of the Patient and Client Council**

The Patient and Client Council was established on 1<sup>st</sup> April 2009 to provide a powerful independent voice for people in Northern Ireland on health and social care issues.

### **Our Vision**

A health and social care service that is shaped by the experiences of patients, clients, carers and communities.

### **Our Purpose**

To be an independent and influential voice that makes a positive difference to the health and social care experience of people across Northern Ireland.

### **Our Goals**

The Patient and Client Council Board has an approved Corporate Plan for 2015-2018 with four strategic goals to underpin the realisation of its vision and purpose. These are aligned with the statutory functions of the organisation: These goals are;

- 1. The PCC will represent the interests of the public;***
- 2. The PCC will promote involvement of the public;***
- 3. The PCC will provide assistance (by way of representation or otherwise) to individuals making or intending to make a complaint relating to health and social care;***
- 4. The PCC will promote the provision by HSC bodies of advice and information to the public about the design, commissioning and delivery of health and social care;***

## **The Patient and Client Council's role within Northern Ireland health and social care**

As part of the Health and Social Care Framework for Northern Ireland the Patient and Client Council seeks to support the Department of Health's overall duty to promote an integrated system of health and social care designed to improve the health and social well-being of the people of Northern Ireland. The Patient and Client Council will do this by providing a powerful, independent voice for patients, clients, carers, and communities on health and social care issues.

The Patient and Client Council's performance framework is determined by the Department in the light of its wider strategic aims and of current Programme for Government objectives and targets. The priorities and objectives for the Patient and Client Council are set out in its annual business plan, the key objectives of which are subject to approval by its Sponsor Branch in the Department. In common with all Arms-Length Bodies (ALBs), on issues of governance and assurance, the Patient and Client Council is directly accountable to the Department.

Health and Social Care bodies must co-operate with the Patient and Client Council in the exercise of its functions. This means that health and social care bodies must consult the Patient and Client Council on matters relevant to its role and must furnish the Patient and Client Council with the information necessary for the discharge of its functions. Furthermore, health and social care bodies must have regard to the advice provided by the Patient and Client Council about best methods and practices for consulting and involving the public in health and social care matters.

The Patient and Client Council's relationship with the other health and social care bodies is therefore characterised by, on the one hand, its independence from health and social care bodies in representing the interests and promoting the involvement of the public in health and social care and, on the other, the need to engage with the wider health and social care in a positive and constructive manner to ensure that it is able to efficiently and effectively discharge its statutory functions on behalf of patients, clients and carers. The Patient and Client Council's functions do not include a duty to consult on behalf of health and social care. Each health and social care body is required to put in place its own arrangements for engagement and consultation.

### **Co-Production**

The Department of Health's vision document 'Health and Wellbeing 2026; 'Delivering Together' outlined its full commitment and support to adopting a co-production approach to achieve the necessary changes required to deliver the world class health and social care services people deserves.

The Patient and Client Council will adopt co-production methodologies throughout the workings of its business plan. The Patient and Client Council believes that service users are partners in every aspect of their work. This can only be achieved when those participating have the necessary skills, confidence and opportunity to be involved. Building capacity within people is therefore an important part of our work.

### **Outcomes Based Approach**

This plan sets out the objectives of the Patient and Client Council for the year 2018/19. It is aligned to the strategic direction determined by the

current Northern Ireland Executive Programme for Government objectives and targets and the strategic aims of the Department of Health as driven by Ministerial targets.

As the statutory patient's voice in HSC, the PCC uses its evidence to inform, influence and make recommendations on the provision of health and social care. The PCC cannot determine specific outcomes that follow its work however, HSC bodies must co-operate with the PCC in exercising its functions.

### **Programme for Government**

The draft Programme for Government sets out the big issues facing our society and the challenges that have to be addressed. It sets out a different way of working which the Patient and Client Council supports.

Namely:

- Focusing on outcomes to improve the wellbeing of people;
- Seeking to make a difference to the things that matter most to people;
- Contributing to a system that works across boundaries, groups organisations and communities for the common good; and
- Collaboration between the public sector, local government, private sector, community sector and voluntary sector and beyond to maximise what can be achieved collectively.

The Patient and Client Council contributes to the Programme for Government by fulfilling its statutory functions, which the Board have adopted as the organisation's corporate goals.

## **Health and Wellbeing 2026**

The Patient and Client Council's business plan objectives are aligned to the quadruple aim priorities identified under 'The Ambition' within Health and Wellbeing 2026: Delivering Together, these include:

- a) Improving the health of our people;
- b) Improving the quality and experience of care;
- c) Ensuring sustainability of services;
- d) Supporting and empowering staff.

## **Patient and Client Council objectives for 2018-19**

The Patient and Client Council Board have agreed the following objectives for this year. They have been drafted to allow for flexibility which may be required as Health and Wellbeing 2026 is implemented and whilst most will be delivered within the coming year, some will take longer to complete, this is reflected in the completion dates. Each business plan objective is supported by an operational project plan which is developed within the business year, in partnership with key stakeholders such as policy leads, service users and carers.

This Business Plan has been developed using an agreed criteria to assess objectives:

- **The PCC core statutory functions**

Does the objective fall within the statutory functions of the Patient and Client Council?

- **A demonstrable evidence base**

Does the Patient and Client Council have an evidence base, through its engagement work, helpline or complaints support

service, that the objective is a priority or issue of concern to the public?

- **Resources required**

Does the Patient and Client Council have the capacity within its resources to undertake and deliver the project?

- **Is another organisation undertaking this work?**

Is the work a duplication of work already planned or being undertaken by another HSC organisation or elsewhere?

- **Making a difference**

Can the work make a difference for people?

Throughout the year the Patient and Client Council will undertake projects and activities in addition to its business plan. This additional work will be informed by health and social care service developments (including consultation requests) and issues raised with the Patient and Client Council in its engagement with the public, its complaints support service and its Helpline intelligence. This work will be reported by the Operations Function in its regular reporting to the Board and where appropriate, recommendations will be made. Where this work is considered a priority by the Chief Executive and is identified as resource intensive it will be brought to the Board for consideration in light of the agreed Business Plan objectives.

Work outside the Business Plan will include attending meetings and groupings hosted by HSC organisations, including the Department of Health, Health and Social Care Trusts, the Regional Health and Social Care Board and the Public Health Agency and other organisations involved in the delivery of health and social care. Examples of this work



include regional and local planning groups, facilitation of focus groups for arms-length bodies and supporting patient led groups. Patient and Client Council attendance and contribution to these groups will focus on fulfilling its statutory functions.

The objectives in the Business Plan are set out within the statutory duties and strategic goals of the Patient and Client Council.

Function	Objectives	Senior Responsible Officer	Timescale for completion of objective	
1	<b>REPRESENTING THE INTERESTS OF THE PUBLIC</b>			
	<p>In exercising its function the Patient and Client Council shall; Consult the public about matters relating to health and social care Report the views of those consulted to the DoH and to any other HSC body appearing to have an interest in the subject matter of the Consultation, in accordance with legislation.</p>	<p><b>1.1 The Patient and Client Council will undertake a project which will inform the ongoing work to reform adult social care. This project will comprise of the following :</b></p> <ul style="list-style-type: none"> <li>• A project to seek people’s views on how to progress the findings in the report, ‘Power to People’ including social isolation and the funding of domiciliary care;</li> <li>• A series of panels with physically disabled adults to inform the reform process;</li> <li>• A targeted social media campaign to capture views on self-directed support and</li> <li>• Work with the DOH to ensure the implementation plan is co-produced with service users and carers.</li> </ul>	<p>Head of Operations</p>	<p>March 2019</p> <p>December 2018</p> <p>October 2018</p> <p>October 2018</p>
		<p><b>1.2 The Patient and Client Council will use panels (where appropriate) to follow up on the projects listed and produce a progress report:</b></p> <ul style="list-style-type: none"> <li>• The Patient and Client Council will seek to understand the care experience of people with Dementia.</li> </ul>	<p>Head of Operations</p>	<p>March 2019</p>

Function	Objectives	Senior Responsible Officer	Timescale for completion of objective
	<ul style="list-style-type: none"> <li>• The Patient and Client Council will seek to understand the experience of families engaging with social workers.</li> <li>• The Patient and Client Council will seek to understand the experience of people waiting longer than Ministerial waiting time targets.</li> <li>• The Patient and Client Council will seek to understand residents' experience of care in nursing homes.</li> <li>• Carer's assessment for carers of people who have a mental illness and/or a learning disability.</li> </ul>		
	<p><b>1.3 The Patient and Client Council, through the work of the Bamford Monitoring Group, will learn from people about their experience of psychological services eg talking therapies.</b></p>	Head of Operations	December 2018
	<p><b>1.4 The Patient and Client Council, through the work of the Bamford Monitoring Group, will engage with service users who have a learning disability and carers to understand their experience of annual health checks.</b></p>	Head of Operations	June 2018
	<p><b>1.5 The PCC will continue to work with the Department to ensure the involvement of service users and carers across a number of Transformation Implementation Group work streams and projects, including:</b></p>	Head of Operations	March 2019

Function		Objectives	Senior Responsible Officer	Timescale for completion of objective
		<ul style="list-style-type: none"> <li>• AHP Workforce Strategy;</li> <li>• HSC Online Patient Portal;</li> <li>• Stroke Services and</li> <li>• Elective care.</li> </ul>		

Function		Objectives	Senior Responsible Officer	Timescale for completion of objective
2	<b>PROMOTING INVOLVEMENT OF THE PUBLIC</b>			
		<p><b>2.1 The Patient and Client Council will promote the involvement of the public in consultations and engagement processes in health and social care.</b></p> <p>The Patient and Client Council will promote opportunities for people to share their views on consultations by HSC bodies through its Membership Scheme and engagement work. This will be an ongoing objective for the Patient and Client Council throughout 2018-19.</p>	Head of Operations	March 2019
		<p><b>2.2 The Patient and Client Council will work with the Department of Health to ensure effective co-design and co-production in the development of health and social care services.</b></p>	Head of Operations	March 2019

		<p>The Patient and Client Council will work with the Department of Health to contribute to the implementation of the outcomes following the Future Search event. The PCC will ensure the patient's voice is strengthened in health and social care through capacity building with staff and services users and/or carers.</p>		
		<p><b>2.3 The Patient and Client Council will continue to develop the Membership Scheme as a key resource to co-production. This will include:</b></p> <ul style="list-style-type: none"> <li>• Following up on reviews undertaken by the Innovation Lab and the Democratic Society in 2017/18.</li> <li>• Building on the 2017/18 pilot training exercise in developing the capacity of member's knowledge and skills to have their voice heard on HSC matters. Training events will be delivered by the Involvement Team across each Trust area for members.</li> </ul>	<p>Head of Operations</p>	<p>January 2019</p> <p>February 2019</p>

Function	Objectives	Senior Responsible Officer	Timescale for completion of objective	
3	<b>Providing assistance (by way of representation or otherwise) to individuals making or intending to make a complaint relating to health and social care</b>			
	In exercising its function the Patient and Client Council shall; Arrange for the provision (by way of representation or otherwise) of assistance to individuals making or intending to make a complaint of a prescribed description relating to health and social care.	<b>3.1 The Patient and Client Council will provide a support service for anyone wishing to make a complaint about health and social care services.</b>	Head of Operations	March 2019
		<b>3.2 The Patient and Client Council will highlight the issues raised by people through its complaints support service.</b>  The Patient and Client Council will produce a 2017/18 PCC complaints support service report.  The Patient and Client Council will share the report with key stakeholders in Health and Social Care with the aim of improving the quality of services and the healthcare experience.	Head of Operations	September 2018
		<b>3.3 The Patient and Client Council will commission a research project aimed at understanding the impact of the complaints advocacy service in terms of outcomes for individual service users and their carers.</b>	Head of Operations	February 2019
		<b>3.4 The PCC will support the implementation of the relevant recommendations in the hyponatraemia report in line with its statutory functions.</b>	Head of Operations	March 2019

Function	Objectives	Senior Responsible Officer	Timescale for completion of objective	
4	<p><b>Promoting the provision by HSC bodies of advice and information to the public about the design, commissioning and delivery of health and social care</b></p>			
	<p>Promote the provision of advice and information by HSC organisations to the public about the design, commissioning and delivery of health and social care.</p>	<p><b>4.1 The Patient and Client Council will promote the provision of advice and information by Health and Social Care organisations on Health and Social Care services. This will include information being provided in a user friendly, easily understood format.</b></p> <p>The Patient and Client Council will continue to support service users and carers to contribute to the development of a range of information and advice services including self-management tool kits and the web based information portal.</p>	<p>Head of Operations</p>	<p>March 2019</p>
		<p><b>4.2 The Patient and Client Council create an event with the focus on good quality information, showcasing best practice.</b></p>	<p>Head of Operations</p>	<p>September 2018</p>
		<p><b>4.3 The Patient and Client Council will work with the Department of Health and other stakeholders to promote the development of a real time feedback system to gather both positive and negative experiences of health and social care.</b></p>	<p>Head of Operations</p>	<p>March 2019</p>

Function	Objectives	Senior Responsible Officer	Timescale for completion of objective
5	<b>The Patient and Client Council will operate as an effective and responsive public body.</b>		
5.1	<p><b>Corporate</b></p> <p><b>The Patient and Client Council Board will receive assurances on the governance arrangements through an effective Governance and Audit Committee and submission of timely information on:</b></p> <ul style="list-style-type: none"> <li>• Governance statements;</li> <li>• An appropriate assurance framework;</li> <li>• Effective business planning arrangements;</li> <li>• Appropriate business continuity plans;</li> <li>• Audit reports; and</li> <li>• A dynamic risk register that deals with the primary risks to delivery of the business plan.</li> </ul> <p>The Patient and Client Council Senior Management Team will monitor its current and emerging risks to continue to deliver on its core statutory functions within its resource capability.</p>	Head of Development and Corporate Services	March 2019
5.2	<p><b>Resources</b></p> <p><b>Patient and Client Council will manage its resource effectively and provide value for money in its operations.</b></p> <p>The Patient and Client Council will ensure it has appropriate financial management arrangements in place including those</p>	Head of Development and Corporate Services	March 2019



		<p>for planning, forecasting, procurement and prompt payments. It will also ensure achievement of its breakeven target and presentation of its annual accounts within timescales set out by the DoH.</p> <p>The budget for the year 2018/19 is <b>£ 1,445,865.</b></p> <p>The PCC will review accommodation assets to reduce costs. It remains committed to fulfilling its role in delivering the objectives contained in the Executive approved Asset Management Strategy.</p>		
<b>5.3</b>	<b>People</b>	<p><b>The Patient and Client Council will manage its people effectively. Success will be demonstrated by:</b></p> <p>Delivering effective recruitment, appraisal, absence management and personal development arrangements.</p> <p>The Patient and Client Council will meet its annual absence management target.</p>	<p>Head of Development and Corporate Services</p>	<p>March 2019</p>

## **Management structure of the Patient and Client Council**

The Patient and Client Council has a Board with a complement of 16 non-executive directors and a Chair, all appointed under the public appointments process.

The Board of the Patient and Client Council is responsible for;

- *Setting the strategic direction for the Patient and Client Council;*
- *Monitoring the performance of the Patient and Client Council;*
- *Ensuring highest standards of corporate governance and personal behaviour;*
- *Ensuring proper financial stewardship; and*
- *Appointing and appraising Senior Officers.*

The Patient and Client Council has a relatively small staff team who deliver the work programme as agreed by the Patient and Client Council Board.

Key roles within the organisation include:

### **The Chief Executive:**

- Is accountable to the Board of the Patient and Client Council for the efficient and effective management of the organisation and ensuring it fulfils its statutory functions and meets the objectives agreed by the Board;
- Is the Accounting Officer for the Patient and Client Council and in that capacity is directly responsible to the Permanent Secretary of the Department of Health in accounting for our use of public funds; and
- Is answerable through the Patient and Client Council Board, to the Minister for Health.

**The Head of Operations:**

- Leads the Patient and Client Council operations in the delivery of the annual operating plan; and
- Ensures the development of the Patient and Client Council's ability to ensure patient and client views are heard.

**The Head of Development and Corporate Services:**

- Manages corporate services functions of the organisation;
- Manages the controls assurance and risk management of the Organisation.