

Patient and Client Council

# Business Plan 2017-2018

March 2017



# **Patient and Client Council Business Plan 2017 - 2018**

## **Introduction**

Our business plan sets out the Patient and Client Council's priorities and key deliverables for the year 2017 - 2018.

Our business plan has three sections:

- **Role of the Patient and Client Council**
- **Patient and Client Council objectives for 2017-2018**
- **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

- a) The PCC will represent the interests of the public;
- b) The PCC will promote involvement of the public;
- c) 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;
- d) 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 seek to 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.

### **Outcomes Based Approach**

This plan sets out the objectives of the Patient and Client Council for the year 2017/18. 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.

### **Programme for Government**

The Programme for Government sets out the big issues facing our society and the challenges that have to be addressed. The new framework sets out a different way to achieve this – Outcomes Based Accountability that the Patient and Client Council supports. This includes:

- 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 Department of Health and its arms-length bodies, including the Patient and Client Council, have embraced the Programme for Government with a focus to working towards the specific Department led Programme outcome;

**'We enjoy long, healthy and active lives'**

For the overall health, social services and public safety system, the Health Minister has identified the following aims, underpinned by Health and Wellbeing 2026: Delivering Together, to deliver a new model of **person-centred care** focussed on prevention, early intervention and supporting independence and wellbeing.

- Improving the health of our people
- Improving the quality and experience of care
- Ensuring our services are efficient and sustainable for the future
- Supporting and empowering staff

To deliver on this Health and Social Care organisations will

- Build capacity in communities and prevention;
- Provide more support in primary care;
- Reform community and hospital services; and
- Organise themselves to deliver.

In transforming services Health and Social Care organisations will

- Work in Partnership with people who use and deliver services;
- Invest in their workforce;
- Provide leadership and a culture to support the vision;
- Improve the quality and safety of its services
- Make better use of eHealth in providing care

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.

The Patient and Client Council will be mindful of the contribution its activities can make to the Programme For Government with an emphasis on the 'outcome' led by the Department of Health, namely "**We enjoy long, healthy and active lives**", and its indicators, particularly, the % of people satisfied with health and social care.

## **Patient and Client Council objectives for 2017-18**

The Patient and Client Council Board has agreed the following objectives for this year. Whilst most will be delivered within the coming year, some will take longer to complete. This is reflected in the completion dates.

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 on 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 DoH, 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.

The Patient and Client Council will formally report the findings in its work to health and social care bodies including the Department of Health, the Regional Health and Social Care Board and HSC Trusts.

This Business Plan has been drafted to allow for flexibility which may require a change to objectives as Health and Wellbeing: 2026 Delivering Together is implemented.

Function	Objectives	Timescale for completion of objective	Outcomes Based Contribution for PfG
1	<b>REPRESENTING THE INTERESTS OF THE PUBLIC</b>		<b>Programme for Government Outcome</b> <b>We enjoy long, healthy, active lives</b>
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><b>1.1 The Patient and Client Council will seek to understand what the HSC issues are for young people and their carers living with Dementia.</b></p> <p>The Patient and Client Council will follow up on its 2016-17 scoping exercise to understand what the health and social care issues are for young people and their carers living with Dementia. This will be done in partnership with Dementia NI.</p>	November 2017	<p><b>Health and Wellbeing 2026 Transformation</b></p> <p><i>Develop Patient Portal for dementia patients</i></p>
	<p><b>1.2 PCC will seek to understand the experience of people with Diabetes who are accessing allied health professional services.</b></p> <p>The Patient and Client Council will collate the experience of Type I/Type II Diabetes patients who are accessing allied health professional care, specifically dietician, optometry and podiatry services.</p> <p>The Patient and Client Council will share the experiences with the Department of Health and other HSC stakeholders.</p>	January 2018	<p><b>Health and Wellbeing 2026 Reconfiguration and service change</b></p> <p><i>Implementation of new Diabetes Strategic Framework</i></p>

Function	Objectives	Timescale for completion of objective	Outcomes Based Contribution for PfG
	<p><b>1.3 The Patient and Client Council will seek to understand the experience of residents' of care in nursing homes.</b></p> <ul style="list-style-type: none"> <li>• The Patient and Client Council will scope evidence available on residents care experience including previous Patient and Client Council engagement work and complaints support and the work of other organisations.</li> <li>• The Patient and Client Council will work with RQIA to complete this project.</li> <li>• The Patient and Client Council will share the outcomes with key stakeholders in HSC and nursing home management.</li> </ul>	February 2018	<p><b>Health and Wellbeing 2026 Transformation</b></p> <p><i>Engage with service users on how our health and social care services should be shaped in the future</i></p>
	<p><b>1.4 The Patient and Client Council will follow up on the projects listed below to determine progress against the project report recommendations.</b></p> <p>Follow up and completion will include a full HSC response and include feedback from those service users and carers who worked on the project.</p> <ul style="list-style-type: none"> <li>○ End of Life Care</li> <li>○ Miscarriage</li> <li>○ Future Planning (support for older carers to plan future care</li> </ul>	March 2018	<p><b>Health and Wellbeing 2026 Transformation</b></p> <p><i>Engage with service users on how our health and social care services should be shaped in the future</i></p>

Function	Objectives	Timescale for completion of objective	Outcomes Based Contribution for PfG
	<p>of their adult dependents)</p> <ul style="list-style-type: none"> <li>○ Myalgic encephalomyelitis</li> <li>○ Fibro Myalgia</li> <li>○ Endometriosis</li> </ul>		
	<p><b>1.5 The Patient and Client Council, through the work of the Bamford Monitoring Group, will seek to hear from people with a learning disability who have an enduring mental illness about their experiences of health and social care.</b></p> <p>The Patient and Client Council will hold an event with community and voluntary organisations, carers and service users (including both older people and young people) who have a learning disability and who live with or have had experience of a mental illness.</p>	<p>October 2017</p>	<p><b>Health and Wellbeing 2026 Transformation</b></p> <p><i>Engage with service users on how our health and social care services should be shaped in the future</i></p>
	<p><b>1.6 The Patient and Client Council will gather people's views on their experience of access to Sexual Health Services.</b></p> <p>The Patient and Client Council will gather people's views on access to Sexual Health Services.</p> <p>The Patient and Client Council will report accordingly, to ensure people's experience of Sexual Health Services shape future</p>	<p>September 2017</p>	<p><b>Health and Wellbeing 2026 Transformation</b></p> <p><i>Engage with service users on how our health and social care services should be shaped in the future</i></p>

Function	Objectives	Timescale for completion of objective	Outcomes Based Contribution for PfG
	<p>service provision.</p> <p><b>1.7 The Patient and Client Council will gather people’s views on dental services.</b></p> <p>The Patient and Client Council will facilitate people sharing their views on dental services.</p> <p>The Patient and Client Council will work with relevant stakeholders to ensure people’s views on services shape future service provision.</p>	November 2017	<p><b>Health and Wellbeing 2026 Transformation</b></p> <p><i>Engage with service users on how our health and social care services should be shaped in the future</i></p>
<b>2</b>	<b>PROMOTING INVOLVEMENT OF THE PUBLIC</b>		<p><b>Programme for Government Outcome</b></p> <p><b>We enjoy long, healthy, active lives</b></p>
	<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</p>	Ongoing	<p><b>Health and Wellbeing 2026 Transformation</b></p> <p><i>Engage with service users on how our health and social care services should be shaped in the future</i></p>

Function	Objectives	Timescale for completion of objective	Outcomes Based Contribution for PfG
	<p>be an ongoing objective for the Patient and Client Council throughout 2017-18.</p>		
	<p><b>2.2 The Patient and Client Council will work with the Department of Health to ensure that there is effective co-design and co-production in the development of health and social care services.</b></p> <p>The Patient and Client Council will work with Department of Health to ensure that the service user and carer voice is embedded in the development of processes, proposals and ongoing evaluation to ensure effective co-design and co-production of services.</p>	Ongoing	<p><b>Health and Wellbeing 2026 Transformation</b></p> <p><i>Engage with service users on how our health and social care services should be shaped in the future</i></p>
	<p><b>2.3 The Patient and Client Council will work with the Department of Health to ensure effective co-design and co-production in the following specific projects.</b></p>		<p><b>Health and Wellbeing 2026 Transformation</b></p> <p><i>Engage with service users on how our health and social care services should be shaped in the future</i></p>

Function	Objectives	Timescale for completion of objective	Outcomes Based Contribution for PfG
	<ul style="list-style-type: none"> <li>○ The Patient and Client Council will work with the Department of Health to co-produce proposals for adult social care reform.</li> <li>○ The Patient and Client Council will follow up its work on the Medicines Optimisation Innovation Lab and work with the Department of Health to ensure effective co-design and co-production in the development of services.</li> <li>○ The Patient and Client Council will work with the Department of Health and HSCB to ensure the service user voice is heard in an evaluation of the Mental Health Care Pathway.</li> </ul>	<p>June 2017</p> <p>October 2017</p> <p>February 2018</p>	<p><i>Reform and long term sustainability of the Adult Social Care system</i></p> <p><i>Engage with service users on how our health and social care services should be shaped in the future</i></p> <p><i>Engage with service users on how our health and social care services should be shaped in the future</i></p>
	<p><b>2.4 The PCC will continue to develop the Membership Scheme as a key resource to co-design and co-production.</b></p> <ul style="list-style-type: none"> <li>● The Patient and Client Council will work in partnership with the Innovation Lab to further develop the Membership Scheme as a key resource to co-design and co-production.</li> <li>● The Patient and Client Council will follow up on recommendations from its review of the Membership Scheme in 2016/17.</li> </ul>	<p>December 2017</p>	<p><b>Health and Wellbeing 2026 Transformation</b></p> <p><i>Engage on how our health and social care services should be shaped in the future</i></p> <p><b>Health and Wellbeing 2026 Reconfiguration and service change</b></p> <p><i>Innovative HSC projects developed and scaled up across the region</i></p>

Function	Objectives	Timescale for completion of objective	Outcomes Based Contribution for PfG
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>		<b>Programme for Government Outcome</b> We enjoy long, healthy, active lives
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>	Ongoing	<b>Programme for Government Outcome</b> We have high quality public services
	<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 2016/17 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.	September 2017	<b>Health and Wellbeing 2026 Transformation</b>  <i>Engage on how our health and social care services should be shaped in the future</i>
	<b>3.3 The Patient and Client Council will seek to understand the experience of families engaging with social workers.</b>  The Patient and Client Council will work with NISSC and QUB on people's understanding of the role of social workers and their experience of engaging with social workers.	November 2017	<b>Health and Wellbeing 2026 Transformation</b>  <i>Engage on how our health and social care services should be shaped in the future</i>



Function	Objectives	Timescale for completion of objective	Outcomes Based Contribution for PfG
	<p>The Patient and Client Council will report to key stakeholders in HSC on the experience of families of social worker support and their understanding of the role.</p>		
	<p><b>3.4 The Patient and Client Council will develop new tools to assist people who may wish to make a complaint about health and social care services</b></p> <p>The Patient and Client Council will develop new online tools to inform and assist people wishing to make a complaint about health and social care services, including how to make a complaint and who to go to.</p>	January 2018	<p><b>Health and Wellbeing 2026 Transformation</b></p> <p>Expand the information and range of interaction available to citizens online</p>
	<p><b>3.5 The Patient and Client Council will identify and develop strategic partnerships with other organisations who have expert knowledge in areas including human rights, equality and disability in NI.</b></p> <p>The Patient and Client Council will carry out a scoping exercise to identify organisations with expertise in areas including human rights, equality and disability to complement its complaints support work.</p>	September 2017	<p><b>Programme for Government Outcome</b></p> <p>We have high quality public services</p>

Function	Objectives	Timescale for completion of objective	Outcomes Based Contribution for PfG	
4	Promoting the provision by HSC bodies of advice and information to the public about the design, commissioning and delivery of health and social care		Programme for Government Outcome We enjoy long, healthy, active lives	
	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><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 contribute to the development of a web based information portal by ensuring the voice of citizens across Northern Ireland is part of the process.</p>	March 2018	<p><b>Health and Wellbeing 2026 Transformation</b></p> <p>Expand the information and range of interaction available to citizens online</p>
		<p><b>4.2 The Patient and Client Council will promote the provision of advice and information by Health and Social Care organisations on how they will provide services in the future.</b></p> <p>The Patient and Client Council will promote the provision of advice and information by Health and Social Care organisations on how they will provide services in the future. This will include information being provided in a user friendly, easily understood format.</p>	Ongoing	<p><b>Health and Wellbeing 2026 Transformation</b></p> <p>Expand the information and range of interaction available to citizens online</p>

Function		Objectives	Timescale for completion of objective	Outcomes Based Contribution for PfG
		<p><b>4.3 The Patient and Client Council will seek to understand the experience of people waiting longer than Ministerial waiting time targets.</b></p> <p>The PCC will gather a number of case studies to understand the experience and impact on patients waiting longer than the Ministerial target for treatment and care, with a focus on the information available to people to enable them to make informed decisions.</p>	January 2018	<p><b>Health and Wellbeing 2026 Stabilisation</b></p> <p>Develop a comprehensive approach for addressing waiting lists</p>
5	<b>The Patient and Client Council will operate as an effective and responsive public body.</b>			<p><b>Programme for Government Outcome</b> <b>We enjoy long, healthy, active lives</b></p> <p><b>We have high quality public services</b></p>
5.1	<b>Corporate</b>	<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> </ul>		We have high quality public services

	Function	Objectives	Timescale for completion of objective	Outcomes Based Contribution for PfG
		<ul style="list-style-type: none"> <li>• Audit reports; and</li> <li>• A dynamic risk register that deals with the primary risks to delivery of the business plan. 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.</li> <li>• Quality as reported in our annual Quality Report, which will also be approved by the Board and promoted throughout the organisation.</li> </ul>		
5.2	<b>Resources</b>	<p><b>The Patient and Client Council will manage its resources effectively and provide value for money in its operations. Success will be demonstrated by:</b></p> <p>The Patient and Client Council will adopt an outcomes based approach in its activities and use of resources to ensure it adds value in its work.</p> <p>The Patient and Client Council will ensure it has appropriate financial management arrangements in place including those 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>		We have high quality public services

Function		Objectives	Timescale for completion of objective	Outcomes Based Contribution for PfG
		<p>The budget for the year 2017/18 is <b>£1,492,865</b></p> <p>The Patient and Client Council will manage its accommodation assets efficiently.</p>		
5.3	People	<p><b>The Patient and Client Council will manage its people effectively.</b></p> <p><b>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 of 5 %</p>		We have high quality public services

## **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 DoH 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.