

Quest 2012 – Gplus 5

Contribution to Health & Wellbeing



Outcomes

- To ensure that the centre's programme is improving the health and wellbeing of the local population
- To have health and wellbeing targets within the centre's objectives and endeavour to achieve them
- To ensure that the programme and initiatives reflect both local, regional and national objectives

PLAN

What plans exist to improve the health and wellbeing of the local community?

EXAMPLES OF BEST PRACTICE

- Business plan objectives
- Corporate / strategic plans
- Links with partners (such as NHS)
- Demographic & socio economic factors

GUIDANCE

- Is health & wellbeing a significant part of the business plan of the organisation
- Are both short and long term goals related to health & wellbeing defined within the business objectives
- Are the health & wellbeing targets within the business plan SMART (specific, measurable, achievable, realistic and timely)
- Do the management of the organisation work with other Local Strategic Partners (LSPs), such as the local National Health Service (NHS) to achieve the specific outcome of improving the communities health and wellbeing
- Does the organisation have a culture of wanting to improve the health & wellbeing of the local population and to achieve outcomes that are not purely financial
- Are local authorities or local NHS's locally based plans which help to inform community delivery and activities, for example Local Agreement Action Plans used when setting specific objectives
- Are national strategies used when setting targets, such as the Primary Care Strategy (NHS), Public Health Strategy (NHS) and the Local Delivery Plans (NHS)
- Many local authorities have Impact Frameworks, Local Physical Activity Action Plans (PAAPs) or Floor Target Action Plans (FTAPs); these plans are written to improve the health & wellbeing of the residents within their catchment areas. These can include national issues such as life expectancy, reducing obesity or more local issues such as barriers to open spaces. Does the organisation work with the authority and partners help them achieve their goals
- Does the organisation use local demographics, socio-economic factors and market segmentation to inform their objectives and programming initiatives
- Local Area Agreements and Local Strategic Partnerships may be in place between local authorities and other partners, does the organisation play an active role, in contributing to these agreements and partnerships

DO

How do you communicate your commitment to improving the health & wellbeing of the local population?

EXAMPLES OF BEST PRACTICE

- Inform staff and stakeholders of the processes and objectives
- Regular communication with stakeholders and partners
- Marketing and promotions
- Press releases
- Annual reports
- Staff meetings/ updates
- Member updates
- Websites
- Social media
- Community engagement
- Regular communication with clubs



GUIDANCE

- Does the organisation communicate its achievements against the business plan objectives throughout the year to the relevant stakeholders and staff; it is important to demonstrate the 'golden thread', the progression from start to finish and how the objectives are adding value towards the core business.
- Does the organisation have regular performance review meetings with relevant partners to enable sharing of progress and issues with the opportunity to discuss solutions and alternatives; are these minuted and distributed to all relevant stakeholders
- Does the organisation promote good news; this is beneficial, as it demonstrates success to local target groups and the general population who may not be actively involved in the health & wellbeing programme
- Does the organisation use annual reports to communicate high level impact, success and outcomes achieved to partners and other relevant decision makers within the health & wellbeing agenda
- Does the organisation have clear links to the likes of the Health Trainer Service and other community based organisations which will ensure that the management are aware of the offers available so that they can be communicated to the relevant target groups
- Does the organisation use all meetings to promote participation opportunities
- Does the organisation use emails, electronic newsletters, social networks and websites to communicate new initiatives and programmes to both users and non-users
- Does the organisation use locality updates (these are catchment area updates written by the authority detailing the population trends, for example age, level of deprivation, social economic status and levels of obesity), to help with their future planning of health & wellbeing initiatives

What legislation, statutory or best practice have you considered?

EXAMPLES OF BEST PRACTICE

- Sharing external best practice with staff and partners
- Researching evidence from websites
- Actively liaising with partners, especially to gain best practice initiatives from them
- User confidentiality, Data Protection Act (DPA)
- Criminal record checks

GUIDANCE

- Does the organisation's management discuss best practice developments with the NHS and other governing bodies to enable them to keep both themselves and staff informed of local and national initiatives
 - Is the role and responsibility of specific staff researching best practice and liaising with relevant stakeholders clearly defined
 - Are management aware of and actively using the information detailed within guidance documents such as: Liberating the NHS, CMO Report 'at least 5 times a week', Be Active, Be Healthy (Department of Health (DH) Feb 2009), Let's Get Moving (DH Sept 2009), Various NICE Guidance and NQAF (2002)
 - Can management demonstrate links with national documents and provide assurance of quality for partners, such as the NHS and stakeholders
 - Are staff familiar with the local authority's, NHS and other partner initiatives; these may include Local Exercise Action Pilots, Walk for Health (health walks) and Standardised Evaluation Framework (SEF – Obesity Planning). Can staff discuss ways in which the organisation is assisting partners to deliver their initiatives
- Does the organisation have appropriate systems and processes in place to ensure patient confidentiality and Data Protection; NHS takes patient identifiable information very seriously. Management could have an 'Adoption of a Confidentiality Statement' and/or relevant procedures. Other sources of information include the Caldicott principles and the DPA
- Do staff who have access to patient identifiable information (including admin staff) require to be criminal record checked, is there an up to date list of these staff and other relevant personnel

What training has been put in place for your staff to deliver this commitment?

EXAMPLES OF BEST PRACTICE

- Training records and qualifications
- External support and training from partners
- Personal development plans
- REP registration
- Training plan
- Skills mapping

GUIDANCE

- Can the organisation demonstrate up to date and current competencies, skills and knowledge of staff; there should be paper and electronic evidence. Added value will be gained from staff progressing through the relevant NQAF (National Quality Assurance Framework) and/or REP (Register of Exercise Professionals) skills programmes (escalators)
- Does the organisation make appropriate use of level 3 staff and those with General Practitioner (GP) referral and special population qualifications; this is crucial to achieving effective engagement and support of clients
- Does the organisation make use of Local Health Improvement and Public Health teams who may be able to offer awareness training for local health issues
- Do staff understand physical activity (PA) pathways; this may help them to encourage customers to sustain participation at their own level of frequency and intensity
- Are staff personal development plans aligned with locally required competencies and skills; these can be influenced and informed (even delivered) by NHS staff
- Does the management review staff training needs; this could be done by matching skills to local needs. This is important to ensure activities and offers are tuned to demand
- Does the management encourage staff and specialists to be REPs registered; this encourages Continuous Personal Development (CPD)
- Are staff trained in data protection
- Do staff have an understanding of how 'I make a difference'; If staff are aware of the impact they are having on people's health & wellbeing, it can be a great motivator
- Are staff encouraged to achieve specific qualifications or attend specialist training such as: level 3, GP referral and special population education, including obesity, mental health, diabetes and smoking cessation; this can lead to new initiatives being delivered which can help to help to achieve the health & wellbeing objectives
- Are staff informed of the Local Health Awareness and Local Physical Activity Pathway Awareness; an understanding of the local community will ensure they are aware of the issues and concerns for partners and stakeholders
- Does the organisation have a competency, skills and knowledge development plan which is influenced and informed by the local NHS and health needs of the community
- Does the organisation use skills mapping; this includes a review of the local population and their needs and ensures that staff have the relevant qualifications and knowledge to deliver a programme that reflects these needs

What resources have been allocated to achieve these outcomes?

EXAMPLES OF BEST PRACTICE

- Budgets for training and programme delivery and development
- Specialist equipment
- IT equipment
- Marketing / promotional budget
- Budget for time for relevant managers to liaise / meet with partners, develop local initiatives and review them
- Budget for loss leaders

GUIDANCE

- Is an appropriate budget put aside for training and developing staff and for the subsidised use of space and facilities to assist the NHS and other partners in delivering programmes
- If mobile information technology (IT) equipment is used such as laptops and data sticks, to record patient information, is it encrypted; the local NHS IT service may be able to assist and advise
- Does the organisation maximise the use of partners to provide resources to support the delivery of programmes
- Does the organisation have sufficient resources allocated to 'kickstart' programmes and to promote and market thoroughly to the relevant target populations; does the organisation have a plan in place to ensure all new initiatives are comprehensively promoted
- Does the organisation budget for the necessary time it takes staff to plan the programme, liaise with partners, benchmark, research best practice and attend relevant meetings and conferences
- Is there a budget for reviewing the successes of the programmes offered
- Is there a budget for programme initiatives that possibly may not cover costs; how long will the organisation support a programme for if it does not break even and are there exit plans in place

MEASURE

How do you measure?

EXAMPLES OF BEST PRACTICE

- Key performance indicators (KPIs) – local and site specific
- Awareness of National indicators
- Business plan targets
- Financial performance
- External evaluations
- Feedback

GUIDANCE

- Does the organisation have locally agreed KPIs, which are useful to assist in recording and measurement; collecting information is a useful way of measuring impact at an individual level and then the likely outcome achievable overall
- Do the management record numbers, frequency, utilisation of space, time and intensity; this information is useful when presenting information to stakeholders and partners
- Do the management have knowledge of the countries national indicators, and local statistics; without this information, it is difficult to measure performance
- Does the organisation measure the market segmentation penetration; for example who is attending and benefitting from what initiatives
- Does the organisation conduct random sampling and questionnaires amongst the patients; this will help to ensure transparency, when measuring quality and consistency
- Does the organisation regularly record and measure data to ensure they are progressing in the right direction to achieve their objectives
- Does the organisation measure financial performance; this could include return on investment, cost efficiency analysis and cost benefit analysis
- Are membership sales reviewed, for example conversions from GP referrals to memberships
- Does the organisation have independent and formalised evaluation processes providing scrutiny, transparency and lending itself to quality assurance
- Is participant, staff and stakeholder feedback measured and analysed
- Are random sampling and questionnaires conducted

REVIEW

How do you review what you measure?

EXAMPLES OF BEST PRACTICE

- Review key performance indicators (KPIs) – local and site specific



- Review business plan and targets
- Review financial performance
- Review external evaluations
- Review feedback
- Training programme
- Staff meetings
- External research

GUIDANCE

- Is feedback from partners, funders, commissioners, participants and customers reviewed; the findings may be used to enhance the programme and products. It may also result in good news stories that can be used to promote individual and organisational results
- Does the organisation regularly review what they do; changing programmes, initiatives and key documentation 'mid-term' shows that the management have a 'can do' and partnership approach and that they are listening to their partners and customers
- Does the organisation regularly review the business plan targets throughout the year
- Do the management hold regular staff meetings where the programmes are discussed; this will inevitably result in changes and progression, these meetings can be invaluable
- Are the KPIs regularly reviewed; this will determine how successful a programme and initiatives are
- Do the management regularly review the training needs for front line staff; training requirements may need to be changed to mirror any emerging findings. Reviewing previous training and training providers is also important as this will establish if the training was beneficial and has made a difference to the delivery of the programme
- Do the management regularly review external research; this may help in benchmarking and determining specific data that can be used to compare

IMPACT

Has what you have done made a difference?

EXAMPLES OF BEST PRACTICE

- Healthier communities
- Funding streams
- Happy customers
- Increased utilisation / income
- Increased membership sales
- Improved partnerships
- Greater participation from the wider community
- Motivated, well trained staff
- Diverse programme
- Improved audit results
- Good news stories
- Contract renewals

GUIDANCE

- Does the organisation effectively communicate the impact to commissioners, partners and communities by a number of means , including reports, annual reports, KPIs, media releases and electronic mail
- Has the organisation's contract been renewed; this is always a sign of success
- Are local people 'spreading the word' and helping to inform others
- Has there been a quantifiable increase in participation across a range of target groups
- Is the organisation being actively approached by potential new partners; this is a sign that you are a willing partner and have achieved results
- Are the programmes 'in demand'; demand from patients and customers is crucial and word of mouth has the biggest effect



- Has the work that the organisation has carried out been recognised locally, regionally or nationally as best practice; it may help to sell initiatives and the service further afield
- Can the organisation demonstrate that they are assisting in meeting high level outcomes, such as reduction of incidence of disease and obesity; KPIs may be able to be used to demonstrate this
- Are participants on the programme(s) reporting success and achievement
- Does the organisation have any recognition from within the clinical profession of the successes achieved
- Are patients actively requesting access and opportunities via their general practice (GP)
- Has there been a identifiable uplift in the organisation's income, utilisation and memberships