



# Response to Stakeholder Perception Survey

October 2024

**healthwatch**  
Greenwich

## **Introduction**

At the end of last year, Healthwatch Greenwich gathered stakeholders' perspectives regarding our work and our contribution to the local health and care landscape. An online survey was distributed to senior clinical and managerial staff responsible for the commissioning and delivery of health and social care services.

Understanding the perspectives of our system partners is key to the success of our work. By actively seeking feedback from those who work closely with us, we can better understand the effectiveness of our work and identify areas where we can improve our strategies and approaches.

Moreover, fostering strong, collaborative relationships with our system partners is essential for achieving shared goals in health and social care. When we understand what our partners think about our work—whether it's our engagement activity, the quality of our communication, or the impact of our insight projects—we are better equipped to collaborate with them. It allows us to be more responsive to the needs and expectations of our partners, enhancing the impact of our work and ensuring that we continue to deliver value in a complex and evolving health and social care landscape. Understanding our stakeholder's perspectives not only strengthens our partnerships but also ensures that we are working towards the same goal of improving health and social care for Greenwich residents.

## Summary of Findings

The survey was shared with 50 stakeholders and generated 27 responses (54% response rate). Stakeholders classified themselves as the following:

- 10 from the South East London Integrated Care System
- 9 from Lewisham and Greenwich NHS Trust or from Oxleas NHS Trust
- 6 from the Royal Borough of Greenwich
- 1 from the voluntary, community and social enterprise sector (VCSE)
- 1 other response – no sector identified

Survey results indicate stakeholders' recognition of our positive role in amplifying the voice of 'seldom heard' groups and that our work offers useful insight into local issues. In addition, stakeholders shared how this could be strengthened by our having a greater understanding of the pressures local health and care systems operate under.

While most stakeholders describe a collaborative and 'problem-solving' approach when working with us, a minority describe an "us and them" dichotomy and a desire for greater partnership working with us.

Interestingly, some stakeholders would like to see a greater 'balance' of opinions and experiences in our work.

While we strive for transparency and objectivity in reporting, this does not necessarily mean giving equal space to all views. If there is a predominant concern among residents, or if most of the feedback received about a service is negative, we are obliged to report this even if it seems to lack 'balance' in a traditional sense. As the consumer champion for all who use NHS or publicly funded health and social care services in Greenwich, our primary responsibility is to listen to resident's voices, with attention given to the most vulnerable among them. Our focus is on understanding their lived experiences and identifying what matters most to them.

Lastly, stakeholders highlighted particular patient groups and service areas they would like us to focus on, with emphasis placed on children and young people, secondary (hospital) care, primary care (particularly accessibility of services), carers, health and care services delivered in residents' homes, asylum-seekers, non-English speakers, and older adults.

## **Action Taken as a Result of Stakeholder Feedback**

Based on feedback from our stakeholders, we identified several areas of improvement that have guided our work during 2024. These reflect our commitment to increasing our understanding of the local health and care landscape and strengthening our collaboration with system partners while ensuring our work remains impactful and representative of the needs of Greenwich residents.

### Deepening Our Understanding of Local Health and Care System Pressures:

In recognising the importance of understanding the challenges faced by local health and care services, we have prioritised expanding the knowledge and skills of our staff team. Our team discussions on health and care services now include attention to funding pressures and workforce shortages, and how these might create additional pressure on access and contribute to patient experience. We have created opportunities to reflect on and share system pressures more widely through a series of interviews and articles, and we are building closer relationships with local professional networks representing those who deliver health and social care in Greenwich.

By doing so, we are able to better appreciate the operational pressures within these systems, thereby increasing our ability to use residents' experience to provide informed and constructive feedback. In addition, by gaining deeper insights into these pressures, we have been able to engage more meaningfully with system partners, strengthening our brand awareness and increasing our effectiveness in advocating for service improvements.

### Highlighting and Promoting Good Practice:

It is our role to contribute to quality improvement by sharing feedback from residents, however this feedback is not always positive. We understand the value of recognising and amplifying instances of good practice. To do so, we have made a proactive effort to identify and showcase services, or elements of services, that are working well for residents. Even when feedback received is negative, we acknowledge this and ask residents if

any aspects worked well or if interactions could be commended. As a result, we have highlighted good practices within our Enter and View briefings, insight reports, Monthly Feedback summaries, and Annual Report. By doing so, we aim to foster wider awareness of where and how things are working well and encourage replication.

#### Strengthening Partnerships and Collaborative Efforts:

We place strong emphasis on collaborative, problem-solving approaches in our work. We have actively sought to strengthen our partnerships with local health and care providers, commissioners, and other key stakeholders. We have done this through regular meetings, and by assigning specific Healthwatch staff as points of contact for each stakeholder group to build strong, ongoing relationships and facilitate more streamlined communication. We work closely with system partners to jointly address challenges, develop solutions, and track progress, and we support commissioner and provider engagement activity and campaigns.

In addition, we recognise the importance of clear and effective communication with our stakeholders. To that end, we have reviewed our contact database to increase the number of stakeholders who are informed about our activities, impact, and the difference we make. Additionally, we have leveraged our communications channels—such as our website, monthly newsletter, and social media platforms—to share compelling evidence of our impact and influence, ensuring that our work is visible and accessible to our stakeholders.

#### Stakeholder Priorities

We have focused on a wide range of services and patient groups, including maternity care, mental wellbeing, Black and Ethnic Minority carers, and health and care services delivered in residents' homes and have upcoming areas of work that align with requests made in the stakeholder perception survey, including children and young people. Additionally, we are collaborating with system partners to improve patient-facing information.

## Summary

Throughout 2024, we acted on the feedback provided by stakeholders, which has not only improved the effectiveness of our work but has also reinforced our role within the local health and care system. We identified areas for improvement and made adjustments in response to the feedback and requests from system partners. Deepening our understanding of the pressures facing commissioners and providers has allowed us to provide more informed and nuanced insights, making our work constructive and actionable. In addition, promoting good practice has contributed to quality improvements. In continuing to build and strengthen our partnership with providers, commissioners, and other stakeholders, we have played a role in collaborative problem-solving, contributing to better health outcomes for Greenwich residents.

## **Contact Details:**



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