

**Annual Report
2015/16**

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Message from our Chair Paul Fleming



We have had another strong year building Healthwatch Hackney's ability to shape the borough's health and care services.

We could not have done this without our proven track record in engaging with Hackney residents.

I am delighted that last year we saw a 25% increase in local people feeding back their views on services to Healthwatch Hackney. We are also reaching new and different local communities.

We are proud NHS Community Voice, Hackney's patient forum launched in early 2015, is now regarded as a key local vehicle for capturing patients' voices on a range of topics from menopause to urgent care.

"Our engagement with local people was up 25% during 2015/16"

Evidence collected through Healthwatch Hackney's Fund for Health programme has also been used as evidence for the local Joint Strategic Needs Assessment.

In November 2015, our partners on Hackney's Health and Wellbeing Board invited us to be part of a bid to run an integrated health, social care and public health Devolution Pilot for Hackney.

"Healthwatch becoming a devolution partner ensures the voice of local residents is central"

We agreed to join as a 'critical friend', without endorsing Devolution itself, to ensure the voice of local residents was central to the process.

Given the challenges health and social care face we felt it important that Healthwatch Hackney was present at the heart of the pilot to secure resident engagement from the outset.

This year we said a sad farewell to our Director Liz Hughes who helped to set up Healthwatch Hackney.

Liz did so much to build Healthwatch Hackney's reputation, leaving us with a solid foundation to build the organisation for the future.

With Liz's departure, we welcomed Jon Williams as our new Director. May I thank Jon and his team of staff and volunteers who have worked tirelessly over the last 12 months and are a credit to Healthwatch Hackney.

Message from our Director Jon Williams



My first year with Healthwatch Hackney has been a hugely enjoyable and rewarding.

My predecessor Liz built a great team of staff and volunteers and her advice and guidance at the start of my tenure was appreciated.

It has been a busy year building strong and enduring relationships with our key partners Hackney Council, City and Hackney Clinical Commissioning Group, Homerton Hospital, East London Foundation Trust and community and voluntary groups in Hackney.

We opened up new channels for improving Homerton Hospital's patient discharge, running a six month project which enabled patients with experience to work closely with managers to improve the way patients leave hospital.

"We are reaching to more local people than ever"

This is also the year we secured user representation and a commitment to a strategy consultation on a new integrated Hackney Autism Alliance Partnership Board set up help improve the lives of autistic residents and carers.

During 2015/16 the NHS Community Voice project blossomed enabling close to 400 local patients to have their voices heard on a range of issues from out of hours care to menopause services. These meetings continue to feed into health and care service commissioning.

Healthwatch Hackney is reaching more local residents than ever. I want to thank our 66 volunteers who played a key part in our work this year whether collecting patient feedback, participating in enter and views visits or on user groups or helping with our office administration.

Without our volunteers Healthwatch Hackney would not be able to achieve so much.

"Our pool of 66 volunteers played a key part in our work this year."

Finally I would like to thank the staff team for their commitment, enthusiasm and hard work. I very much look forward to working with them, the board and our volunteers to further build our reputation in 2016/17.

Year at a glance

This year we reached 14,529 people on social media



We've spent 1,000 hours of staff and volunteer time collecting comments on local services



Our pool of 66 volunteers help us with everything from engagement to representation



We carried out 6 formal Enter & View visits to review local services



Our reports tackled a range of topics from hospital discharge to eye services



We connected with more than a 1,000 local people at community events



One of our top priorities this year was integrated health & care



We now have more than 1,000 members



Who we are

Healthwatch Hackney exists to make local health and care services work for the people who use them.

Everything we say and do is informed by our connections to local people. Our sole focus is to understand the needs, experiences and concerns of people of all ages who use health and care services.

We enable people's voices to be heard, support people to speak up for themselves and speak out on their behalf at a strategic level.

We are part of a national network, with a local Healthwatch in every local authority area in England.

Our role is to ensure that local decision makers and health and care services put people's experiences at the heart of their work.

We believe that asking people more about their experiences can identify issues that can be addressed and improved upon.

Our vision

Healthwatch Hackney is an independent organisation that gives people a stronger voice to influence and challenge how health and social care services are provided in their local area.

Our vision is for a borough where:

- Provision is equal and accessible to all
- Services are high quality and meet the needs of all Hackney communities

- Residents are at the heart of health and care service design, delivery and improvement

Our mission is to:

- Improve health and social care services and outcomes for Hackney people
- Work to ensure treatment and care is provided with respect and dignity, valuing diversity, encouraging participation and working together
- Being the independent champion for residents and users
- Ensuring the voices of people across the borough are heard in order to influence services

Our priorities in 2015/16

Our board agreed five priorities which guided Healthwatch Hackney work during 2015/16.

These were:

- Services for the emotional health of children and young people
- Impact of cuts and changes on adult social care services
- Joined up health and social care services for the most frail and vulnerable
- Accessible communication including translation and communicating with people with a sensory impairment
- Patient and service user involvement and service-led training

We set these priorities by analysing our large comments data base along with results from a questionnaire asking local people to tell us what was important to them.

Our Healthwatch staff team (from left to right) : Jon Williams, Director; Ali Aksoy, Outreach and Signposting Lead; Kanaryia Yuseinova, Administrator; Amanda Elliot, Intelligence and Signposting Manager; Lola Diyaolu, Homerton Improving Discharge Patient Group Coordinator; (front l-r) Liya Taki, Administrator; Sulekha Hasan, Project Coordinator - NHS Community Voice and Patient & User Experience Group.



Listening to people who use health and care services



Gathering experiences and understanding people's needs

A large part of our work involves listening to what people say about local health and care services, their experiences, concerns and their positive feedback.

We listen in many ways:

- Through our outreach comment collection programme
- At community events
- Through monthly NHS Community Voice forum meetings
- During Enter & View visits
- Via community forums, networks and user-led groups
- Over the phone, by email and via our website

Comment collection programme

We collected 1,000 comments from patients and services users in 2015/16 through our regular outreach, 25% more comments than in 2014/15.

Our volunteer comment collectors are now trained to routinely use digital tablets to collect comments providing us with better quality data and more standardised reporting.

Most feedback was on hospital and GP services but we also heard about experiences of social care, mental health and community services.

We asked to people to score the services. Overall satisfaction with services they had used was good with an average score of 6.8 out of 10.

This was the same overall level of satisfaction recorded in the previous year, suggesting that despite a shifting health and care landscape, most patients continue to value and have confidence in local health services.

We analyse this data to:

- Identify emerging trends in patient experience
- Shape Healthwatch Hackney work priorities
- Provide briefings for our various work streams
- Provide evidence to Hackney Health and Scrutiny commission
- Shape our Enter and View programme

We share positive and negative feedback about services with the Health in Hackney Scrutiny commission and the CQC.

Enter and View visits

Under the Healthwatch regulations, Healthwatch Hackney has the power to Enter and View local health and care providers.

Our Enter and View programme enables our authorised representatives to see how care is provided, speak to patients, carers and people using the services and report on their findings.

In 2015/16 we conducted six Enter and View visits, four more than in 2014/15. We delivered enter and view training and expanded our pool of authorised Enter and View representatives.

All our reports were shared with local health and care providers, commissioners, Health in Hackney Scrutiny commission and the Care Quality Commission (CQC).

Lamb ward, Homerton Hospital, July 2015

Reason for visit:

- To review actions against recommendations from March 2014 visit
- Gather information on TB care

Findings:

- Housing issues lead to longer than acceptable stays for TB patients
- Ward information pack had improved since last visits
- Remaining issues with patient transport and care plan process

Impact:

- Findings fed into special Healthwatch Hackney report on TB used as evidence in Health in Hackney Scrutiny inquiry
- Transport and care plan issues passed to hospital discharge group

Lloyd ward & MDU August 2015

Reason for visit:

- Observe sickle cell treatment at Homerton Hospital
- Follow up concerns raised with us by local sickle cell patients

Findings:

- Over-stretched ward staff impacting on patient experience/care
- Some patients experienced long waits for pain relief

Impact:

- Homerton Hospital has yet to produce a concrete action plan in response to our recommendations. We are pursuing this

Mary Seacole Nursing Home July 2015

Reason for visit:

- Follow up on 2014 safeguarding incident which resulted in conviction of care worker
- Families raised concerns about care plans not being followed properly

Findings:

- More staff needed to meet people's individual wellbeing needs
- Need for appropriate social activities programme
- Lack of reception staff cover
- Out of date residents' brochure

Impact:

- CQC used our findings to guide unannounced inspection in September 2015
- CQC final report found that home 'required improvement, reflecting our findings
- Report used as evidence by Health in Hackney Scrutiny Commission & hospital produced improvement action plan

Older People's Functional Mental Health ward

Joint visit to Mile End Hospital with Healthwatch Tower Hamlets

Reason for visit:

- Follow up on transfer of Hackney beds to Leadenhall ward at Mile End Hospital by East London Foundation Trust
- To capture patient and carer experience of new ward and reduction in beds

Findings:

- Patients happy with treatment and care at new ward
- Ward leave required review as vulnerable Hackney patient had got lost
- Transport remains an issue for visiting Hackney carers
- Need to retain extra beds in annexe

Impact:

- ELFT developed action plan addressing all issues raised
- Plans for further reduction in beds delayed for a year
- Trust action plan includes commitment to promote carers' transport support

Homerton hospital discharge lounge and elder care ward

- Visited as part of Homerton Hospital discharge improvement project
- Findings fed into patient discharge group report

Homerton Hospital A&E: focus on accessible information

- Led by sensory impaired patients to test accessible information
- Report shared at Accessible Information Standard conference in May 2016
- Healthwatch Hackney to follow up recommendations in 2016/17



NHS Community Voice

Healthwatch Hackney runs NHS Community Voice, City and Hackney's patient forum.

Funded by City and Hackney Clinical Commissioning Group (CCG), the forum runs well attended monthly meetings which focus on different health care topics.

Feedback from meetings are passed directly back to local CCG programme boards and local health and care providers.

The forums are also a great vehicle for commissioners to share information about changes and plans for local services.

During 2015/16 we:

- Ran 11 meetings on a range of health & care services
- Collected feedback from more than 370 people
- Ensured significant engagement from Hackney's ethnic minority communities (54%)
- Attracted a large number of disabled participants (37%)

NHS Community Voice meetings this year covered:

- Child and family mental health
- Reablement and intermediate care services after Median Road closure
- Menopause & community gynaecology services
- Community ideas swap
- Emergency hospital care services
- Sickle cell and thalassaemia
- Invisible disabilities: dyslexia and dyspraxia
- Eligibility for Education Health and Care Plans for disabled children
- Dementia
- End of life care
- Disabled access to local health and care services

“84% of people who attended meetings reported being better informed about health and care services and how to influence them “



NHS Community Voice steering group members Chris and Fifi

How we have made a difference



Reports and recommendations

Healthwatch Hackney produced a number of reports on local health and care services in 2015/16.

Our reports included recommendations which were shared with local health and care commissioners and providers who use them to shape services. Our reports included:

Improving Homerton Hospital's patient discharge

Evidence gathered from the community by Healthwatch Hackney over the last three years showed patients did not always have a positive experience of discharge from Homerton Hospital.

City and Hackney CCG responded to our evidence by funding a joint project between Homerton Hospital and Healthwatch Hackney to set up a patient-led group to look at safety, quality and standard of discharge at the hospital.

"The group has created an energy around improving hospital discharge"
- Homerton Hospital CEO Tracey Fletcher

The group worked with Homerton Hospital staff over seven months to review processes including pharmacy, Patient Advice and Liaison and transport.

Impact:

- The group produced a comprehensive report on how to improve the patient experience of leaving hospital
- The hospital is using the report to develop an action plan to improve discharge

- Report recommendations are informing wider discharge work being undertaken by the Integrated Care Programme Board

Tracey Fletcher, Chief Executive of Homerton Hospital, said: 'The group has created an energy around improving hospital discharge.'

'It was a great way for staff to learn about discharge from those who had personal direct experience of it.'

'We are grateful to the patient and carers who took part.'

Consulting on eye health services

During 2015/16 City and Hackney and Islington CCGs asked us along with Healthwatch Islington to conduct a survey and run focus groups with visually impaired residents to gather views on developing a community based ophthalmology service.

The CCGs wanted to find out what patients felt about receiving more ophthalmology services closer to home with fewer hospital visits.

Our consultation found:

- Patients were positive about more community based ophthalmology services
- Patient support for faster diagnosis and clear pathways to Moorfields Eye Hospital services if required

Impact:

- The CCG will commission local optometrists to provide a service that supports people closer to home

Working with local partners and organisations to make a difference

We work closely with the CCG and Healthwatch members sit on a number of CCG programme boards. We also work with Hackney Council, the GP Confederation and local providers.

A critical friend for 'Devo Hackney'

In 2015/16 our board agreed that Healthwatch Hackney would become a partner in the new Hackney Devolution pilot.

The pilot will involve Hackney's Health and Well Being board partners working together to test how health, public health, and social care can work better together to benefit Hackney residents.

Our involvement ensured:

- Hackney residents will be part of devolution planning from the outset
- Public and patient representatives will sit on all Devo planning work streams
- Engagement events will take place throughout the devolution process.

Integrated care at home and after hospital

Integrated Independence Commissioning Board (IIT)

Through our seat on this board we:

- Supported development of a new Integrated Independence Team to help more people with health and care needs to stay independent at home for longer
- Monitored the team's performance along with a representative of City and Hackney Older People's Reference Group

Patient User Experience Group (PUEG)

City and Hackney CCG funded us to run a monthly group which brought together patients, service users and carers to review integrated care services. During 2015/16 the group reviewed the:

- Adult Community Rehab Team
- Integrated Independence Team
- Disabled Facilities Grant process

The group made recommendations for service improvements.

Shaping intermediate care after Median Road closure

Healthwatch Hackney has worked with Hackney Council and the Older People's Reference Group over the last year to support a review of services for people leaving hospital who are unable to go straight home.

Our involvement:

- Arose as a result of public concern following closure of 37-bed Median Road care unit in March 2015.
- Ensured commissioners agreed to a new local bed-based service to support patient within the new Integrated Independence Team

Tackling delayed transfers of care from hospital

Hackney is the third worst inner London borough for delays in patients leaving hospital when they are well enough to do so.

These delays are typically caused by failure to put in place timely social care support for vulnerable people ready to leave hospital. They result in unnecessarily long hospital stays and beds being 'blocked' to new patients.

In 2015/16 Hackney Council invited Healthwatch Hackney to be part of its review of delayed transfers of care. This ensured:

- Patients were consulted to make sure discharge arrangements were safe and patients moved on to appropriate settings

Contributing evidence to local health scrutiny reviews

During 2015/16, we contributed evidence to Health in Hackney scrutiny commission reviews on:

- TB Services
- Older People's functional mental health inpatient services
- Homerton Hospital Maternity Unit
- Care at Mary Seacole Nursing home

We also contributed to the NHS England summit on the findings of a CQC report into five maternal deaths at Homerton maternity unit.

Supporting local voices at the Health and Wellbeing board

Healthwatch Hackney is a full member of Hackney Health and Wellbeing Board where we support a Community Voice session at the start of each meeting.

During 2015/16 we supported local people to directly address senior leaders of local health and care services on:

- Autism in Hackney
- Service-user led training to help health & care staff better understand patient perspectives
- Closure of intermediate and interim beds at Median Road

Our Voice presentations led to:

- User and carer representation on the new Hackney Autism Alliance Partnership Board
- Uptake of service user led training by Homerton Hospital
- A bed based review of intermediate beds

Involving local people in our work

We involve local people in our work as representatives on steering groups and boards and through our volunteer programme. Our board of directors are all volunteers who live and use services in Hackney.

Ways we involved local people:

- Patient and User Experience Group
- NHS Community Voice Steering Group
- As Healthwatch Hackney board directors
- Enter and View volunteers
- In our comment collection teams

We also worked in partnership with a wide range of user led forums and community organisations including:

- Hackney CVS
- Children's Disability Forum
- User Led Training project steering committee
- Hackney POWHER speak up forum
- Disability Back Up
- HiP, Hackney's parent-carer forum
- Hands Inc
- Sicklebilty
- Age UK
- Older People's Reference Group

NHS Community Voice

Healthwatch Hackney runs NHS Community Voice, City and Hackney's patient engagement forum.

During 2015/16 the forum:

- Held 11 meetings
- Involved 370 local people
- Provided a steady flow of feedback and recommendations to commissioners

“NHS Community Voice recommendations help us ensure that our plans reflect the needs of our residents”

**City and Hackney CCG chair
Dr Clare Highton**

Feedback from meetings led to:

- Commissioning of a community-based menopause service
- Revision to new guidance on access to Education Health and Care Plan for disabled and SEN children

- Public and user representation on key commissioning boards for intermediate and post hospital care
- Sickle cell patients working with the CCG, specialist NHS England commissioners and providers to progress recommendations from the meeting

Dr Claire Highton, Chair of City and Hackney CCG, said: 'Recommendations from NHS Community Voice help us ensure our plans reflect the needs of our residents.'

'They form an important part of our engagement with local communities, especially people from vulnerable and hard to reach groups.'

'Projects like NHS Community Voice contributed to NHS England recognising our Patient and Public Involvement as Outstanding.'



Parent/carers of disabled children speak up on access to Education Health and Care plans at an NHS Community Voice meeting.

Our work in focus



Our work in focus:



Denise and Kadeem: improving services for autistic residents

Denise Whyte cares for her minimally verbal, fun-loving 17 year old autistic son Kadeem. Her son uses Makaton signing to communicate and has epilepsy.

Kadeem requires a high level of support and care at home and school and will continue to need support as an adult.

As Kadeem approached his 18th birthday, Denise became increasingly alarmed at the lack of specialist autism support in Hackney for young autistic adults.

Under the Autism Act 2009, local health and care services are meant to put in place steps to improve the lives of Hackney's autistic residents.

In September 2015 Healthwatch Hackney learned that local health and care commissioners were finally developing a Hackney Autism Plan.

Denise worked with Healthwatch Hackney and HiP, Hackney's parent-carer forum, to ensure autistic people and their carers were placed at the heart of planning from the start.

In January 2016, Denise joined autistic Hackney resident Janine Booth to address the City and Hackney Health and Wellbeing Board.

Using the board's Community Voice slot, they pressed the case for full involvement of Hackney autistic people and their carers on the new Hackney Autism Alliance Strategic Partnership Board.

Denise is now the parent-carer rep on the board, helping to draft a strategy covering everything from employment, housing, specialist training, services, awareness and diagnosis.

Denise said: 'Parents of autistic children and young people in Hackney constantly worry about the lack of provision after they turn 18. Our young people need meaningful and stimulating support such as autistic adult day centre activities.'

'When they leave education there is nothing available in Hackney. With no provision they are left at home unstimulated. Their parents usually have to give up work to care for their son or daughter. They need support and opportunities like any other young people.'

'I value the chance to be able to represent parents and carers of autistic young people on the board. I do think the board is listening. Our young people need to be given a voice if they can't speak out for themselves.'



The new Autism Alliance Partnership Board is drafting Hackney's first ever Autism strategy which will be put out to public consultation in early 2017.

Jade's story - improving hospital discharge

Last year Hackney resident Jade Green underwent neck surgery at Homerton Hospital. She had never had surgery before and it was a bit of an eye opener.



'I didn't know what to expect. I had to have day surgery and surgery that involved a stay in hospital. I was treated well and they were kind but their hospital discharge arrangements could have been a lot better.'

Jade, who works in finance and operations, was curious why patients ready for discharge spent so much time waiting at the hospital even when they were clinically well enough to go home.

'Consultants on the morning ward round said I was well enough to go home. I had my blood test at lunchtime but found myself still waiting around for my prescription at 6pm. My prescription wasn't issued until 8pm.'

'I did feel they could do a lot better on their discharge systems.'

The day unit suggested to Jade that she should get involved with a new group run by Healthwatch Hackney and Homerton Hospital set up to improve hospital discharge arrangements.

Launched in September 2015, the monthly group brought together patients and hospital managers to capture patient experience of discharge and identify the barriers to smooth hospital discharge.

The group investigated different areas including patient information, transport and pharmacy, the discharge lounge and how they worked together for the patient.

Jade became actively involved, looking at the pharmacy process and taking part in an Enter & View visit to the hospital discharge lounge and elder care ward where delayed discharge is common.

Jade said being part of the group was interesting and she gained a lot of confidence working alongside pharmacists and clinicians.

'It was interesting to see the other side. Often the hospital pharmacy gets a rush of prescriptions in the afternoon when the consultants' reports come through. They have to prioritise, that is what causes the delays.'

Findings from the group were published in the Homerton Hospital Discharge report. The hospital is using the report to make improvements to its discharge systems.



Our plans for next year



Future priorities

In January 2016 our board agreed five work stream priorities for the coming year. These built on our 2015/16 priorities and reflected issues the community told us were important

Devolution

- Engaging in devolving Hackney's integrated health and care services without endorsing the project
- Acting as a critical friend to devolution partners
- Engaging with local people who have a sensory or communication impairment and identifying their priorities for health and care services
- Monitoring local implementation of the Accessible Information Standard
- Identifying groups and communities we do not currently reach and developing an appropriate engagement plan

Monitoring impact of cuts on local services

- Monitoring implementation of Healthwatch Hackney Enter and View recommendations
- Recruiting volunteers to research impact of cuts and changes on patients
- Keeping a strategic overview of changes resulting from cuts

Raising Issues for concern

- Contributing to overview and scrutiny work
- Contributing to City and Hackney Clinical Commissioning Group (CHCCG) and London Borough of Hackney (LBH) work programmes
- Data analysis to identify frequently presenting issues and flagging these to the CCG and Hackney Council



Our strategic objectives 2016/17

Local plans for service change and transformation present Healthwatch Hackney with a number of opportunities and challenges. These are reflected in our objectives below.

1. An efficient and respected organisation that meets its objectives in an open and transparent manner.

- Long term sustainability plan and comprehensive income generation strategy implemented
- Longer term operational plan in place to deliver high quality information, advice and recommendations
- Patient and user voice strengthened with increased number and diversity of people involved and more service user reps
- Sufficient and accessible information available to Hackney residents with opportunities to consider and understand implications of devolved health and care in Hackney

2. Needs of Hackney residents are understood and opportunities are available to voice their views and receive information about accessing health and care services.

- Engage with a much greater number of people
- Views of under-represented groups actively sought including carers, young people, autistic residents, sex workers, homeless people and people from Hackney's Somali, Chinese, Vietnamese and Eastern European communities
- Strengthened volunteer base including people with key cultural connections and language skills

3. Able to support and influence organisations with power to change design and delivery of local services to better meet users' needs and rights.

- Patients and service users engaged with in a systematic way to enable service co-production and co-commissioning, including devolved health and social care in Hackney
- Informed and balanced critique of devolution in Hackney developed to help more residents engage with and feedback on the process with Healthwatch Hackney acting as conduit for all local fora
- Evidence available from our data base and Enter & View reports to inform and support Health in Hackney Scrutiny Commission inquiries, commissioners and providers



Our people



Decision making

Healthwatch Hackney is a Community Interest Company governed by a board of directors. Our directors are all volunteers who live and use health services in Hackney.

Each director brings unique skills and experience to the board. Our directors are recruited by an interview process conducted by the chair, a board member and a director.

Transparency

- Board meetings take place every two months
- Board meetings are publicised in advance on our website
- Meetings are open to members of the public as observers
- Minutes of our board meetings are published on our website

Healthwatch Hackney Board of Directors 2015/16

Paul Fleming, chair

Director of Fundraising and Communications HIV charity Positive East.

Malcolm, Alexander

Vice chair of patient safety charity AvMA and former lecturer in Patient and Public Involvement in Health/Social Care

Kully Kaur-Ballagan,

Research Director & Head of Race, Faith and Cohesion Research Unit Ipsos MORI Social Research Institute

Anthonia Onigbode

Deputy Finance Director, Hackney Co-operative Development

Ann Sanders

Freelance management consultant and former senior manager at the Big Lottery Fund

Becky Seale

Leadership development programme manager at The King's Fund

Michael Vidal

Member of Hackney's Independent Schools Admissions Appeals Panel. Former civil servant with Treasury Solicitor's Office

How we involve the public and volunteers

Our board of directors are unpaid volunteers.

Healthwatch Hackney membership is free and open to any who lives in the borough.

Our membership increased by a quarter in 2015/16. We now have more than 1,000 members.

Members receive a regular monthly newsletter and updates and information about board meetings and how to get involved with Healthwatch activities.

Our membership feedback to us about local health and care services and contribute to priority setting.

Healthwatch Hackney has a volunteer forum where volunteers raise issues and feedback views our plans, priorities and activity.



Our volunteer manager Ali and administrator Kanaryia with a few of our 66 committed volunteers.

Our finances



| INCOME | | £ |
|---|--|---------|
| Funding received from local authority to deliver local Healthwatch statutory activities | | 156,000 |
| Additional income | | 78,203 |
| Total income | | 234,203 |
| EXPENDITURE | | |
| Operational costs | | 58,273 |
| Staffing costs | | 146,278 |
| Office costs | | 28,775 |
| Total expenditure | | 233,326 |
| Balance brought forward | | + 877 |



Contact us



Get in touch

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This report is also available on our website. It has been circulated to Healthwatch England, the CQC, NHS England, City and Hackney CCG, and the Health in Hackney Scrutiny Commission

We use the Healthwatch Trademark when undertaking work on our statutory activities as covered by the licensing agreement.

If you require this report in an alternative format, please contact us.

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