

Guided by you

Annual report 2019-20



Contents

Message from our Chair	3
Our priorities	4
About us	5
Highlights from our year	6
Listening to our communities	8
How we’ve made a difference	11
Helping you find the answers	20
Our people	24
Our finances	26
Our plans for next year: A message from our Chief Officer	28

Message from our chair

As Chair of the Healthwatch Committee for Richmond upon Thames, I would like to welcome you to the Annual Report for the year 2019-2020. This report sets out to explain what Healthwatch Richmond is, what it does and the work we carried out on behalf of the population of Richmond during the year.

I am delighted to be able to report that, yet again, we have managed to do more with the funding that we receive than in previous years and have been able to publish a revised directory of health and social care services in the borough, with funding from the Council and NHS Clinical Commissioning Group. This is the second year we have produced such a useful directory which has been well received across the community.

Our priorities at the start of the year included some which we were already working on in the previous year as well as new ones. Mental health services have been on our agenda for the last three years and we succeeded in completing our comprehensive review during 2019/20 with our reports published and our recommendations monitored to ensure the Trusts providing mental health services completed the actions they had promised. A significant improvement has been an extensive overhaul of the Call Centre at South West London and St George's Mental Health Trust to improve patients' and carers' ability to contact members of staff more easily.

Our hospital reviews have resulted in making the discharge lounge at Kingston Hospital and A&E waiting areas at both Kingston and West Middlesex Hospitals more comfortable for those waiting. Our recommendations on staffing levels have also resulted in action by the Trusts, providing improvements for both patients and staff.

As always we produced our forward work plan based on the information which members of the public and staff in health and social care shared with us. We then shared our plans with the Health and Wellbeing Board for Richmond to ensure that our work has optimal support and impact. As this report will demonstrate, activities around the Covid-19 pandemic have made us revisit our priorities as much of the work we would do relies on face-to-face contact with individuals. Our hard-working staff have adapted our work plan and the means by which they seek views of people to ensure that we continue to provide a service of high value and high impact in unparalleled circumstances.

I would like to finish by thanking the staff, our volunteers and committee members for their commitment which enables us to carry out this work on behalf of the people of Richmond upon Thames.

Julie Risley
Healthwatch Richmond Chair

Our priorities

Each year we produce a work plan detailing our priorities for the year ahead. People are at the heart of everything we do so our priorities are based on the experiences that people share with us through our public and patient engagement work. We also shape these through discussion with the CCG, Public Health and Adult Social Services.

Urgent and Emergency Care

After receiving a high number of experiences about Urgent Care and A&E services we undertook reviews of the services available to Richmond borough residents at Kingston and at West Middlesex Hospitals. This project was started in 2018 and in 2019 we finished our final report in this project with a review of the Urgent Care Centre and Emergency Department at West Middlesex Hospital.



Inpatient care

Meaningful changes were made to adult inpatient care at West Middlesex Hospital as a result of our work reviewing the service in 2018/19. Building on this success, we undertook a review of adult inpatient wards at Kingston Hospital.

Children's services

In partnership with Healthwatch Kingston, we set up a group called Youth Out Loud! (YOL!) for young people aged 13-17 years old in 2018/19. We worked together with the young people to carry out work to improve children and young people's health and social care by producing the video "Self Harm: Being a good friend" and carrying out 15 Step Challenges of paediatric and sexual health services.



 *Adults often look at the bigger picture of things but children and young people see other details that matter*

About us

People are at the heart of everything we do

Healthwatch is the independent champion for people using local NHS and social care services. Set up by an Act of Parliament we have legal powers that enable us to make a difference to local care.

We play an important role bringing communities and services together. Everything we do is driven by what people tell us.

We help shape, challenge and improve local health and care services by listening to what people think about local services and sharing this with people in power asking for action on the things that matter to local people. To hear from the community we visited 76 community groups or locations and spoke to 1,143 people about their experiences of care. We share people's experiences with our national body Healthwatch England to help them identify common issues at a national level and improve the quality of services across the country.

Our powers enable us to review local services, and in the year to April 2020 we reviewed 7 services and fed views back to a wide range of services.

As well as taking action ourselves we let people know what's going on locally and work to ensure that there are meaningful opportunities for local people to have a say in the future of their services. We sent out around 94 bulletins and newsletters over the past year to over 1,200 people letting them know about opportunities to get involved directly in decision making about NHS or social care.

People can also ask us their questions about health and social care and last year we supported around 300 people to find the information that they needed.

Our main job is to raise people's concerns with health and care decision-makers so that they can improve support across the borough and the country. The evidence we gather also helps us recommend how policy and practice can change for the better.



Staff and volunteers in the community

I rang your signposting service to understand how to organise community dentistry for my wife who I care for. You let me know that I needed to get a GP referral. After I got the referral the community dentists came to the house a few days later and were wonderful. Thank you so much for your help.

Highlights from our year

Find out about our resources and the way we have engaged and supported more people in 2019-20.



Health and care that works for you



49 volunteers contributed 1,500 hours, 60% more than last year, to help us carry out our work

We employ

4 staff who work 3.2 Full Time Equivalent

We received

£146,000 in funding from Richmond Council, the same as we have received since 2013

£159,100 spent providing Healthwatch activity (see page 27)

Providing support



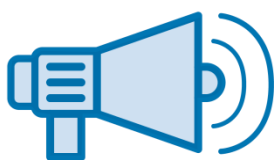
1069 people

shared their health and social care story with us, 78% more than last year.

318 people

accessed Healthwatch advice and information online or contacted us with questions about local support, 127% more than last year.

Reaching out



6,700 people engaged online

1,000 people engaged with us at community events.

Making a difference to care



We published

4 reports about the improvements people would like to see with their health and social care

43 recommendations for improvement in our reports

Listening to our community



Listening to you

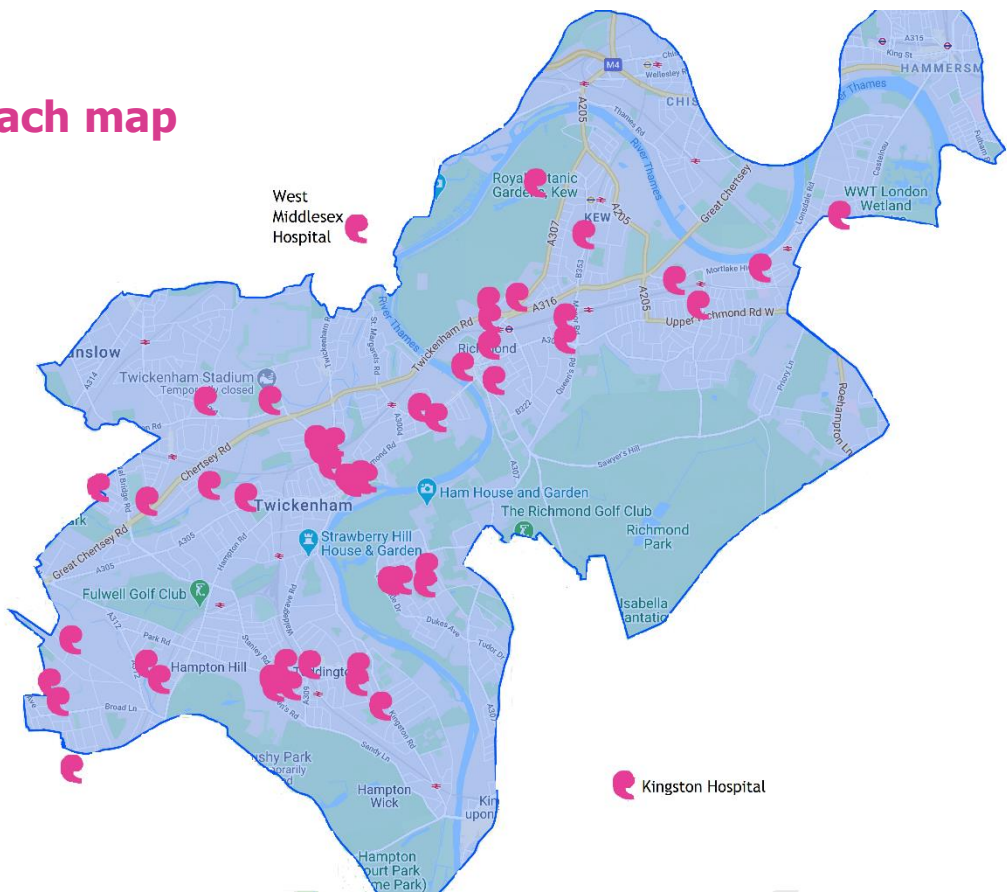
The views and experiences of local people drive our work and provide us with the information that we need to take action on the things that matter most to local people.

We have visited 75 community groups, events, and health or public spaces across Richmond. We run outreach sessions that range from large community events like the Full of Life fair where we spoke to 139 people to smaller community groups like Diabetes UK Richmond.

A few examples of where we have been this year include ETNA community centre, Children's centre, Multicultural Richmond and Richmond Housing Partnership retirement schemes.

You can see where we have been this year in our outreach map. An interactive version is available on our website.

Outreach map



Hearing your views/experiences

By going out and visiting the community we heard over 900 experiences about health and social care. Importantly we were able to answer over 150 queries that people had, and helped them to find answers and get the support they needed.

Reaching out across the community

The number of people we have spoken to, experiences shared has been broken down by groups in our community.

Community Group	Groups visited	People engaged	Experiences shared
Under 21s	17	142	271
Over 65	25	447	321
Working Age	19	254	205
Disadvantaged or seldom heard	15	164	136
Total	76	1007	933

When logging your experiences in our database we record demographics information so we know we have reached out to the whole community. The results are representative of the Borough when health and social care use is taken into account.

We were contacted by over 200 people who shared their experiences with us.

Four areas present themselves where we can make improvements to our engagement. We will take action to reach people from the following groups:

- Under 15s
- Disability groups
- LGBTQ+ community
- Faith Groups

Next Steps

Who has heard your experiences?

NHS providers

We have shared your anonymous experiences with providers, including Kingston Hospital, West Middlesex Hospital, 3 Community and Mental Health Trusts and NHS111. This allowed the providers to use the experiences to highlight areas where they do well and where they can do better.

Care Quality Commission

We also provided patient experiences to the Care Quality Commission (CQC - the inspection and regulatory body of health

and social care services) about 9 services to inform their Annual Regulatory Reviews and planned inspections.

NHS England

In March 2020, NHS England called for evidence about non-emergency patient transport services. We responded sharing the insight you have shared with us and the challenges that many of you have faced with non-emergency patient transport services.

How we've made a difference



Speaking up about your experiences of health and social care services is the first step to change.

Take a look at how your views have helped make a difference to the care and support people receive in Richmond.

Review of adult inpatient care at Kingston Hospital

Our focus on adult inpatient care concluded with a review of 7 inpatient wards in Kingston Hospital during May/June 2019. We visited three elderly care wards and four wards that covered a range of medical specialities. Each ward was visited three times at different times of the day to capture the experiences on the ward.

The vast majority of patients described their overall care on the ward positively. Most patients were positive about Hospital staff and felt informed about their treatment. Nurses were given almost universal praise from patients.



Great...the amount of care is incredible

A patient on Kennet ward (care of the elderly) told us that they experienced delays to receiving care and staff told us that they found delivering care effectively and safely difficult due to staff capacity.

Patients in the discharge lounge told us that they did not have access to food or drinks.

Absolutely lovely, they go above and beyond the call of duty



Staff reviewing Kingston Hospital

Impact

After our recommendations were shared with the Hospital they made the following improvements:

- Extra meals have been added and a new Healthcare Assistant post is based in the discharge lounge to ensure patients have access to food and drink
- We identified further issues around meal times and will be addressed by a Food and Nutrition Steering Group
- The comments from our report will contribute to the Hospital's business case for introducing 7 day cover for physiotherapy
- Kennet ward was reviewed and will be staffed to 30 beds substantively, reducing the requirement for temporary staff. Measures to improve team relationships were also implemented.

Urgent & Emergency care at West Middlesex Hospital

As part of our ongoing work on Urgent and Emergency Care, we reviewed the Urgent Care Centre (UCC) and Emergency Department (ED) at West Middlesex Hospital in August 2019 with our team of volunteer Enter and View authorised representatives.

Patients were positive about the environment but we raised concerns about the considerable number of broken seats in the waiting room. 63% of patients were positive about their initial clinical assessment. However, there were concerns about privacy, and patients were not clear on what would happen next or steps they needed to take.

91% of patients were positive about clinical staff.



Staff and volunteers reviewing A&E at West Middlesex Hospital

Impact

Actions that were taken based on our recommendations:

- Additional seating in the ED waiting area
- New signage and announcements on information TV screens in the waiting room to help patients know what is going to happen next
- Side panels and a chair were added to the clinical assessment desk for added privacy and comfort
- A new system to identify patients who had not registered correctly to prevent delays in their treatment
- Work to install an estimated waiting time sign in the waiting room is in the early stages

The provider's initial response did not fully address all of our concerns, leading us to make six further recommendations:

- Set up a process to allow the timely repair of waiting room seats
- Audit compliance of staff informing patients of what is going to happen next
- Install good wheelchair storage
- Install further signage to clearly signpost the ED reception point for registration
- Consider enabling the estimated waiting sign to display patient's name as they are called upon by staff
- Routinely inform patients how to use call bells in the ED



All staff are 10/10. Amazing service, made comfortable and welcomed

Youth Out Loud!



YOL! Planning their Launch Event

We launched Youth Out Loud! (YOL!), a group of young people aged 13-17 from Kingston & Richmond who are helping to improve NHS care and the wellbeing of young people in April 2019.

Since, they have been working on projects including:

- Reviewing the South West London Health and Care Partnership's [plans](#) (see page 19). This led to changes for children and young people's services like:
- Producing a video called "Self-Harm: Being a Good Friend"
- The group reviewed Paediatric day unit, Paediatric emergency unit and Sexual Health Services at Kingston Hospital using the 15 Steps Challenge.

Impact

As a result of YOL!s work:

- the pathway before and after a neurodevelopmental diagnosis has been improved
- Commissioners have committed to making out-of-hour crisis and CAMHS services more consistent
- the entrance to Paediatrics Emergency Department at Kingston Hospital is more child-friendly
- Suitable age-related reading material for young people (rather than just children) is provided in children's areas at Kingston Hospital
- More Feedback from children is displayed in Kingston Hospital in a You Said We Did format.



YOL!s 15 Steps Challenge to Kingston Hospital



During February 2019, me and several others in Youth Out Loud! spent a morning at Kingston Hospital completing the 15 steps challenge. The 15 steps challenge involved us going into the paediatric day unit and the paediatric emergency unit. We evaluated these areas on four sections, welcoming, safe, well organised and caring and involving. We evaluated each area as well as the main hospital for how we felt it was for children and noted down any improvements, which we later fed back to the hospital. I can definitely say that I enjoyed the day and I believe everyone else did too. Thank you to Kingston Hospital for the day.

Richmond's Mental Health Crisis Care Report

In February 2020 we published a report on Crisis Care. Through our wider reviews of mental health care, we had spoken to 586 patients and carers. 150 of these people shared an experience of a mental health crisis with us.

We found that:

- Around 1 in 3 people who had experienced a mental health crisis said they had struggled to access support. The causes of this ranged from inefficient communication systems, high thresholds for referral and lack of capacity in services
- People with complex needs, including those misusing substances, had particularly limited access to mental health and crisis care because they often don't meet the criteria or thresholds for support
- People who get appropriate support after a crisis secure their recovery more successfully; however, too many struggle to find that help.

Impact

The early findings of this work were fed back at the South West London Clinical Conference where they informed the setting of goals including a redesign of Crisis Care as part of the Community Transformation programme. The experiences that we collected from patients and the recommendations that we made as a result are helping to inform the improved care that this work will deliver for patients/service users

The CCG has already established Crisis Cafes (Journey Recovery Hubs) in Richmond and Kingston, which will help people to access support as they approach a crisis or start to recover.

We took part in the Richmond Crisis Task & Finish Group set up by the Crisis Care Concordat. The aim was to map a multi-agency crisis care pathway and address Richmond's service gaps, improve care and monitor services progress.

Our collaborative IT systems enabled partners to create a detailed crisis care map which is being used to improve care and we continue to be involved in this to ensure that patient experience is at the heart of service improvements.



Until you are at crisis point, even if you know and recognise your illness there is nothing anyone will do for you

All staff seemed genuinely caring and interested in my mental state, and took time to have a proper conversation with me to check that I was feeling safe and had support in place



Recovery and Support Team Review

In July 2019 we published a report following our review of the Recovery & Support Team (formerly Community Mental Health Team). This was based on in depth experiences collected from 55 patients and carers. Key findings included:

- Generally, patients and carers recognised that staff at the Trust work hard and deliver good care
- Patients generally felt informed and involved in decisions around medication whilst a few felt that the discharge process was not as collaborative
- High staff turnover and recruitment issues affected some patients' continuity of care negatively
- Some patients experienced difficulties with contacting the team
- Most patients wanted more therapy in their recovery work but long waiting times prevented this



Impact

South West London St George's Mental Health Trust did not meet their statutory duty to respond to recommendations from Healthwatch Richmond within 20 working days so we met with Trusts' representatives who told us that the Contact Centre is undergoing major improvements.

A "large medical recruitment campaign" has shown some successes in recruitment to Richmond's Recovery & Support Team.

In addition, the Trust has made some improvements to the induction of staff following on from our report.

The report was discussed with Richmond CCG who established regular meetings with the Trust to seek improvements. Our report and its findings form a central part of the CCG's performance management of the Trust.



The service manager has developed a new local induction pack for staff, including information and expectations with regards to staff behaviour, communication and adherence to the Trust's core values"

Victoria Hill, Consultant Clinical Psychologist and Clinical Lead

Richmond Royal & Barnes Hospital

South West London and St George's Mental Health Trust are using the proceeds of recent sales of part of their Barnes Hospital and Richmond Royal Hospital sites to fund new purpose built facilities.

As part of this work, significant re-development of Barnes Hospital has taken place and services have moved across from Richmond Royal to Barnes Hospital.

During the summer a significant number of people called us with concerns over the move and in relation to the environment at Barnes Hospital.

As a result, we arranged two visits to the Barnes site, during which we made recommendations to improve indoor and outdoor spaces, as well as communication with patients.



Clients have difficulties in finding Barnes Hospital and the actual Memory Clinic as they are both poorly signposted. The external environment also looks very run down, to the point where one client said it does not look like a functional hospital

A Richmond charity staff member

Clinicians are attentive and clearly interested in helping patients. However, the environment is not appropriate to someone so vulnerable, as my sibling underwent interviews with loud drills in the background. We did not feel welcome at the entrance as it clearly looks like a building site. It was very hard to get my sibling in after he/she saw Barnes Hospital from outside



Impact

South West London St George's Mental Health Trust has taken timely actions to provide:

- Better signage to the hospital entrance and to the reception areas
- Artwork and decorations in clinical, assessment and therapeutic areas
- Improvements to the corridors connecting Adults and Older Adults areas
- Re-organisation of the reception areas. The CAMHS entrance was made more welcoming to children and young people
- The outdoor area was tidied and bike racks were set up
- Patients were sent a letter with advice and updates on the hospital changes.

Long Term Plan

#WhatWouldYouDo

NHS Long Term Plan

In South West London there is an approach to long term planning that is based on Borough areas. Each of the 6 Boroughs has a Health & Care Plan which, when brought together, form the plan for NHS and wider care in the South West London area.


The NHS, Richmond Council, voluntary sector and Healthwatch launched a two-year Health and Care Plan to meet the health and care needs of people living in Richmond.

Healthwatch has a key role in ensuring that these plans reflect the views and experiences of local people. We have also been a central part of a professional community of borough-level communications and engagement steering groups that bring together the respective leads from local authorities, NHS trusts, CCGs, the voluntary sector as well as Healthwatch. The steering groups work on local joint projects, share knowledge, map stakeholders and coordinate plans for communicating with and involving local people.

During 2019/20, the group delivered a joint engagement programme in each Borough to shape local health and care plans, and delivered a coordinated winter communications campaign, focusing on flu vaccination uptake and directing people to use a community pharmacy for advice and treatment of minor illnesses.

South West London Clinical Conference - Crisis Care in Mental Health

We analysed around 200 people's experiences relating to crisis care in mental health to identify the most important issues to local people. The results of this were presented to leading clinicians and were used to shape the goals for improving care for patients across South West London.

 *Your presentations ensured that the voice of some of south west London's most at-risk populations was heard and informed the 'audacious goal' setting. Your presentation was really professional and very strong – a real asset to the discussions*
-SWL CCG

Health & Care Plan Engagement

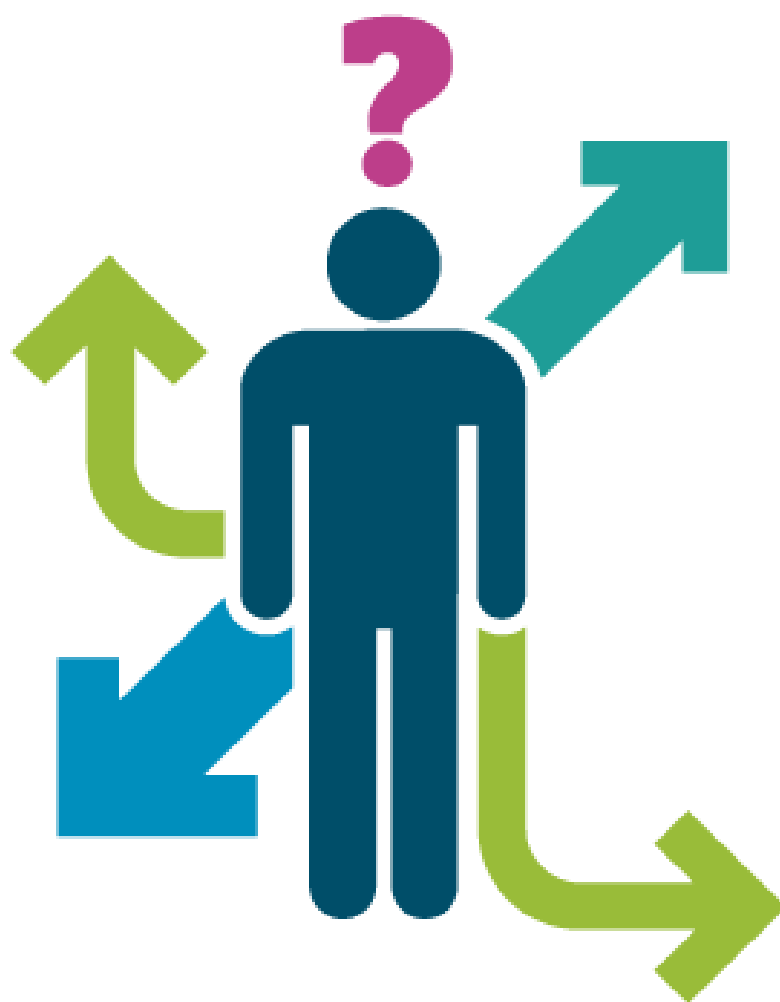
We worked with our statutory sector colleagues to plan engagement on the Health & Care Plan. This is the plan developed by a range of health and care services to tackle enduring local health issues through collaboration.

Impact

Our feedback led to improvements in the plan for local people including the substantial strengthening of sections for working age adults, and older people and the inclusion of specific improvements within the younger people's section including specific actions to address self harm and risky behaviours.



Helping you find the answers



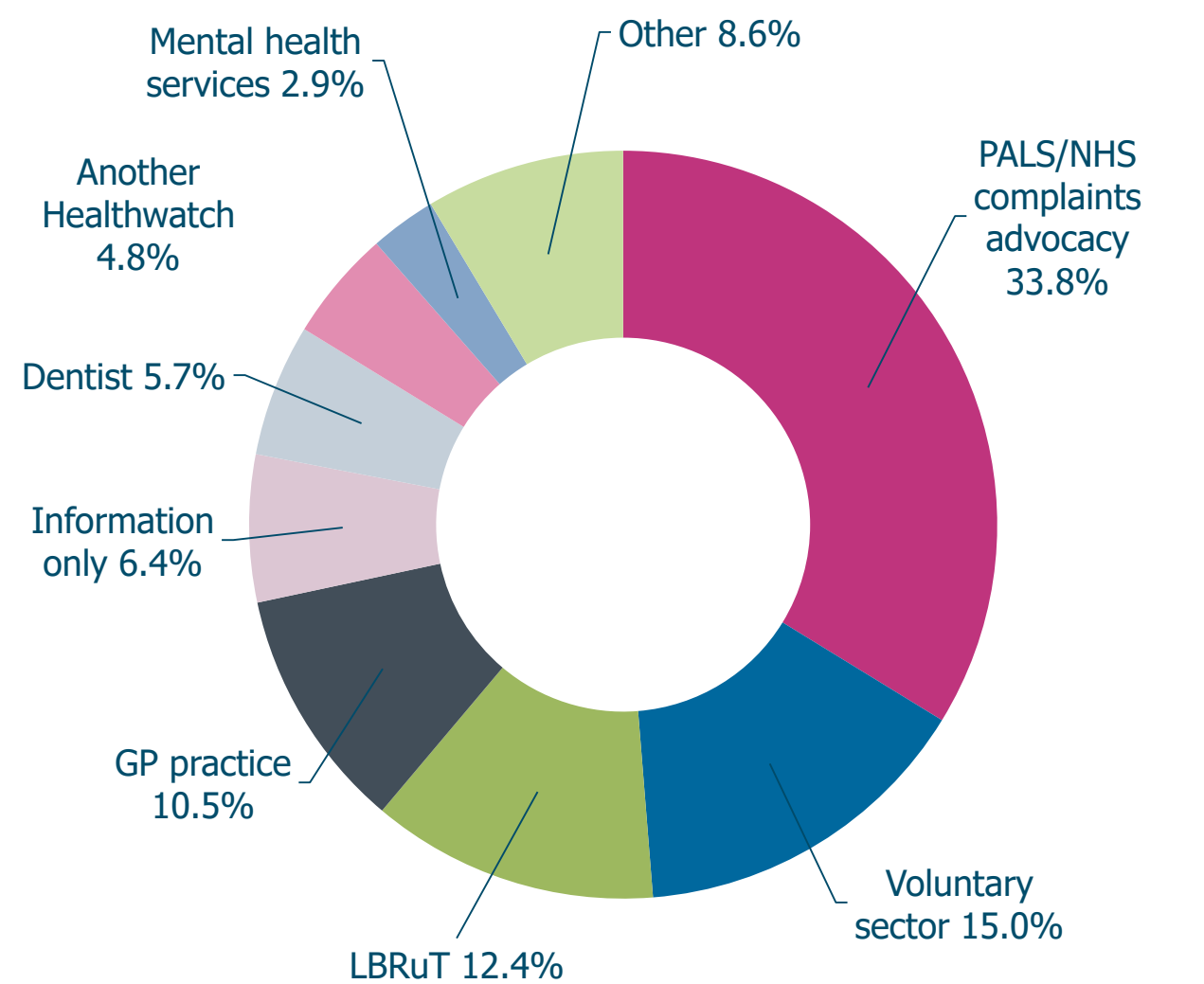
Finding the right service can be worrying and stressful.

Healthwatch plays an important role in helping people to get the information they need to take control of their health and care and find services that will provide them with the right support.

This year we helped 318 people get the advice and information they need by:

- Answering people’s queries about services over the phone, by email, or online
- Talking to people at community events

Here are some of the places we signposted people to:



Our Guide to Richmond's NHS, Care and Support

We created a concise service directory for Richmond residents with the Council and local NHS. This was distributed to homes across Richmond in April 2019.

The directory highlights major services and local voluntary organisations, and provides their contact information. This will help people find the right care, information and support when they need it.

At the end of 2019-20, a refreshed, expanded service directory was produced and again delivered to every home in the borough.

Call us on 020 8099 5335 to request a copy.



"Your Guide to Richmond's NHS, Care & Support is excellent. I keep a copy on my desk and got your number from it to call today."

Reaching out online

In 2019-20 we sent 94 bulletins to 1,120 subscribers. We use these bulletins to tell you what's going on locally and nationally in NHS and social care.

"Congratulations to the team for all these EXCELLENT bulletins which I read from top to bottom. Well done all."

We provide advice and information articles on our website which was visited by around 4,000 people.

We also promote services and up to date information that can help people on our social media. Our social media channels are followed by over 1600 people this year.

"Tonight I find out from @HW_Richmond bulletin that there is an online version of @NHS111. The first I'd heard of it. A big thank you for your informative and friendly newsletter/bulletin"

Feedback received via twitter



Finding a dentist

18 people contacted us and asked for help finding an NHS dentist they could register with to access dental care. We can contact local dentists to check they are currently accepting NHS patients, this information is not always up-to-date on the 'Find a dentist-NHS' website. We then provide the person with a list of available dentists and their contact details.

I really struggled to find a dentist accepting NHS patients near my home. I am an old lady and I cannot walk far but luckily I can take the bus. Thank you so much for taking the time to look and help me find a solution. I have now got an appointment with a dentist on the bus route that runs in front of my house and it is right next to my favourite coffee shop in Richmond. Thank you for your kindness and I am very happy to know that you are always there for me

Accessing physiotherapy

People are not always aware that they have the option to self-refer to the musculoskeletal physiotherapy service run by Hounslow and Richmond Community Healthcare. This is a valuable service and can have huge benefit to those who do access the service. We have provided information on how people can self-refer.



I would like to express my thanks to Healthwatch Richmond. Without them I would not have had any idea you could self-refer to an NHS physio. I completed an online form and got a call back from Teddington Memorial the very next day who agreed to see me after a short discussion. I now have an appointment set up.



Contact us to get the information you need

If you have a query about a health or social care service, or need help with where you can go to access further support, get in touch. Don't struggle alone. Healthwatch Richmond is here for you.

Telephone: 020 8099 5335
Email: info@healthwatchrichmond.co.uk
Website: www.healthwatchrichmond.co.uk

Our People



At Healthwatch Richmond we are supported by 50 volunteers who contributed 15,000 hours

Our amazing staff, trustees, committee members and volunteers are critical to our work and in 20019/20, undertook Enter & View visits, interviews with patients and steered our work and engagement with stakeholders.

We're grateful for their support and their patience whilst we adapted to change and look forward to involving them fully again as we adapt to a new way of working

15 Trustees and Committee Members

Kathy Sheldon, Mary McNulty, Julie Risley, Robin Jowit, Sian Rees, John Anderson, John Wright, Anne Marimuthu, Dugald Millar, James Hunt, Laura Fox, Peter Hughes, Paul Pegden Smith, Emma Maun, Holly Cameron



29 Enter & View Representatives*

Bernadette Lee, Penny Alexander, Bob Burgis, Carole Haskel, Sandra Hempel, Catherine Mann, Jan Marriott, Joy Wilk, Katherine Merrifield, Kathy Sheldon, Perin Parri-Hughes, Peter Hughes, Rae McDonald, Sue Bonnell, Yvonne Lincoln, Yvonne Peel, Julie Risley, John Anderson, Batcho Notay, Paul Gilbert, Dugald Millar, Caroline Snow, Kerry Godden, Eileen Robertson, Glenna McCulloch, Bridget Le Huray, Roger Kirkpatrick, Emma Maun, Rosanna King



* 5 Enter & View Reps also served as Committee Members or Trustees.

10 Youth Out Loud Volunteers

See page 14



1,500 hours of volunteering

With a volunteer team contributing the same amount of time as an additional full time member of staff it is clear that volunteers are key to our success.

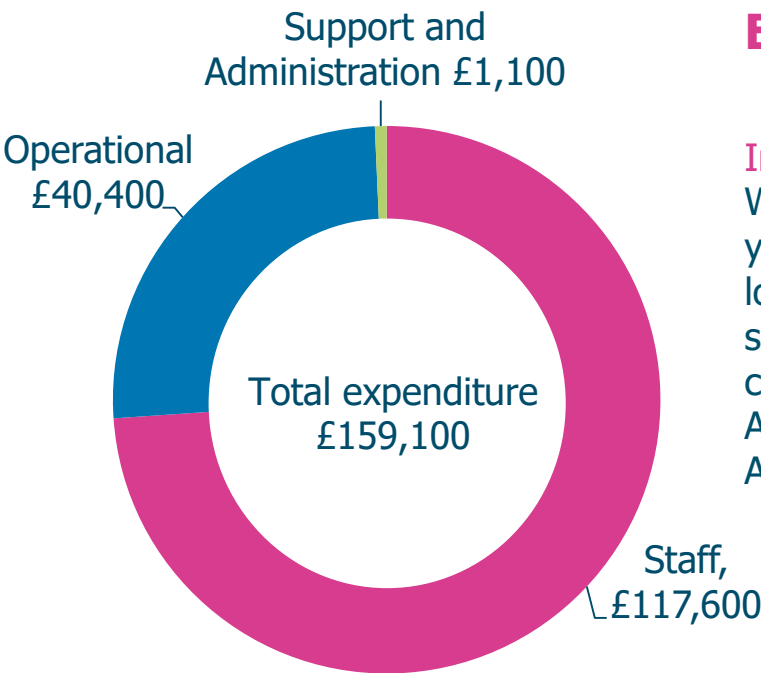
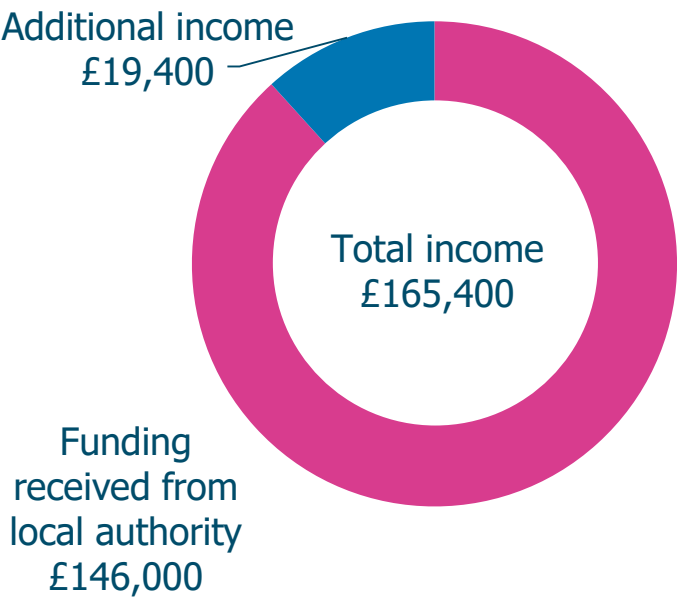
We're incredibly grateful for the time and support that our team of excellent volunteers gives and for the skill and professionalism they bring to Healthwatch Richmond.

Finances



Income

In 2019-2020 we received £165,400
We received £146,000 from the London Borough of Richmond upon Thames under the Health and Social Care Act (2012).
We received £19,400 in additional funding for work undertaken.



Expenditure

In 2019-20 we spent £159,000.
We posted a small surplus this year due to keeping costs lower than anticipated and seeking savings such as circulating printed summary Annual Reports rather than full Annual Reports.

This financial statement provides figures accurate to the nearest £100.

Essential operational costs include office and premises costs, meeting costs, travel, print, operational costs of undertaking projects, marketing and the insurance and financial support required to run the Healthwatch contract.

Support and administration costs relate to the services and activities necessary to ensure that Healthwatch Richmond is run safely, legally, and effectively, and include audit and governance costs.

Our plans for next year:

A message from our Chief Officer



A message from our Chief Officer

Responding to the Coronavirus

We produce a work plan each year based on the experiences and needs that we hear from our community.

Whilst we had a full work plan for 2020/21 we have quickly adapted to the changes created by Coronavirus and supported our community by:

- undertaking over 100 DBS checks to help local charities get new volunteers to safely shop and pick up prescriptions for vulnerable people
- helping to establish a Community Hub phone line that linked the community with voluntary sector support
- distributing our "Guide to Richmond's NHS, Care and Support" to homes across Richmond to help people to access support
- providing clear communications to the community as the crisis developed
- provided detailed patient feedback to inform the Joint Strategic Needs Assessment.

Looking ahead

The NHS and community support are moving from managing the crisis to providing care and support safely whilst coronavirus remains within our communities.

Our priority during 2020/21 is to understand the impact of changes on people and their ongoing support needs to enable us to ensure that patients' needs and experiences inform the recovery.

Collecting experiences to inform the recovery

To ensure that we are well placed to champion local people's interests we have begun collecting views through remote engagement. We're using online and postal surveys and messages as well as video and phone based engagement to reach people across the community including those who are digitally excluded or seldom heard.

At the time of writing we've collected experiences from over 350 people through surveys and calls to the office.

Focussed engagement

We're also working with service providers to help them to collect experiences of their service during the coronavirus changes, whether through providing advice and expertise or capacity to undertake engagement and analysis.

Work around maternity care is already underway and we expect focussed work to explore other services over the coming weeks.

Thank you

We're incredibly thankful for the support that we've had from the community, the organisations that have promoted our messages and invited us into their groups and the people that have shared their experiences with us has been amazing.

Mike Derry

Chief Officer, Healthwatch Richmond



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