

Working Together: Improving Service User Experience 2014-2016



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Introduction

The Welsh Ambulance Service Trust (WAST) is responsible for delivering unscheduled care services and planned patient care services to the people of Wales. Unscheduled care services include the 999 emergency ambulance response service and the 0845 NHS Direct Wales Health Advice and Information service.

In delivering NHS Direct Wales (NHSDW) the service is commissioned to deliver National telephone nurse assessment; health information advice on a range of services, conditions and treatments as well as public health awareness and information.

A dedicated public focused Health Information Website (www.nhsdirect.wales.nhs.uk) supports the delivery of the NHSDW 0845 service and hosts a wide range of information specifically for public/patients that is influenced by their online feedback; user demand and searched for terms/items.

The Trust is mandated to engage with a wide range of service users to ensure their feedback and experiences influence and shape service design and delivery. The introduction of the National Service User Framework and questionnaire has been incorporated into our work to ensure that we are regularly capturing people's views, comments and experiences and ensuring they are acted up and reflected in our service developments.

This strategy for 2014-2016 sets out WAST plans for capturing service user experience and improving engagement with the public, patients, and partners across Wales.

We are committed to listening and engaging with people and communities across Wales; and to improve public health through the provision of information, support and signposting.

The work undertaken by the Partners in Healthcare team (PIH) is of significant benefit as it proactively seeks out what people think of our service. Its work supports the Trusts quality, clinical excellence and patient safety agendas. It helps the service to comply with legislation and meet strategic goals set out in the Trust's 5 year plan - 'Working Together for Success'; and the Welsh Government's 'Service Workforce and Financial Framework' (SWaFF) 2011-2016.

'Working Together for Success' outlines a plan that will help:

- Assist us to demonstrate the value that the Welsh Ambulance Service can add to the health service by building strategic relationships with our key partners, inside and outside the NHS;
- The public choose the most appropriate service to meet their needs by improving the information available to them; and
- Improve our ability to have a two-way conversation with our staff, citizens and patients who use our services.

The Quality Development Plan for the NHS in Wales aims to achieve the provision of the highest quality and excellent service user experience; improve health outcomes and reduce health inequalities and get high value from all our services. Improving our service users experiences is a key priority for WAST.

In undertaking strong service user engagement will enable the Trust to achieve financial benefits, improved patient outcomes, and improved quality of care/treatment and the realisation of the Trusts Clinical Strategy

The Clinical Strategy aims to innovate, inspire and influence to make services better. Our work outlined in this Strategy supports the vision and ambition of the Clinical Strategy to achieve transformational change through the involvement of service users.

Our Engagement and Service User Experience work will continue to capture and provide evidence that supports the Trusts Equality, Welsh Language, Communication and Quality agendas.

1. Setting the scene

In capturing service user experience we involve patients and the public in the work of Trust services. We have developed a model of stakeholder engagement that is used to promote positive support and involvement.

Looking ahead we wish to further advance the principles of a citizen centred service. We have many national documents and policies to give us a framework in which to deliver public health and community engagement.

The Trust as a national provider of clinical care services across Wales is focused on delivering high quality care and improved service experience for its patients. Service user experience is core to this work.

Patient experience is a key element of quality and ensuring that service users have a positive experience of when in our care is a priority for the Trust.

Statutory Duties

The NHS Consultation and Engagement Guidance from the Welsh Government outlines the statutory duties which NHS organisations must meet to fulfil their responsibilities to consult and involve service users, staff, the public and stakeholders. The guidance also encourages stronger relationships between NHS organisations and Community Health Councils (CHCs).

There is a mandate from Welsh Government to measure service users' satisfaction and experience levels within NHS organisations.

The Welsh Government '**National Service Framework for Service User Experience**' is incorporated within all aspects of service user experience work and enables the assurance that service user experience is being assessed and used to improve service delivery. A survey is part of the framework and is used to ensure a consistent approach across the NHS in determining service user experience. The questions use three themes outlined in the Framework:

- First and lasting impressions
- Receiving care in a safe, supportive, healing environment
- Understanding and involvement in care

As an NHS organisation, WAST is required to use the survey to complement existing feedback methods. Information gained from the questions and resulting service improvements are included in service user experience reports to the WAST Quality Delivery Committee; Trust Board and the Annual Quality Statement.

Standards

The *'Doing Well, Doing Better – Standards for Health Services in Wales'* provide a framework that works to improve the patient experience and place patients at the centre of the planning and delivery of services. The Standards support the NHS and partner organisations in providing effective, timely and quality services across all healthcare settings.

Equality

They require public bodies to have due regard when delivering their services, and they need to:

They require public bodies to have due regard when delivering their services, and they need to:

- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
- foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The Public Sector Equality Duty encourages public bodies to engage with diverse communities to ensure services are appropriate and accessible to all. In this strategy, we will demonstrate how PIH can support the Equality Act and Public Sector Equality Duty.

Best Practice

The National Principles for Public Engagement in Wales were launched by Participation Cymru in March 2011. The principles, which WAST have fully signed up to, offer all Public Service organisations a consistent approach and best practice guidance for undertaking public engagement activities across Wales.

As part of our engagement activities we include and promote public health messages in line with 'Our Healthy Futures' and the 'Annual Quality Framework'. A great deal of activities are delivered within the service including smoking cessation, wellbeing support and information prescriptions. We aim to continue this drive of preventing ill health and maintaining wellbeing.

We will also undertake health information and education activities by developing quicker and easier access to information on local services, health conditions and self care advice.

The strategy is delivered in partnership with the Trusts Communications Strategy, Equality Plans and Welsh Language Framework.

2. Our vision

Our vision is to capture and enhance service user experience through the following:

- Giving service users a greater voice in driving quality
- Enabling communities to become involved in the planning, design and delivery of services
- Involve and engage with people learning from their experiences and opinions
- Improve patient experience and outcomes
- Improve people's health and well-being through local partnership working
- Provide evidence on the influence our work and people's views have had on decisions and developments within the service
- Foster increased understanding, confidence and trust with the public around sound principles and good practice demonstrated within the service
- Be transparent, open and honest about our work
- Measure our work using patient reported data

3. Supporting the delivery of the strategy

It is important for us not only to capture people's experiences, but also to learn and act upon them. Effective and meaningful engagement will help us to be responsive to the needs of people who use our services, their families, carers and our staff and stakeholders. We want to be a listening organisation, and make positive changes to the service from people's feedback and views. We believe that community engagement will help to make the service more sustainable; will contribute to cost effective healthcare; and strengthen partnerships with service users.

Our service user experience work will focus on 'What it is like to be a service user of the Welsh Ambulance Service'.

WAST has a wide range of stakeholders it needs to involve and engage with in order to meet its strategic objectives. In order to ensure engagement activities are tailored around individual stakeholders and their needs, it is very important to analyse the various audiences and plot their level of interest; opportunities to be involved and how they want to influence Trust services.

This will include:

- Stakeholder analysis
- Identification of methods of engagement for each stakeholder group
- Identification of the message/s
- Gap analysis of engagement work
- Evaluation of engagement work
- Identification of lessons learnt and changes made
- Communication and feedback internally and externally

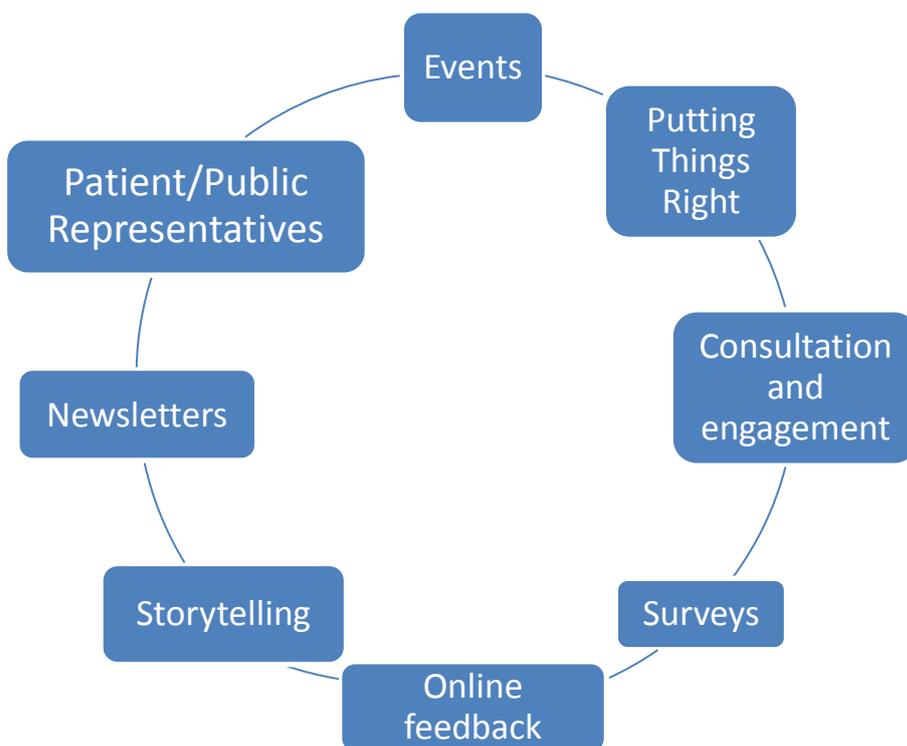
Taking into consideration the Public Sector Duties and other Welsh Government Statutory guidance, the following is an overview of the stakeholders we will engage and involve in order to deliver this strategy.

- Patient experience/involvement colleagues
- Health Boards and Trusts and their respective patient panels
- Community Health Councils and their local networks
- 3rd sector groups and organisations
- Patients, service users, carers and families
- Members of the public
- WAST Staff
- Community support organisations including local authorities

This strategy will be delivered with positive leadership and transparency from PIH Team. We will encourage colleagues and stakeholders to take an active part in engaging with us. Joint working and active partnerships are the basis for delivering our work.

We have built a strong foundation in our service user experience network that offers a menu of activities and opportunities for people to get involved in influencing the future direction of the service.

Our engagement model uses the following techniques to both capture information from service users and feedback news and developments on how their involvement is shaping the service.



The **Partners in Healthcare Network** is the Trusts involvement scheme, where individuals can sign up to be a part of the service. Network members influence the service by commenting on strategies, work plans, and information produced by the Trust. There is also close working relationships with other local networks and community engagement initiatives, through Local Health Boards and the Third sector.

In order to implement this strategy, the following work is delivered:

Involving and Engaging

- Patient and public Engagement
- Capture Service User Experience
- Partnership working
- Ongoing engagement with communities
- Learning lessons

Public Health

- Providing accessible health information on health conditions, care, treatment and support
- Delivering key public health messages
- Delivering and continuously developing the NHS Direct Wales website

WAST is responsible through the PIH team for the delivery of the NHS Direct Wales website; the site captures feedback and experience of service users; it has the potential to be used as an all Wales tool to capture online feedback.

The NHS Direct Wales website has been experiencing continued record breaking increases in its use with a total of over 2 million visits during April 2012 – March 2013. We will want to build on this with more users visiting the site and developing relevant health and self care tools.

The site currently provides access to a range of online health information and interactive tools to support National Public Health advice as well as the facility for users to post their feedback, experience and suggestions. It is recognised that the site has a key role in the provision of health information, public health and lifestyle messages and will form an integral part of Trust online services.

The search patterns and behaviour of online users to the website will provide us with information that will influence content, development and future direction of the site. This work will potentially reduce demand on clinical contact centres and create opportunities for users to access information in the right place.

In order to deliver this strategy, the PIH team will meet the objectives in the following Action Plans:

- **Experience, Involvement and Engagement Action Plan**
Seek continuous feedback from patients, the public and partners.
- **Public Health Action Plan**
Deliver public health messages through our local and national work. We will deliver Information services in a variety of settings, promoting healthy lifestyles and wellbeing.

Monitoring and review

The Strategy Action plans will be reviewed annually and be assessed against the deliverables in Working Together for Success. The Trusts Quality Delivery Committee and Trust Board will receive regular assurance that service user experiences are being captured and acted upon in the form of specific monthly service user experience reports.

Information will also be shared with internal committees, external networks and Welsh Government.

Engaging with different groups and communities

As well as engaging with and sharing messages with the general public, active engagement with a variety of different groups, organisations and communities is undertaken. Through the Equality Act, our engagement work will include those who belong to the following protected characteristic groups:

- age
- disability
- marriage or civil partnership (only in respect of eliminating unlawful discrimination)
- pregnancy and maternity
- race
- religion or belief
- sex
- sexual orientation
- gender identity and gender reassignment

Other groups include:

- 3rd sector
- Health Boards and Trusts
- Community Health Councils (CHCs)
- Patient Groups
- Carers
- Homeless

The aim of our work is to embed an Engagement model within the Organisation that has five key themes: leadership; culture; patient engagement; staff engagement and measurement.

This strategy sets our work plan and gives a clear commitment to gathering service user views, their experiences and acting on it.

We want to put patients at the heart of all our services and inform/demonstrate to people on how we are acting on their feedback.

We want to empower people to live independently and have quick and easy access to information on health, local services, support and advice.

The Partners in Healthcare team will continue to drive forward the experience, involvement and engagement agenda within the Welsh Ambulance Service Trust.

The following 'Experience, Involvement and Engagement Action Plan' outlines in full the actions that will be taken in order to learn from experiences to improve the quality and provision of care and achieve effective engagement.

5. Experience, Involvement and Engagement

Action Plan

Objective	Action Plan/Deliverable	Lead Responsibility	Outcomes	Monitoring	RAG
Incorporate Service User Experience across all services and directorates with WAST	Deliver engagement activities with patients and the public, particularly with protected characteristic groups and hard to reach groups, covering the following: <ul style="list-style-type: none"> • age • disability • marriage or civil partnership • pregnancy and maternity • race • religion or belief • sex • sexual orientation • Gender identity and gender reassignment. 	Head of PiH PiH Managers PiH Coordinators Health Wellbeing & Equality Manager	<ul style="list-style-type: none"> • Better relationships and continuous engagement with communities. • Local Service User Representatives from local and protected communities on Trust Committee meetings • Bespoke resources developed in partnership • Increased awareness of health services and using WAST services appropriately 	Quarterly QND (Quality Nursing Directorate)	
	Recognise different community groups and the drivers influencing public opinion on our services. We will capture this information to develop more effective	Head of PiH PiH Managers	<ul style="list-style-type: none"> • Close collaboration with 3rd Sector organisations representing/working with community 	Quarterly QND	

	engagement.		<ul style="list-style-type: none"> groups Monitoring health policy to ensure work remains current, consistent and appropriate 		
	Ensure there are opportunities and promote different methods for people to provide feedback, including face to face events, online systems, surveys, groups, telephone, as well as promoting the compliments and concerns process.	PiH Managers	<ul style="list-style-type: none"> Robust 'Have your Say' model that is integral to the Trust operational plans and strategic development Ensure methods available are fluid, responsive and accessible 	Quarterly QND	
	Provide easy to understand information, and make it accessible by providing information in the language of choice and in alternative formats.	PiH Managers	<ul style="list-style-type: none"> More accessible information that will educate/empower communities and individuals Have fluid systems in place to be able to translate, produce information in language of choice quickly 	Quarterly QND	
	Develop effective communication channels to feedback to people about Trust work including Network News, Update papers, website updates. Ensure messages are appropriate	<p>PiH Managers</p> <p>PiH Coordinators</p>	<ul style="list-style-type: none"> Synchronised information disseminated via Communications Teams, Equality Lead and service user experience channels 	Quarterly QND	

	<p>for the general public as well as for individuals with different communication needs.</p> <p>Link with Communications Department to investigate the use of social media to share messages with different people and groups.</p>		<ul style="list-style-type: none"> • Wider awareness of Trust work to service users and health professionals • An engagement website for stakeholders to access localised information on their ambulance service 		
	<p>Regular reports will be produced for the Quality Delivery Committee and Trust Board, ongoing improvements to ensure Service User Activity is coordinated, monitored, recorded, evaluated and supported effectively will be undertaken.</p> <p>Regular reports will be provided to Welsh Government as required through the Chief Nursing Officer for Wales.</p>	<p>PiH Managers</p> <p>PiH Coordinators</p>	<ul style="list-style-type: none"> • Teams reporting service user experience outcomes • Thematic reporting to committees and boards • An organisation that values feedback and implements learning • Value of service user experience work demonstrated at senior level • Evidence of engagement and its impact on Trust financial plans, strategies and patient outcomes. 	<p>Monthly and Quarterly QND Quality Delivery Committee</p> <p>Welsh Government</p>	
<p>Incorporate Service User experience across all services and</p>	<p>Embed service user experience into every part of the service, encouraging operational colleagues to understand, consider and act upon the</p>	<p>Head of PiH</p> <p>PiH Managers</p>	<ul style="list-style-type: none"> • Service user experience team act as the depository for all patient experience work captured across 	<p>Quarterly QND</p>	

<p>directorates with WAST</p>	<p>benefits of involving patients and the public in the Trust's work</p> <ul style="list-style-type: none"> - Emergency Medical Services - Patient Care Services - Ambulance Car Services - NHS Direct Wales - Website services - Clinical Desk - Pathways - Concerns - Equality - Communications <p>Encourage patient experience storytelling work with colleagues to ensure learning connects internal policies and service delivery.</p>		<p>the Trust. With a bank of patient stories, feedback, experiences etc.</p> <ul style="list-style-type: none"> • Improved relationships with key staff groups encouraging 'patient involvement/ engagement to be recognised and facilitated by front line staff. • Improve patient outcomes and experiences. • Shared learning across the Trust involving multi disciplinary staff 		
	<p>Develop and improve engagement activities based on the needs of Children and Young People; and Older people. Empower them to have their voices, experiences and opinions heard within the Trust.</p>	<p>Head of PiH PiH Managers</p>	<ul style="list-style-type: none"> • Close working relationship with the Children's Commissioner and Older Persons Commissioner for Wales including wider groups. • Views of these groups are heard and have influenced Trust planning and development. • Extensive range of 	<p>Quarterly QND</p>	

			bespoke resources and channels for two way feedback		
Measuring Patient Experience	<p>Obtain a complete picture of service user experience by using patient experience data to learn from and improve services provided by WAST. Collecting Patient data will be via:</p> <ul style="list-style-type: none"> • Patient stories • Surveys • General Feedback • Concerns/Accolades <p>Reporting of the data will be shared and acted upon with wider Quality and clinical effectiveness strands across the Trust and reported to the Board.</p>	<p>Head of PiH PTR Coordinator</p>	<ul style="list-style-type: none"> • Using the National Service Framework and Bank questions within existing PIH work. • Regular reports provided to senior management team and Trust Board. • Evidence on quality outcomes and lessons learnt included within reports. 	Quarterly QND	
Capturing, monitoring and acting on Patient Experience/stories	<p>Build on the Patient Experience Feedback Framework that uses a variety of methods to gather a balanced view of the patient experience. The methods will include:</p> <ul style="list-style-type: none"> - Real time feedback - Retrospective feedback - Proactive feedback - Balancing feedback (incl patient stories) <p>Work closely with Welsh Government, Health Boards and NHS teams on sharing,</p>	<p>PiH Team</p>	<ul style="list-style-type: none"> • As above this will also incorporate the 'quadrant' for triangulating all patient feedback. 	<p>Monthly QND Quality Delivery Committee</p>	

	responding to patient experiences				
Monitoring and review	Work plans will be reviewed regularly to ensure objectives are being met. Build a framework for monitoring and reviewing: <ul style="list-style-type: none"> - Number of people engaged with for every method (stories received, attendees at events, surveys completed, feedback cards) - How people have influenced the service (lessons learned through stories, number of people and involvement of those attending internal meetings). 	Head of PiH PiH Managers	<ul style="list-style-type: none"> • Successful implementation of the Service User Experience Strategy. • Reporting to the Quality Service User Experience Group 	Monthly QND	
	Monitor engagement evaluation tools we use to see whether they remain current and provide us with effective information.	PiH Managers	<ul style="list-style-type: none"> • Incorporated the 1000 Lives Plus methodologies 	Quarterly QND	
Raising awareness of service user experience to different staff groups across the service	Ensure Experience, Engagement and Involvement is a priority by encouraging Board members, senior managers and others to become champions/leaders for involvement and engagement work.	Head of PiH	<ul style="list-style-type: none"> • Regular reporting to Trust Board in line with the requirements of Welsh Government 	Quarterly QND	
	Work with key staff/personnel across the Trust to promote	Head of PiH	<ul style="list-style-type: none"> • Strong working relationships with 	Monthly QND	

	opportunities for collaboration. Build and develop existing relationships with key departments and different staff groups, including Heads of Services, Communications, Equality, Putting things Right, Operational staff (Paramedics, Locality Managers, Volunteers, Clinical Team Leaders, Patient Care Services, and Ambulance Car Services).	PiH Managers	Head of Service, CTLs etc. <ul style="list-style-type: none"> Engaged Board Members attending local service user sessions Regular membership of local management team meetings. 		
	Support staff in organising and taking part in public events, e.g. adherence to organisation policies, use of risk assessments, event plans, promotional materials <ul style="list-style-type: none"> Introduction of Public Education section on Network News, WAST website Encourage staff to become involved in service user Experience, Engagement, Involvement and public education work. 	PiH Managers PiH Coordinators	<ul style="list-style-type: none"> Regular representation at local events where staff are supported A coordinated planned approach to events using the non operational events policy 	Monthly QND	
Partnership working	Continue and encourage joint multi-agency approach to projects/local activities, sharing resources, messages and materials.	PiH Team	<ul style="list-style-type: none"> Close working with Engagement, Equality and Communication Teams across NHS and other agencies in 	Monthly QND	

			Wales and UK		
	<p>Link in with a range of different organisations and groups who are involved with those in protected characteristic groups.</p> <p>Link with Trusts Training Department & Health, Wellbeing & Equality Manager to explore opportunities for staff to receive training which is appropriate and tailored to their role, regarding each of the protected characteristic groups.</p>	PiH Team	<ul style="list-style-type: none"> • Improved relationships with a range of groups and organisations • Regular sharing with Equality Link workers across Wales • Have influenced skills, awareness and knowledge of staff groups engaged with service users 	Monthly QND	
	<p>Continue to liaise with different organisations such as Health Boards and Trusts, CHCs, 3rd Sector, PPI Forums, and Ambulance Trusts in other areas.</p> <p>Utilise these groups as a conduit to patients and the public, and as key stakeholders in distributing information to communities.</p>	PiH Team	<ul style="list-style-type: none"> • Strong relationships with different organisations with regular sharing of learning and best practice and issues of relevance to their local communities/patients 	Quarterly QND	

6. Public Health Action Plan

Objective	Action Plan/Deliverable	Lead Responsibility	Outcomes	Monitoring	RAG
<p>Deliver information and self care health information through multimedia platforms.</p> <p>Promote public health messages wherever possible</p> <p>Share information content with variety of stakeholders</p>	<p>Develop and deliver the NHSDW Consumer Health Information content for the website ensuring information is accessible to all and is offered in variety of languages and formats.</p> <p>Develop and monitor the NHSDW facebook page</p> <p>Ensure information on the site mirrors service user demand and reflects NHSDW telephony service.</p> <p>Actively promote public health campaigns in line with National and Public Health Wales initiatives</p>	<p>Head of PiH</p> <p>PiH Team</p>	<ul style="list-style-type: none"> • A strong online web presence with key resources that reflect the NHSDW services online • Increased uptake of the NHSDW website to over 350,000 users a month. • Improve 'like' status to 250 of the page and connect to variety of stakeholders through facebook. 	<p>Monthly QND</p>	
	<p>Support the development of the self care agenda in Wales, developing and promoting appropriate information and services across Wales.</p>	<p>PiH Team</p> <p>Web Development Team</p>	<ul style="list-style-type: none"> • Partnership with key stakeholders that ensures our services are being promoted and used in right ways. • Range of self care and assessment tools available Online • Embedded principles of self care within 	<p>Quarterly QND</p>	

			service user experience activities and organisational plans		
	Measure outcomes, impact and experiences of online service users.	Head of PiH	<ul style="list-style-type: none"> Measured experiences and satisfaction of service users 	Quarterly QND	
	Collaborate with Public Health Wales and Welsh Government Colleagues on the ongoing development and synergy of respective websites.	Head of PiH	<ul style="list-style-type: none"> Regular reporting to PHW and Welsh Government on demand and use 	Quarterly QND	
	Syndicate content upon request with stakeholder monitoring usage and opportunities for further development	Head PiH	<ul style="list-style-type: none"> Reports on visit numbers to syndicated content with partner organisations 	Quarterly QND	
	Liaise with Public Health teams across Wales on shared dissemination and access to public health information.	Head of PiH	<ul style="list-style-type: none"> Regular provision of current public health messages online 	Quarterly QND	
Communications and marketing	<p>Liaise with corporate communication in the promotion of Choose Well message across Wales</p> <p>Liaise with range of NHS partners to support National and local approaches.</p>	PiH Team	<ul style="list-style-type: none"> Regular marketing of choose well Update reports provided to Welsh Government on Choose Well Coordinated approach to marketing choose well in line with Clinical/Medical Strategy and 	Quarterly QND	

			communications strategy		
Partnership working	<p>Explore potential partnerships for information and resource sharing, networking and influencing information developments, always considering the different needs of service users.</p> <p>Link with other initiatives, projects and services to share resources and benchmark services.</p>	<p>Head of PiH</p> <p>PiH Team</p>	<ul style="list-style-type: none"> • Regular attendance at Regional PPI meetings including UK networks. • Membership of CHCs ambulance liaison group • Partnerships with community sector organisations 	Quarterly QND	
Develop NHS Direct Wales website	<p>Further develop the NHS Direct Wales website to ensure it is the recognised single portal for accessing health information in Wales.</p> <ul style="list-style-type: none"> • Continue to develop and promote a range of web based information to deliver online, including: interactive self help; educational tools and downloadable 	<p>Head of PiH</p> <p>PiH Team</p> <p>Web development Team</p>	<ul style="list-style-type: none"> • Annual use of the site to exceed 2.5 million a year. • Website as the single point of entry for consumer information in Wales 	Quarterly QND	

	<p>lifestyle resources</p> <ul style="list-style-type: none"> • Develop a partnership approach to enhancing web based information • Ensure key aspects of the site are integrated within the emerging Health Checker for over 50s in Wales. • Redirect non urgent calls via messaging to the website 	Clinical Manager	<ul style="list-style-type: none"> • Revise 0845 telephony messaging 		
	<p>Ensure the website is integrated within national I.T. developments</p> <ul style="list-style-type: none"> • Work closely NWIS on optimising the website into national programmes such as My health online and the Individual care record • Work with Welsh Government, Health Boards, Third Sector and Public Health Wales teams on supporting the development of the site and its content 	Head of PiH	<ul style="list-style-type: none"> • Regular reporting to stakeholders on web development • Regular reporting to Web leads within Welsh Government and Public Health Wales • Benchmark monthly and annual visit numbers • Symptom checkers to link outcomes to range of NHS services (GPs via MHOL etc) 	Quarterly QND	
	<p>Increase awareness and use of the website to 250,000 visits per month.</p>	Head of PiH	<ul style="list-style-type: none"> • Regular weekly and monthly service user reports 	Quarterly QND	

	<p>Monitor visits to key components of the site and themes/trends on search terms/pages etc</p> <p>Monitor welsh language use and demand on the website</p> <p>Ensure continued translation of the A-Z Encyclopaedia</p>		<ul style="list-style-type: none"> • Daily monitoring of the site including site navigation and search terms • Developed tools in line with service user feedback and suggestions • Funding agreements with NWIS 		
	Continued development of NHSDW Face book and App	<p>Head of PiH</p> <p>PiH Team</p>	<ul style="list-style-type: none"> • Regular monitoring of 'reach' of the site • Updates to Corporate Communications 	Quarterly QND	