



Guided by you

Annual report 2019-20

healthwatch
East Riding
of Yorkshire

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Message from our chair

I would like to open by welcoming our new manager Julie Dearing who took up post last year. Julie brings with her a wealth of experience from working with different communities within and outwith the health and social care environment and I am confident that with a 'new' staff-team behind her and an invigorated volunteer involvement, the pivotal work of Healthwatch East Riding of Yorkshire in our communities will see the emergence of many new initiatives, revised ways of working and meaningful results in the months and years ahead.



- Ian Dewar – Healthwatch East Riding of Yorkshire Chair

I very much doubt if anyone reading last year's annual report would have imagined the changes that would be necessary due to the emergence and spread of COVID-19. These changes and lockdowns have affected every aspect of our day to day lives, our ways of working and relaxing, our relationships with friends and families, appointments for medical or professional advice and so much more. Many in our communities will have been adversely affected with schools closed and the added responsibility of all-day child care replacing both their employment and voluntary occupations. Despite the relaxation of some restrictions in past weeks, the effects of these past few months will have long-lasting consequences for many and with the ever-present fear that we will see a resurgence of cases at some point, returning to the 'normal' world we fondly remember may be a long road we have yet to travel?

...there are past successes to be proud of and much more to come I am sure.

Yet I am optimistic! In this report you will read how much Healthwatch's intended programme for 2020 remains affected as a consequence of the COVID-19 pandemic and certainly, working from home has added a new dimension of effort to each and every member of our dedicated team. Yet there are past successes to be proud of and much more to come I am sure. Our volunteer contribution cannot be overstated and I add my thanks to everyone who takes time and trouble to help at all levels. For you there will be a vibrant, revised programme of involvement in the coming twelve months and yes, there will be new faces on the Independent Strategic Advisory Board, bringing with them, a wealth of experience and expertise to ISAB's vital oversight role.

I know you will still find this years report engaging and forward looking but we do ask you to remember we live in an uncertain time, so please, on behalf of everyone at Healthwatch, stay safe and take care.

Ian Dewar

Healthwatch East Riding of Yorkshire Chair

Our priorities

Last year over 2000 people told us about the improvements they would like to see health and social care services make in 2019-20. These were our priorities for the year ahead based on what you told us.



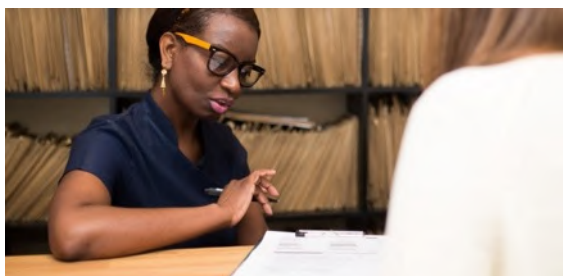
Challenge local services to improve communications with the public



Promote the use of appropriate services



Empower young people to carry out their own health and social care investigation



Influence Local Authority Strategy to improve the lives of rough sleepers

About us

Here to make care better

The network's collaborative effort around the NHS Long Term Plan shows the power of the Healthwatch network in giving people that find it hardest to be heard a chance to speak up.

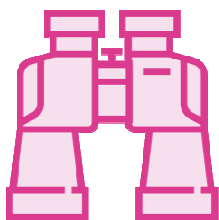
The #WhatWouldYouDo campaign saw national movement, engaging with people all over the country to see how the Long Term Plan should be implemented locally. Thanks to the thousands of views shared with Healthwatch we were also able to highlight the issue of patient transport not being included in the NHS Long Term Plan review – sparking a national review of patient transport from NHS England.

We simply could not do this without the dedicated work and efforts from our staff and volunteers and, of course, we couldn't have done it without you. Whether it's working with your local Healthwatch to raise awareness of local issues, or sharing your views and experiences, I'd like to thank you all. It's important that services continue to listen, so please do keep talking to your local Healthwatch. Let's strive to make the NHS and social care services the best that they can be.

I've now been Chair of Healthwatch England for over a year and I'm extremely proud to see it go from strength to strength, highlighting the importance of listening to people's views to decision makers at a national and local level.

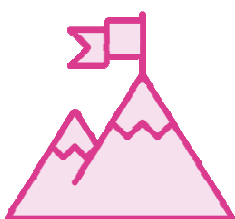
- Sir Robert Francis – Healthwatch England Chair





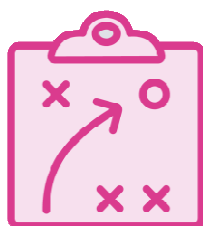
Our vision is simple

Health and care that works for you.
People want health and social care support that works – helping them to stay well, get the best out of services and manage any conditions they face.



Our purpose

To find out what matters to you and to help make sure your views shape the support you need.



Our approach

People's views come first – especially those who find it hardest to be heard.

We champion what matters to you and work with others to find solutions. We are independent and committed to making the biggest difference to you.



How we find out what matters to you

People are at the heart of everything we do. Our staff and volunteers identify what matters most to people by:

- Visiting services to see how they work
- Running surveys and focus groups
- Going out in the community and working with other organisations



Find out more about us and the work we do

Website: www.healthwatcheastridingofyorkshire.co.uk

Twitter: @Hweastyorks

FACEBOOK: /HWeastyorks

Highlights from our year

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



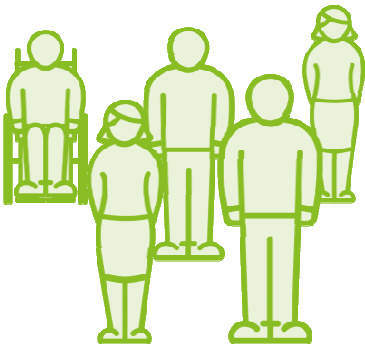
Health and care that works for you



Our
20 volunteers
gave up 383 hours.

And we employed
5 full time staff members

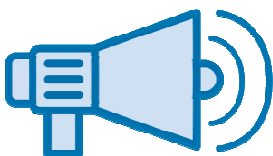
Hearing people



4465 people
Engaged via the website, social media and surveys

1546 people
Shared their views on on health and social care

Reaching out



2720
Engaged via our website

1745
Engaged through social media

474
Subscribed to our community newsletter

Making a difference to care



We completed
3
Reports considering improvements people would like to see and

43
Enter & View visits and revisits to gather views from service users.

How we've made a difference



Listening to people's views



Listening to the public voice is at the heart of everything Healthwatch do. The role of Healthwatch in collecting this information and sharing it with services is crucial for service improvement. For Healthwatch to be truly reflective of the East Riding community, different methods of engagement are used. These include speaking and listening to people on the street, going to groups and events and using social media. We also use a range of other tools and methods to provide a platform for people to share their views, to ensure everyone is heard.

Working with Diverse Communities

The East Riding covers nearly 1000 square miles. As many of our residents can experience rural isolation, this year we have continued our 'travelling community hub' which utilises the local Public Health Vehicle to enable us to visit many remote communities.



- East Riding Yorkshire Council Public Health Vehicle

Following on from the success of last year's project aimed at supporting people with no fixed abode to access GP Practices, we have continued to work with Emmaus. This ensures that the 'Right to Access' cards, developed by Healthwatch, which state the rights of homeless people, continue to be freely available throughout the East Riding.

We have also been invited to attend the Drug & Alcohol Strategy Development Group, and continue to engage with service users on this subject.

Read Right - Making information easy to understand

The public often tell Healthwatch about confusing posters, leaflets or literature that either do not make sense, are full of jargon or are not clear on what to do next. In response, Healthwatch East Riding have set up "Read Right"; a service to partners that utilises volunteers to review public documents and provide feedback to make them more user friendly.



This year we have helped with:

- Strategy and Vision for Adult and Social Care Support in East Riding 2019/2022.
- Community Cardiology Clinic Leaflets – Yorkshire Health Partners
- Strategic Priorities 2019/2022 – Humber Teaching NHS Foundation Trust

Collaborative working - Four Healthwatch's in the Humber region

Working closely with all four Healthwatch's in the Humber region has proved to be very beneficial as well as an ideal networking platform. Through this collaboration we have been able to introduce some practical solutions including:

- Collaborative working to produce a programme of systems audit, including: databases, information & signposting and data recording. This ensures we are all monitoring and evaluating to the same standards.
- We have been able to nominate designated leads to represent multiple Healthwatch that cover hospital and STP areas.
- Joint delivery of training to volunteers, as well as networking opportunities for volunteers across neighbouring areas.

Enter and View

Our commitment to the East Riding of Yorkshire Council means that we visit at least forty health and social care establishments each year.



Locally, of the 136 residential care homes in the East Riding of Yorkshire, 15% are rated as 'Requires Improvement' and one home is as rated as 'Inadequate'. The majority of homes (79%) are rated as 'Good' with the remaining 5% rated as 'Outstanding'.

Healthwatch East Riding are contracted to deliver 40 Enter & View visits per year, and this year we have made visiting care homes a priority. In the last year we made 17 new home visits, and 26 re-visits of homes to check progress on our recommendations. As such, we have exceeded this year's commitment to the East Riding of Yorkshire Council by making a total of 43 Enter and View visits.

Regular meetings continue with the Local Authority Quality Development & Monitoring Team and the Care Quality Commission to aid in informing local quality improvements.

'Getting to Good'

Our 'Getting to Good' programme uses the Enter & View process to support care homes to improve their CQC rating.

The staff and management team were committed to change and put in a tremendous amount of hard work to achieve the turnaround in results.

Following a disappointing CQC rating of 'Requires Improvement' and an 'Inadequate' rating in the area of safety, the manager of local care home contacted Healthwatch requesting our input in helping them achieve a rating of 'Good'.

Consequently, with the help of Healthwatch East Riding of Yorkshire, and the hard work of their staff, CQC rated the home as 'Good' in all areas at their most recent inspection.

It was agreed that we would make regular visits under the Enter and View power, enabling us to get a bigger picture of how the home was operating and where changes needed to be made.

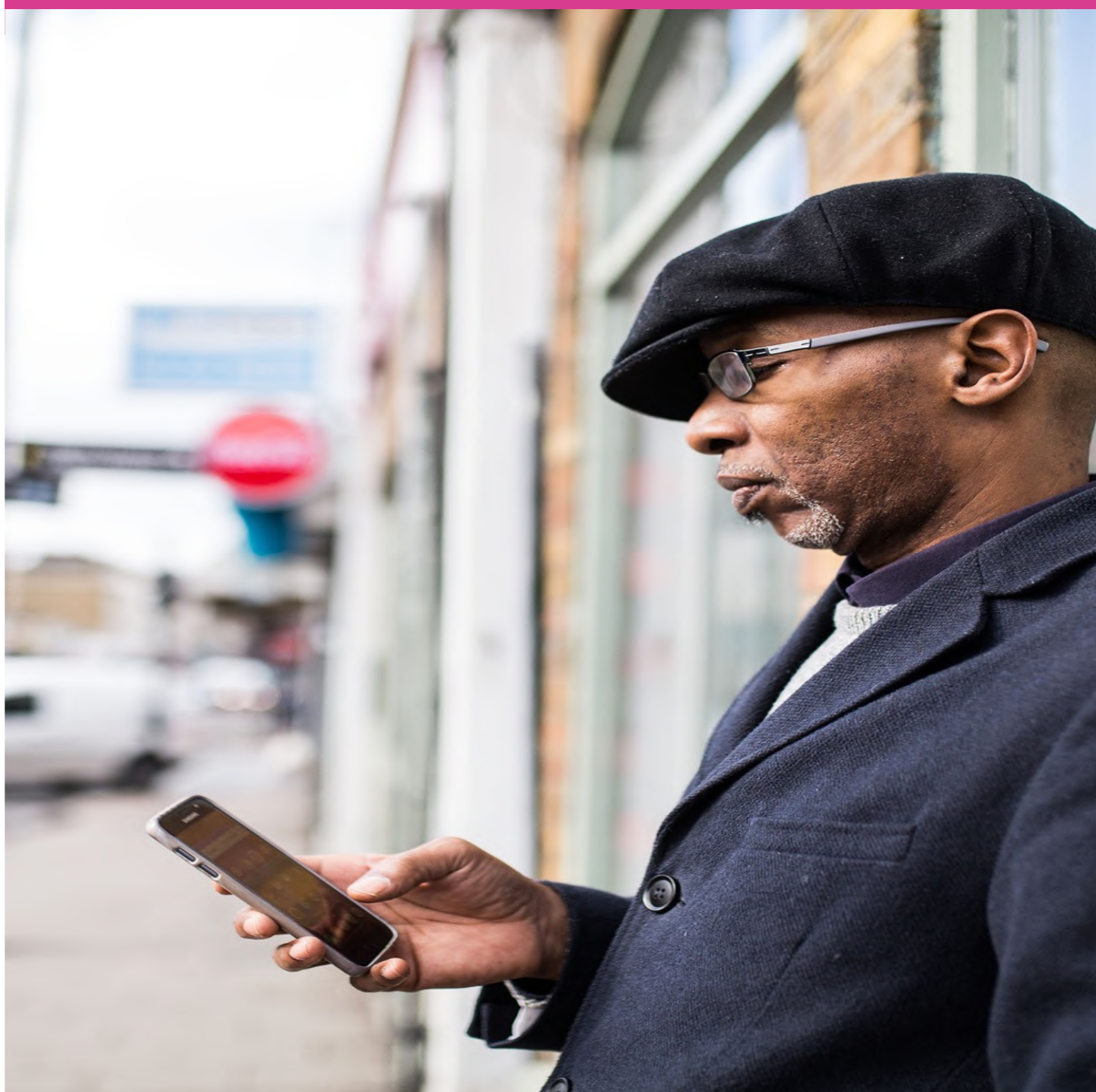
Healthwatch East Riding have subsequently received requests from other care homes for similar support.

With each visit, Healthwatch saw the home dramatically change and improve.

- Report:
'Getting to Good'
November 2019



Our reports



Engaging with Young People

This year, we continuously engaged with students across the region to raise the profile of Healthwatch East Riding of Yorkshire with young people. Each year we work alongside East Riding College, to facilitate the involvement of health and social care students in the design and development of a Healthwatch report. The aim of this approach is to enable young people to take ownership of the research, and ensure that their voice and the issues that are most important to them are at the heart of our work.

'Let's talk about sex'

This year, Healthwatch East Riding of Yorkshire teamed up with local students to explore the accessibility of sexual health services across the region, as it was highlighted that those living in more rural areas were having difficulty accessing services. Additionally, the initial discussions highlighted the growing impact that social media and TV programmes are having on young people's attitudes and behaviour. As such, we also wanted to use this opportunity to explore younger people's wider attitudes towards relationships and sexual health.



As well as surveys to capture a wider audience, we undertook a series of workshops. These workshops gave the students the time and space to have frank and honest conversations, and to take a little time to explore their thoughts.

Overall, the young people we worked with were extremely forthcoming with their views, were open and willing to talk about what could be a sensitive subject, and were eager to learn more on each of the subject sections we discussed.

In the final report, three recommendations were made:

1. Local commissioners to develop accessible and appropriate information about all services available to young people.
2. The local provider of sexual health services to adapt their communication strategy to improve young people's awareness of sexual health services.
3. The Council to review its approach to sexual health education in schools.



- Health and Social Care students, East Riding College, Beverley

Appropriate Service Review

February 2020

Healthwatch East Riding produced this report based on feedback obtained from local residents

Changes to East Riding Services

In April 2018, the Clinical Commissioning Group (CCG) permanently closed all six Minor Injury Units throughout the East Riding and re-opened them as alternative services on the same sites. Bridlington, Beverley and Goole were opened as Urgent Treatment Centres, and in Withernsea and Driffield, 8 to 8 centres were opened, providing planned care and offering access for low level minor injuries. It was decided that Hornsea would no longer provide urgent care.

For urgent injuries that were not life or limb threatening, residents were advised to attend the nearest Urgent Treatment or 8 to 8 centre for assessment, advice and/or treatment. Residents were informed that 8 to 8 centres did not offer walk in appointments, however, these could be obtained by calling NHS 111. Residents were advised to access GP services and pharmacies as usual and if in doubt about which service was most appropriate, to call NHS 111.

Before, during and after the changes were put in place, Healthwatch East Riding of Yorkshire received feedback from several residents who had experienced difficulty accessing these services. Therefore, we sought to gather wider feedback on people's experiences of the new services.

'I was trying to access the 8 to 8 centre in Driffield to be told by NHS 111 it didn't exist; this was for a minor injury to my finger. Please try to make the 8 to 8 centre more accessible instead of expecting people to travel for miles when there is a perfectly good centre in our home town'

- Driffield Resident

NHS 111

The 8 to 8 centres in particular, were seen as local, physical resources that were advertised as open. As such, when patients were being advised to travel, what could be a significant distance for treatment, they were struggling to comprehend why they were unable to access services at the nearer facility.

Travel and access to transport, has therefore emerged once more as a key area of local concern.

Nationally, patients are being encouraged to call NHS 111 for self care advice or in order to be directed to an appropriate service. Figures provided by East Riding CCG show that between April 2018 and September 2019, 90,030 calls were made to NHS 111 from the East Riding.

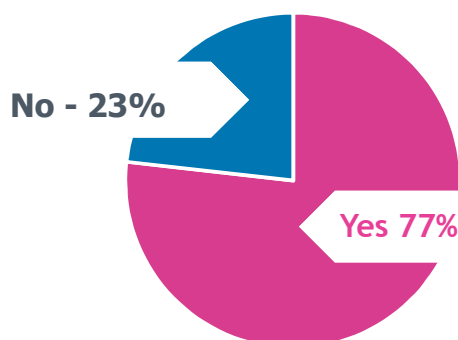
We asked residents in the East Riding whether they felt this service is meeting their needs and effectively signposting and/or giving suitable advice. The people we spoke to who had accessed the service, gave mixed views about their experience.

'My experience was positive in that all the medical practitioners I've seen provided a good service. The negative aspect is the 111 call centre which does not seem to know what services are available locally'

Were you seen at your preferred choice venue?

Of the respondents that selected no, the majority (76%) were residents from:

- Driffield
- Withernsea
- Hornsea



Those who selected no said:



“It’s time something was more localised for Holderness villages and towns. We should not have to travel all the way to Hull or Beverley for out of hours”

“We have a perfectly good hospital here in Withernsea that could have dealt with every aspect of this without the trauma and need to drive all round Holderness”

“We used to have a Minor Injuries Unit near my home that could have dealt with my injury”

“Why would anyone want to travel 25 miles when sick or injured. Hospital facilities in Withernsea could be used to help the town and visitors”



Conclusion

Across all urgent care services, including 8-8 centres, urgent treatment centres, out of hours GP services and A&E, we received repeated examples of people being unclear as to how and when each service should be accessed. In the absence of this understanding, members of the public will access services incorrectly. We received particular examples of people presenting inappropriately to A&E with commonly noted reasons being location or an unawareness of alternative centres.



Recommendations:

- In the Driffield and Withernsea areas the CCG to have further conversations with the public about decisions affecting local services.
- More communication is needed about the access criteria for each centre.
- Further testing to be conducted of the NHS 111 algorithms to ensure appropriate options present.



Accessing GP Appointments

Healthwatch East Riding of Yorkshire received a growing number of complaints, comments and feedback pertaining to GP appointments. In particular, the waiting time between requesting an appointment and seeing a medical professional, which was occasionally more than 3 weeks, was a pertinent issue. A lack of available appointments at times outside of working hours was also reported.

Following discussion with the East Riding of Yorkshire CCG it became apparent that, despite public perception, appointments outside of core hours were available across the East Riding. These appointments are part of the Extended Hours programme which offers appointments in the evenings and at weekends at either the patients registered surgery or at another surgery.

However, not all of the available appointments were taken up and many hours each month went unused despite residents reporting difficulty obtaining an appointment.

The Healthwatch East Riding of Yorkshire report 'Accessing GP Appointments' explored the limited uptake of these appointments.

We had an enormous response to our survey, with residents providing many differing opinions on how services should change, which is a testament to the difficulty in providing a service that all patients are satisfied with. It also highlighted the need to be flexible and creative with the level and provision of services to meet the needs of all residents.

Unfortunately the research was brought to a sudden halt two weeks before the end date, due to the COVID-19 Pandemic.

The evidence we have now and that gained through the lockdown period will be vital for the future recovery process. It will also be the starting point for a further study on the lessons learned and the way forward.

The report recommended the following steps are taken in order to improve the services for patients:

- Further training for GP reception staff.
- Increase public knowledge of extended hours.
- To expand the online booking system to include extended hours appointments where clinically appropriate.



"More appointments available by phone and online, released at different times of the day, so those travelling to work at 8am have some chance of getting an appointment"

Long Term Plan

#WhatWouldYouDo

NHS 'Long Term Plan'

Following a commitment from the Government to increase investment in the NHS, the NHS published the 'Long Term Plan' in January 2019, setting out its key ambitions over the next 10 years. Healthwatch launched a countrywide campaign to give people a say in how the plan should be implemented in their communities.

Healthwatch East Riding of Yorkshire worked alongside Healthwatch's in: Hull, North Lincolnshire, North East Lincolnshire, York and North Yorkshire

what
would you do?
It's your NHS. Have your say.

Summary of findings in Humber, Coast and Vale areas

Over 2000 people engaged with Healthwatch about the Long Term Plan. Methods of engagement included general and condition specific surveys and focus groups.

The volume of information received from the public allowed Healthwatch to identify what was important to the people who live in this area.

Some of those key results themes were:

- **Knowledge and Access**
- **Choice and control**
- **Independence**
- **Interacting with your NHS**



Healthwatch received more than 1500 survey responses



Healthwatch held 12 focus groups



Healthwatch spoke to more than 2000 people

Helping you find the answers



What services do people want to know about?

People don't always know how to get the information they need to make decisions about their own health and care. Healthwatch plays an important role in providing advice and pointing people in the right direction for the support they need.

Here are the most common things that people ask us:

- Primary Care
- Social Care
- Hospitals

How we provide people with advice and information

Finding the right care or support can be worrying and stressful. There are several organisations that can provide help, but people aren't sure where to look. Last year we helped many people access the advice and information they needed.

You can come to us for advice and information in several ways including:

- Via our website
- At community events
- Via our social media channels
- Over the phone

Navigating Primary care



Healthwatch East Riding of Yorkshire were contacted by a member of the public who wished to raise a complaint with their primary care service. We were able to assist the individual to raise their concerns and achieve reasonable resolutions.

“Because of Healthwatch I was able to put my complaint in the hands of the people who could act on it.”



If we can help please contact us on
w: www.healthwatcheastridingofyorkshire.co.uk
t: 01482 665684
e: enquiries@healthwatcheastridingofyorkshire.co.uk

Volunteers

**Healthwatch
Conference 2019**

Healthwatch East Riding of Yorkshire
received a 'Highly Commended'
Award for Volunteering



Our volunteers



We could not do what we do without the support of our amazing volunteers. Meet some of the team and hear what they get up to

Peter



We asked Peter and Laura why they joined Healthwatch East Riding of Yorkshire:

I have been involved in service provision for older people in the East Riding for about 50 years. Latterly I ran a national independent assessment and review of mental health and geriatric services. I thought my experience might be of use to the newly created Healthwatch. Personally I felt I need to connect and contribute to current services.

I have very much enjoyed the friendship of fellow volunteers; the learning opportunities provided by Healthwatch East Riding of Yorkshire; and the care and consideration given to volunteers.

My involvement in Healthwatch has also enabled me to keep abreast of changes in the running of modern health and social care services, and maintain contact with current practices.

Why would you recommended volunteering for us?

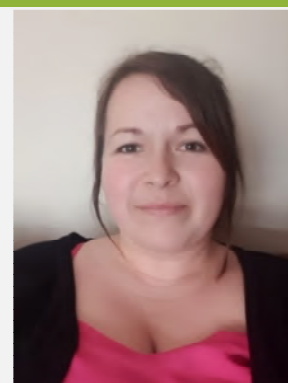
You will have an opportunity to affect health services through participation in Healthwatch activities. You do not have to be an expert; your layperson views are the most valuable of all, and you will get excellent support from the Healthwatch staff.

I applied to become a volunteer for Healthwatch because I wanted to support people within the community and widen my own knowledge and understanding around the areas that Healthwatch support. I had been aware of Healthwatch East Riding of Yorkshire before I began volunteering for them.

Why would you recommend volunteering for us?

I would encourage anyone considering volunteering for Healthwatch to give it a go. You will be pleasantly surprised at the amount of support you will receive. The training and knowledge you pick up along with experiences helps build awareness. Not only is it satisfying knowing you have helped others and the community but the prospect to better yourself.

Laura



We need Volunteers to fill these roles

Independent Strategic Advisory Body – Enter & View Ambassador – Youth Healthwatch - Reading Panel - Researcher - Administration



At Healthwatch East Riding of Yorkshire we are supported by 20 volunteers, who this year provided 383 hours, helping us to find out what people think is working, and what people would like to improve, to services in their communities.

Our volunteers this year:

- Raised awareness of the work we do in the community.
- Visited services to make sure they're meeting people's needs.
- Supported our day to day running e.g. governance.
- Collected people's views and experiences which we used in our reports.



Volunteers – helping local Care Homes improve CQC ratings

Following on from the success of last year's commencement of this project, our volunteer Pam, has been busy again this year, working with more local care homes on our 'Getting to Good' programme.

The 'Getting to Good' Programme involves working continuously with a care home, to highlight a series of achievable recommendations based on the feedback we gather from residents.

The first care home we worked with was able to raise their CQC rating from 'Requires Improvement' to 'Good'. Pam, with the support of Denise, one of our other volunteers, is now working with three more care homes, with many more queuing up to take part in the programme.



- Volunteer Pam Wakelam who was instrumental in the work involved in the 'Getting to Good' Programme



Volunteer with us

Are you feeling inspired? We are always on the lookout for more volunteers. If you are interested in volunteering get in touch.

w: www.healthwatcheastridingofyorkshire.co.uk

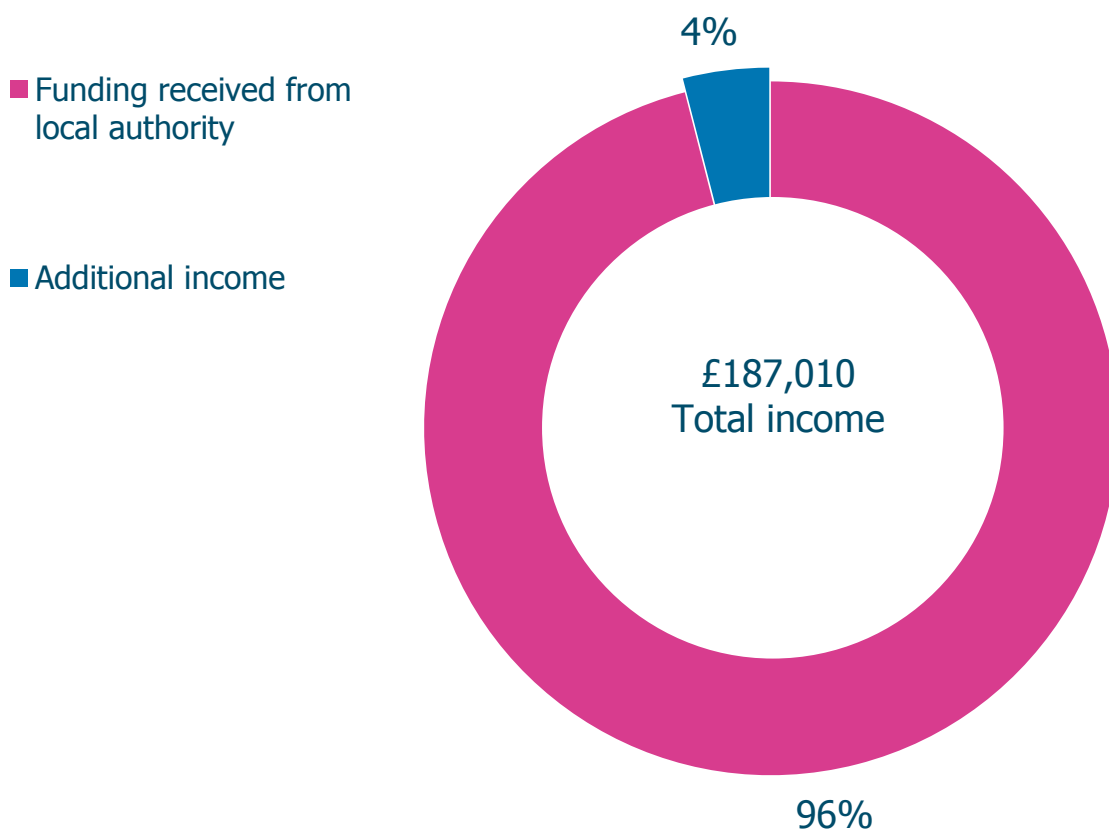
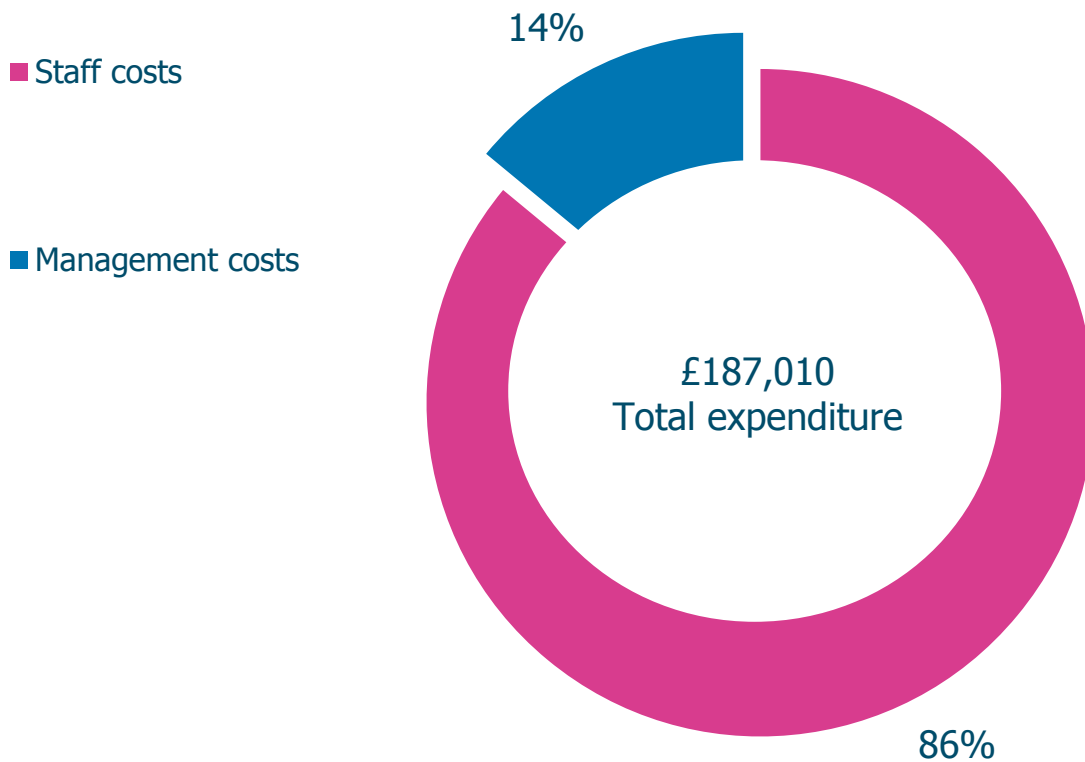
t: 01482 665584

e: enquiries@healthwatcheastridingofyorkshire.co.uk

Finances



We are funded by our local authority under the Health and Social Care Act (2012). In 2019-20 we spent £187,010:



Our plans for next year



What Next..?

This year Healthwatch engaged on a range of subjects and priorities to capture the opinions of the public and patients who use services, and to help shape and change services. These priorities had been decided based on themes and trends from the public, and issues that are prevalent to the local health and social care landscape.

As for everyone else in the country, during the month of March everything changed, due to the COVID-19 pandemic. This has not only raised challenges in terms of how we continue to engage with the public, but has also meant that our priorities for the coming months will be massively shaped by people's experiences as a result of the pandemic and the wider system reset and recovery.

In addition to the COVID-19 response, it is also important for Healthwatch East Riding of Yorkshire to make sure we continue to contribute to the strategic work that is happening in our region - never before has it been more important to work in partnership.



Our Top Priorities for the Next Year

- COVID-19 pandemic community response assessment
- Learning from changes to Primary Care access as a result of COVID-19
- Ensuring resident voice shapes the Care Home Sector learning
- Assessing the impact on Children and Young People
- Supporting the Humber Coast & Vale Digital Response Strategy

A Message from our Chief Officer

A year of transition has put Healthwatch East Riding of Yorkshire in a position to drive forward with continued energy in 2020/21.

Meeting New Horizons have held the contract for Healthwatch East Riding of Yorkshire since its inception in 2013, and we were delighted to be re-awarded the contract at the end of this year. As part of the new contract, we will also be formally partnering with the NHS Complaints Advocacy service, and so we also look forward to working closely with our partner, Cloverleaf Advocacy, in the coming months.

I would also like to welcome Julie Dearing who joined us as our new Healthwatch Manager in December 2019, and say farewell to our previous manager, Matthew Fawcett, who had been with the service since 2014.

I'm proud to see the service continue to flourish, and it is testament to all our staff, volunteers, and the partnerships we have that has enabled us to achieve this. I'm particularly heartened to see that this year Healthwatch has continued to make a real impact, particularly by:

- Challenging local services to improve their communications with the public.
- Empowering young people to carry out their own health and social care investigation and produce the report 'Lets talk about sex'.
- Highlighting the effect on the community of the changes to local Urgent Care Centres.
- Investigating the issues raised by the public relating to accessing GP appointments.



- Jenny Jenkinson – Chief Officer of Meeting New Horizons

- Continuing to not only meet but exceed the challenging contractual target of Enter & View visits to be conducted annually.

I know that for Healthwatch East Riding of Yorkshire; like all other Healthwatch across the country and local partners, there are going to be challenges ahead as we focus on the COVID-19 recovery. However with the real commitment to partnership working that is present in the East Riding, along with the enthusiasm to embrace challenge, change and innovation, I have no doubt that as a system we will collectively build on the excellent response to date and continue to make further strides.

On behalf of myself and the team at Healthwatch East Riding of Yorkshire I would like to thank the public who have been so invested in working along side Healthwatch. I would also like to thank our stakeholders and partners who have continued work with ourselves and accept challenge.

We may all be working in a different way now, however we are still here to hear your experiences and make sure your voice does not go unheard, so do keep sharing with us.

Thank you

Thank you to everyone that is helping us put people at the heart of health and social care, including:

- Members of the public who shared their views and experience with us.
- All of our amazing staff and volunteers.
- The voluntary organisations that have contributed to our work.
- East Riding of Yorkshire Council
- Humber, Coast and Vale Health and Care Partnership
- Northern Lincolnshire & Goole NHS Foundation Trust
- Hull Universities Teaching Hospitals NHS Trust
- Humber Teaching NHS Foundation Trust
- City Health Care Partnership
- East Riding College
- Emmaus
- East Riding Public Health team
- Healthwatch England
- Patient Participation Group (East Riding)
- East Riding CCG
- Vale of York CCG
- Hull CCG

Healthwatch East Riding of Yorkshire have been able to thrive this year by collaborating with those in the East Riding health and social care system, and listening to Healthwatch about what the public want to see from services. Thank you to all our partners for making the East Riding a better place for health and social care.

Julie Dearing, Manager



Contact Us:

Get in touch with us at:

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East Riding of Yorkshire
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Email: enquiries@healthwatcheastridingofyorkshire.co.uk

Website: www.healthwatcheastridingofyorkshireshire.co.uk

Twitter: @Hweastyorks

Facebook: /Hweastyorks

Contract holder

The contract to provide Healthwatch East Riding of Yorkshire is held by:

Meeting New Horizons CIC
The Strand
75 Beverley Road
Hull
HU3 1XL

Telephone: **01482 324474**

Our annual report will be publicly available on our website by 30 June 2020. We will also be sharing it with Healthwatch England, CQC, NHS England, East Riding Clinical Commissioning Group, Overview and Scrutiny Committees, and our local authority.

We confirm that we are using the Healthwatch Trademark (which covers the logo and Healthwatch brand) when undertaking work on our statutory activities as covered by the licence agreement.

If you require this report in an alternative format, please contact us at the address above.

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