

Healthwatch South Tees Communications Strategy

October 2020

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1. Statement of Purpose: What do we want our communications to achieve?

This strategy aims to show how effective communications and marketing can:

- Maximise the impact of organisational objectives, such as highlighting local health and social care information and increasing responses to consultations.
- Engage with local communities and professionals, by providing effective methods of reaching out to hidden populations.
- Demonstrate our successes through sustained increases in social media followers, post reach, post engagement and conversions.
- Promote interaction between service providers and service users to drive positive development in the health and care sector.

This document will review the approach to communications over the past two years, highlighting what has been achieved and what can be improved upon. It will also outline future opportunities and threats which are likely to affect the organisation's communications goals.

The strategy will also identify the key objectives of Healthwatch, its key stakeholders and the most effective ways of communicating with them. Finally, the strategy will introduce a workplan which sets out new ways of communicating with stakeholders, followed by methods to evaluate success.

2. Our Current Situation - Where are we now?

Healthwatch exists to find out what matters to people regarding publically funded health and social care services and helps to make sure their views shape the support they need. Healthwatch South Tees is delivered across the following local authority areas:

- Middlesbrough
- Redcar and Cleveland

What has been successful over the past 2 years?

 Healthwatch South Tees has gained an increase in people accessing its social media platforms:

	Healthwatch Middlesbrough	Healthwatch Redcar and Cleveland
Facebook like increase	139	82
Twitter follower	93	131
increase		

• Use of graphics and images in social media posts has increased, making our content more user friendly and our brand more recognisable.

- Post reach has increased, and content more frequently gains large figures (1000+), meaning content is being seen by more people.
- Use of infographics has increased, allowing for complex issues to be explained visually as opposed to large amounts of text, making content more accessible.
- A list of relevant Facebook pages and groups has been developed, so content can be shared across multiple timelines and exposed to different audiences.
- New software platforms have been integrated into the workplan, enabling the use of animation and interactive presentations to enhance digital engagement.
- Sendible, a social media content scheduling and reporting platform, has been integrated, allowing content to be posted more efficiently and reported in the same format as other local Healthwatch within PCP.
- The websites have been upgraded to the latest builds provided by Healthwatch England, meaning security patches are updated automatically and the sites meet current W3C AA standards for accessibility.
- These websites allow news, reports and events to be promoted effectively, meaning they can be used as a platform to host content which can then be shared through email and social media marketing.

What hasn't been successful over the past 2 years?

- The e-bulletin subscription list has consistently fluctuated between 880 and 900 over the last two years, and the open-rate has remained around 22-26%. Although this is not necessarily a negative statistic, it does highlight an area of development. Due to GDPR regulations which state users must opt-in to having their data transferred, it is anticipated that the subscription list will decrease substantially when the data transfer between Middlesbrough Voluntary Development Agency (MVDA) and Pioneering Care Partnership (PCP) takes place. However, since the current open rate is already low, this will not have as much of an impact as it implies. Emphasis on open-rate and click-rate is therefore preferable to a large but un-engaged audience.
- Beyond text and images, content posted to social media is not very diverse. Only 10 videos have been posted over the last two years.
- Social media content is mostly cross posted to Healthwatch Middlesbrough and Healthwatch Redcar and Cleveland. Although content tends to be relevant to both areas, occasionally focusing on more bespoke content for each area will help to diversify and be more engaging to those who follow both accounts.

SWOT and PESTLE Analysis:

Strengths

- Strong relationships with partner organisations who help to distribute content.
- Good understanding of Healthwatch brand guidelines (fonts, colours etc) reflected in content published on websites and social media.
- Investment made into the current website template provided by Healthwatch England which meets AA accessibility standards and offers multiple routes of engagement with members of the public, as well as acting as a platform for news and events.
- We include links to our websites for further information on social media, e-bulletins and in reports to encourage visitors/clicks etc
- Diverse range of content is produced, such as infographics, animations, online consultations and interactive presentations.

Weaknesses

- Currently unable to offer content in other languages or in BSL format, restricting the potential reach to seldom-heard communities.
- Analytical data suggests that some demographics, such as males, young people and people from BAME communities are not as receptive to our content as other groups.
- We have seen an increase in post reach, but not engagement.
- Lots of our content is static and cannot be interacted with beyond reading / watching it.
- Both Middlesbrough and Redcar and Cleveland tend to have the same content published to their social media profiles.
 Content which is more bespoke to each local authority area would be beneficial.

Opportunities

- Audio and video content can now be produced with access to Adobe Creative Cloud, further diversifying the multimedia content types we can produce.
- Five local Healthwatch within PCP will soon be able to produce content relevant to all local authority areas, offering a joint-up approach which is in line with recent local developments (CCG mergers etc.).
- Digital engagement opportunities have become more significant because of the COVID-19 pandemic, and our investment into new digital engagement tools equips us to utilise these.

Threats

- The COVID-19 pandemic has made it very difficult to maintain traditional communications and engagement methods such as outreach, events and physical posters and leaflets.
- An oncoming data controller transfer will likely decrease our email marketing subscribers substantially, due to the 'opt-in' stipulation of GDPR regulations.
- Staff member responsible for communications is leaving so will need time to train and develop knowledge and skill of new team member.

- Cost-saving in other areas within our budget (due to offices being closed etc.) could mean there are opportunities to invest in communications / marketing, perhaps in the form of paid social media advertising or continuing to expand our digital offer.
- Digital exclusion work is currently being undertaken in Middlesbrough, meaning more people could be receptive to digital engagement soon.
- As the Community Champions initiative continues to develop, new ways of communicating with seldom-heard groups will be identified.
- Links to other social media groups who have a large following due to their involvement in support during COVID-19 lockdown period.
- Changes in representation at a strategic level across South Tees means more opportunity to link to new networks, daily, at a more decision-making level.
- We are well placed to encourage interaction from specific groups and audiences to increase diversity and enhance digital engagement.

Public Health England is set to be replaced by the National Institute for Health Protection. Will this have any impact locally (on Public Health South Tees, or wider)? Healthwatch may be well-placed to gather feedback from the public about this change as well as disseminating information, which is already being discussed at a national level with Healthwatch England. Government restrictions and guidelines put in place while we are in lockdown because of COVID-19 will continue to

change, affecting the way we are able to engage with	
people and what their key issues are.	

 Healthwatch is politically impartial and must observe Purdah guidance, therefore content which could be interpreted as politically sensitive cannot be published in the run up to an election.

Social	Technological			
 Our area is diverse, meaning our engagement and communications methods need to be varied. Content produced in other languages, BSL format, easy read etc. will help us to reach people from seldom-heard communities. Many people in our area live in deprivation, which means there are areas of digital exclusion and isolation. Since the COVID-19 pandemic is restricting our traditional engagement methods, we need to address digital exclusion. 	 PCP is currently going through a migration to Office 365 which will create opportunities to improve internal communications through collaborative working on documents. We currently do not have access to a scanner, photocopier or printer which limits our ability to produce posters and leaflets, although these are not a priority due to the COVID-19 pandemic. 			
Legal	Environmental			
 General Data Protection Regulations (GDPR) need to be conformed to as well as the Data Protection Act 1998. One of the biggest impacts GDPR has is the 'opt-in' stipulation, meaning people need to explicitly give consent for data to be handled, or if changes are made to the way it is held. 	 The two local authority areas we represent are very different - Middlesbrough has a condensed population, whereas Redcar and Cleveland is more spread out with more sparsely populated areas. Early stages of possible merge between South Tees and North Tees hospitals which may have an impact on long term relationships developed with key stakeholders if these change. 			

3. Organisational Objectives:

All Healthwatch contracts are expected to consult with communities to gather thoughts and experiences of publically funded health and social care services, feed this information back to stakeholders, answer information and signposting requests and highlight local developments in the sector to the public.

Communication goals can be tailored to reflect these objectives and help to achieve them in more effective and creative ways:

Objective 1: Consult with communities to gather thoughts and experiences of health and social care services

Operational objective:	Communications objective
Run consultations based on work-plan priorities or to determine priorities.	Prepare both physical and digital consultations, making use of platforms such as Survey Monkey.
Identify and engage with seldom-heard communities such as BAME, Autism and Learning Disabilities, children and young people and older people.	Ensure diversity in consultation formats, exploring options such as translation into other common languages and BSL where available, as well as forming relationships with community leaders who represent these groups.

Objective 2: Report the findings in a clear and accessible format

Operational objective:	Communications objective
Publish a report containing the background research, results of the consultation and how this will inform health and social care services in the future.	Ensure the report follows the branding guidelines set out by Healthwatch England: Fonts, colours and logos should all be in line with the guidance.
Highlight the report's findings through various channels to reach as many local people as possible.	Support the report's publication with social media graphics, email marketing and other multimedia where relevant, always linking back to the Healthwatch website's report page.
Ensure that the report is accessible in the form of BSL, other common languages etc., if this is required.	Publish a statement alongside the report committing to acknowledging requests to provide the report in other formats to improve accessibility. If possible, incorporate accessibility software into the website.

Objective 3: Provide an information and signposting service, answering queries from the public about health and social care services and signposting to relevant support services

Operational objective:	Communications objective		
Ensure that the I&S service is accessible during working hours.	Co-ordinate between team members to ensure that phone lines and general email inboxes are monitored - this could be a rota system where each staff member takes responsibility per day.		
Promote the service and make its objectives clear, as well as what it can offer and how it can be accessed.	Organise a campaign to advertise the service, for example, the #JustAsk campaign ran by Healthwatch South Tees.		
Identify and form relationships with organisations who are likely to be signposted to (e.g. ICA, PALS).	Include these organisations in the campaign and improve relationships by including their contact information in ebulletins / social media regularly.		

Objective 4: Highlight local sector news and developments

Operational objective:	Communications objective
Publish regular news updates to members of the public and stakeholders.	Publish monthly e-bulletins using the Healthwatch CRM system or a third-party platform such as MailChimp.
Provide live updates online and support other stakeholder publications by sharing them.	Post news updates on social media and share relevant content from other feeds.
Provide a platform to host news content for people to access at any time.	Publish content to a website which can be linked back to from social media, email marketing etc.

4. Identifying Stakeholders:

It is crucial to identify all our main audiences and determine the most appropriate communications methods for them. Healthwatch has multiple audiences:

- Internal communications (staff)
- Public
- Community Champions / Volunteers
- Health and social care (H/SC) and Voluntary and Community Sector (VCS) professionals
- Commissioners / Decision Makers
- National bodies (Healthwatch England, Care Quality Commission etc.)

Audience	Consultations	Information & Signposting	Local sector news
Staff	Yes	No	Yes
Board members	Yes	Yes	Yes
Community Champions / Volunteers	Yes	Yes	Yes
Public	Yes	Yes	Yes
H/SC / VCS professionals	Yes	Yes	Yes
Commissioners	Yes	No	Yes
National bodies	Yes	Yes	Yes

Messages:

Audience	What they need to know	Key communications messages	Key communications channels
Members of the public	 We can offer them an information and signposting service They can help to inform health and social care services News updates in health and social care locally 	 "We provide useful information and support to access health and social care services." "Your voice makes a difference. Help us to inform local services." "We keep you informed and upto-date with what's happening locally." 	 E-bulletin Consultations Social media Website Reports

Health and social care professionals, Voluntary and Community Sector professionals, Board Members & Commissioners	 We ask members of the public about services and publish reports based on our findings We have statutory powers, such as being able to enter and view a service We'd like you to tell us about relevant news and updates so we can inform the public about them 	 "Our reports and recommendations are based on local intelligence and representative of communities." "We are a statutory organisation, but we do not inspect services, we exist to provide a platform for people to share their views." "We would like to share examples of good practice as well as things that could be improved." "We have lots of routes into engaging with local people and informing them of what's happening across the sector." 	 E-bulletin Consultations Social media Website Reports
Healthwatch staff members, Community Champions and Volunteers	 How to provide Healthwatch services most effectively How staff are supported to meet their aims and objectives Where staff can raise issues and which colleagues are best placed to handle them 	 "We work collaboratively with each other, PCP projects and external partners to achieve our aims and objectives." "We review our individual goals and are supported with professional development." "We communicate as a team and understand each other's skillsets." 	 Email Team meetings Intranet (Enyware) Telephone Collaborative working platforms (Jamboard etc.) Supervisions and Action Plans Impact Plans and quarter reports

5. Workplan: How will we reach people and encourage them to act?

The new workplan aims to build on the success of the previous strategy while addressing the shortcomings. The last two years has seen an increase in exposure to new audiences, so to build on this, a new content strategy needs to be implemented to increase engagement.

How do people find us?

We currently engage with our audiences using the following digital channels:

- Email Marketing
- · Public relations and local media
- Social Media
- Website

Each of these channels have their own unique strengths and can be utilised individually or integrated into an approach that utilises all of them.

Email Marketing: A monthly e-bulletin is useful to reach people in our audience who are not on social media but do use email. As well as this, it can be sent to addresses that represent an entire organisation, such as a GP Practice. E-bulletin content mostly consists of organisational news (new reports etc.), partner updates and events, and most stories feature a hyperlink to another website.

Despite having a large number of subscribers (800 - 1000), open-rate (the number of subscribers opening the email and reading it) remains between 17% and 23%, meaning most subscribers are not engaged. This may be because many email addresses belong to people who subscribed with their professional email address and have since moved jobs, meaning their mailbox is not monitored, but does not show as 'invalid'.

It is also anticipated that when the data controller moves to Pioneering Care Partnership, the required GDPR data transfer process is likely to substantially reduce the number of subscribers. As such, the emphasis in this strategy should be on increasing the read-rate while steadily gaining new, more engaged subscribers.

Increasing Email Marketing Engagement:

- Use of subject lines and preview text: As opposed to having a generic subject line, like: "Healthwatch South Tees E-Bulletin: September 2020", variate and draw people in with questions: "Which services have local people praised during lockdown?". Preview text can expand on this: "Almost 400 people have told us what they liked about their health and social care experience recently."
- Resend bulletins to those who did not open the first time: Expand on this by trying a different time of day to see if they are more receptive.
- Remove unengaged subscribers periodically: If some subscribers rarely or never open a bulletin, remove them from the list so that they no longer contribute to the campaign report and affect the figures.
- Optimise content for mobile: Ensure the bulletin is just as readable on mobile as it is on desktop. Our existing template is already well-suited to mobile but keeping image-

width consistent and testing larger font sizes might optimise it even further.

• Ensure content is accessible: Make use of alt-text in images and try not to place text within images, so that people who use screen readers do not miss anything.

Public relations and local media: We make use of various lists of local contacts which we are confident will publish our content through their own channels and expose it to new audiences.

This approach has proven effective, with posts that were shared with other organisations consistently outperforming those that were not. There is potential to expand this approach even further through use of targeted engagement.

Methods of targeted engagement:

- Discover social media groups and pages which represent certain groups or communities and develop relationships with their administrators so it is likely they will share Healthwatch content on request.
- Call on relationships with commissioners, NHS Trust Staff and local authority contacts to disseminate content on our behalf, increasing the likelihood that it will reach people who would otherwise be unaware of Healthwatch. These organisations are likely to have large followings on social media.
- Approach and develop relationships with community leaders and ask them what they
 believe are the most appropriate ways to engage with the people they represent. It
 may be more appropriate to inform a community leader and allow them to undertake
 the engagement, in situations where relationships are fragile, and others have already
 established trust.
- Review analytical platforms to discover demographics who are not currently engaging as well as they need to be and take steps to address this.

Social media: We share Healthwatch updates or consultations, evergreen content such as highlighting our information and signposting service and partner updates, which are often accompanied by an image or (less frequently) a video.

Most of our posts feature a photograph or graphic which makes our content more accessible and likely to feature on news feeds. However, to maximise the potential of our posts, we should use more types of multimedia content.

Examples of multimedia content:

• Animation: Investment has already been made into Animaker, a drag-and-drop animation platform which can be used to produce high quality videos featuring virtual characters and scenes. Short, concise messages can be told without having to rely on a user reading large amounts of text, meaning Animaker videos are ideal for topics such as changes to coronavirus regulations, highlighting a new consultation, advertising an information and signposting service etc. Example of Animaker video.

• Audio and Video: As previously mentioned, interviews with figures from the sector could be organised to produce interesting content which can be packaged into videos and into audio in the form of podcasts. Other uses of video and audio would be during campaigns, making important organisational announcements and hosting live video to encourage real-time audience interaction. Example of video / audio content.

There are also various ways to utilise social media to encourage audience participation:

- Using polls on Twitter or Facebook stories to ask closed questions: This is useful for gathering quantitative data which may be used to inform questions for a future consultation or workplan item. For example, followers could be asked "Have you used the audiology department at James Cook University Hospital in the last 12 months?" to help to inform whether sensory impairments should be a workplan item.
- Hosting Facebook Watch parties: Watch Parties can be live or pre-recorded and available for people to watch together in real time, so they are useful for making important announcements and encouraging feedback via the comment section.
- Sharing live video: Conducting interviews, making announcements or promoting campaigns / consultations can all be done effectively using live video. The audience can respond in real time via reactions and comments, meaning people involved in the video can answer questions and initiate conversations.
- 'The story so far': At regular intervals during a consultation, interesting snippets of data can be pulled out and used to create a graphic to encourage conversation and convince more people to take part, because they will see an example of how their voice can have an impact.

Paid promotion: Social media platforms such as Facebook have extensive options for paid promotion, based on demographical and characteristic data. This can be as broad as focusing on locality areas, or it can be refined to characteristics such as age and gender. This means that if a consultation would benefit from hearing from people from a particular background, Facebook advertising can be used to target them.

Facebook can be provided with a budget and will promote content accordingly for a set amount of time.

Content should be optimised for paid promotion, and can be in the form of a photo, video, story, Messenger ad, carousel or slideshow.

Website: Our websites act as a hub for all our organisational information, events and news, and offers multiple ways for people to get in touch with us directly. This means it is ideal to act as the landing page for users to engage with us, having clicked a hyperlink on an ebulletin or social media post.

The sites already meet accessibility requirements and make use of alt-text in images for

screen readers, but there is potential to further increase this by integrating specialist accessibility software such as Browsealoud or Recite-Me.

As well as our own platforms, we also utilise other platforms to interact with our audience:

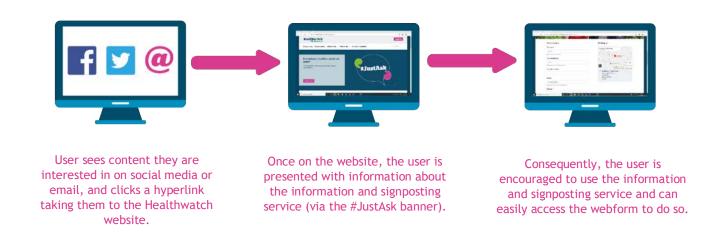
- **Survey Monkey:** We use Survey Monkey to conduct digital consultations and enter data we have gathered using traditional engagement methods to gain a complete dataset, from which we can produce reports.
- Mentimeter: This platform can be used to present information and ask questions to the audience simultaneously. While the presentation is being delivered, users can use their smartphone to log in and answer questions as they are being asked. This promotes conversation between Healthwatch and the audience and is useful for gathering quantitative information in the form of graphs and charts, as well as qualitative information in text boxes and word clouds. Example of a Mentimeter presentation (sign-in required).

Utilising multiple channels to increase engagement:

Keeping a user engaged relies on 'referral traffic pathways' exposing them to content they are interested in, making it more likely they will continue to access Healthwatch products, such as social media, email marketing and websites. Furthermore, a 'call-to-action' approach can be used to encourage users to become involved with Healthwatch, for example, by completing a consultation, accessing the information and signposting service, or expressing interest in becoming a volunteer.

We should focus on referral traffic pathways and call-to-actions, providing examples of content creation and engagement methods for social media, email and website marketing.

Example of a referral traffic pathway:



Posting content strategically in this format can be the difference between a user reading one Healthwatch post and disengaging and a user continuing to be engaged, consuming multiple posts and becoming more involved with the organisation.

Successfully utilising referral traffic pathways requires producing content for social media and email marketing which is engaging and encourages a user to click a hyperlink.

Content strategy - developing referral traffic pathways and call-to-actions:

- 1. Determine what needs to be achieved:
- More social media followers
- More e-bulletin subscriptions
- More consultation responses
- Highlight a report
- Highlight the information and signposting service
- 2. Determine which types of content will be most effective and how to publish them:
- To get more social media followers, a paid advertisement could run for 2 weeks aimed at Facebook users living in Middlesbrough and Redcar and Cleveland, featuring an image or short video explaining what Healthwatch is.
- Alternatively, content could be placed strategically inside an e-bulletin or on the Healthwatch websites, promoting the social media channels via hyperlinks.
- Similarly, to increase the amount of subscriptions to the e-bulletin, content could be posted to social media and to the websites containing a sign-up link, if this is accessible and the user was already engaged with the content beforehand, they are more likely to be interested in signing up.
- To promote a particular workplan item, promotion should begin on email marketing or social media, link back to the website, and lead to the final piece of content, where the user is encouraged to complete a call-to-action (complete a consultation, access a Healthwatch service, express interest in volunteering etc.)



The user sees an engaging post on a social media network or through email marketing. The post contains a hyperlink to the website.

The website provides more information about the post and offers the user to get further involved (call-to-action).

The user decides to get involved by completing a consultation, accessing a Healthwatch service, signing up to receive email marketing or visiting Healthwatch social media profiles.

3. How can this referral traffic pathway be supported?

 Would a particular type of multimedia be effective in promoting it? An infographic or short video could be used to convey a concise message, and the website can host an article with more detailed information.

- Would a particular stakeholder allow the content to be exposed to more people who are likely to be interested in it?
- Could paid promotion be used to increase exposure to the post, if the beginning of the pathway is social media?

Campaigns:

Campaigns are an ideal exercise to develop a referral traffic pathway and plan content to be posted across various channels. They can take multiple forms:

- Awareness weeks: Weeks hosted by other organisations that place emphasis on a particular issue.
- Organisational campaigns: We commit to promoting one of our products or functions for a set amount of time, for example a new report, our information and signposting service, or Community Champions initiative.
- OASIS Projects:
 - Objectives
 - Audience / Insight
 - Strategy / Ideas
 - Implementation
 - Scoring / Evaluation

These campaigns should have a clear purpose, such as increasing the number of social media followers, visits to the websites etc.

An effective campaign will set out a clear referral traffic pathway, so that users visit multiple Healthwatch channels, as explained previously. It will also utilise a call-to-action, whether this is awareness raising, or a physical action like completing a consultation or liking our social media profiles.

Example plan 2020/21:

Month	Action	
April	Review analytics and set goals	
May	Campaign One: promote I&S Service	
June	Launch Annual Report	
July	Review and update websites	
August	Campaign Two: Awareness Raising	
September	Trial a paid social media advert	
October	Look into new multimedia platforms	
November	Launch new E-bulletin signup form	
December	Campaign Three: OASIS	
January	Pilot a new platform	
February	Review Search Engine Optimisation	
March	Collate content for Annual Report	

6. Evaluating Success

This strategy places emphasis on increasing audience engagement, which can be measured by monitoring the following channels:

• Increase in email click and / or open rates: The impact of email marketing should be measured by how engaged an audience is, as opposed to its size. This is measured by the percentage of subscribers opening an email, and clicking hyperlinks within it:



September 2020's e-bulletin was opened by just under a quarter of its recipients, who then went on to click 27 links, taking them to webpages they were interested in.

This tells us that despite having almost 900 subscribers, most of them are inactive. When the data controller transfer takes place, it is likely that the inactive subscribers will not respond, and therefore will be removed from the mailing list. After this has taken place, the focus should be on building an engaged audience so that open and click rates get consistently higher.

• Social media engagement: Sendible can generate an Engagement Report which presents key information such as audience growth, post engagements within a period, posts published and how many times Healthwatch accounts were mentioned by other organisations:



This data consists of all the social media channels combined (Facebook and Twitter for Healthwatch Middlesbrough and Healthwatch Redcar and Cleveland), meaning it is easy to monitor and data can be reported consistently.

• Unique website visitors (new and returning): Google Analytics tracks both Healthwatch websites and can tell you the number of unique visitors that accessed them in any given date range:



In September 2020, the total amount of unique visitors was 300 - this means that 300 different devices were used to visit Healthwatch Middlesbrough's website. When a device accesses the website, Google places a cookie on it, so if the same user visits again, it will not be classed as a new user. Because 275 are classed as 'New Users', this means they did not have the cookie on their device when they accessed the website.

To evaluate if the websites are increasing in popularity, Google Analytics can be reviewed monthly to see if the 'Users' and 'New Users' increase. Since there are two Healthwatch websites, both should be analysed, and the data should be combined for measurement purposes.

Measuring data:

This table can be used to record the data outlined above to see if there is a sustained increase in engagement:

Month	Email M	larketing	Sendible			Google Analytics		
	Opens	Clicks	Audience	Engagements	Posts Sent	Mentions	Users	New Users
September 2020	209 (24%)	27 (3.1%)	3652	101	65	15	563	531
October 2020								
November 2020								
December 2020								
January 2021								
February 2021								
March 2021								



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Working for you,

across South Tees

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