

Meeting / Committee:	Board of Directors	Meeting Date:	27 November 2012
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This paper is for: (Only 1 column to be marked with x as appropriate)	Action/Decision	Assurance	Information x
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Title:	Patient Feedback Challenge Project
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Purpose:	The purpose of this report is to outline to members the Patient Experience Challenge project which the organisation has been successful in obtaining funding for in order to improve the patient experience
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Summary:	<p>The NHS Patient Feedback Challenge, created and managed by the NHS Institute of Innovation and Improvement and funded by the Department of Health, is a programme designed to find and spread great approaches which use feedback from patients to improve services.</p> <p>As an organisation we are working in partnership with King's College Hospitals Foundation Trust, London and University Hospitals of South Manchester NHS Foundation Trust as one of only nine projects which have been funded as part of the NHS Feedback Challenge. The work is ambitious and the aim is to spread the ideas within our own Trust and to other areas of the NHS.</p> <p>The Project aims to improve patient experience by allowing teams of staff to review simple videos of patients telling stories about their experience of care, and use this feedback to plan and enact improvements. This approach will be used in ward, outpatient and team environments across the hospitals by executives, governors, managers, supervisors and teams.</p>
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Prepared By:	Alison Smith Assistant Director of Nursing / Children's Champion	Presented By:	Alison Smith Assistant Director of Nursing / Children's Champion
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Recommendation:	The Board of Directors is asked to receive the report for information
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Implications (mark with x in appropriate column(s))	Legal	Financial	Clinical x	Strategic x	Risk & Assurance
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Patient Feedback Challenge Project – Briefing Paper

Introduction:

It is imperative that the NHS now makes a concerted effort to collect a body of evidence that will convince business leaders across the service of the importance of investing in improving patient experience.

The business case for experience includes: the evidence of the impact of experience on organisational reputation, the impact of patient choice and increased control of care and treatment on experience, the link between experience and health outcomes, the link between experience and cost of care and the relationship between staff and patient experience.

National Policy and Regulation:



There are a number of national policy drivers requiring healthcare organisations and professionals to continually measure and improve patient experience. The aim is to provide a patient-centred healthcare service which meets the physical and emotional needs of the population. The policy drivers are listed within the Appendix of this briefing paper.

Measurement and its impact on the patient experience:

The data that is collected from patients can help organisations to make better decisions about how to improve services.

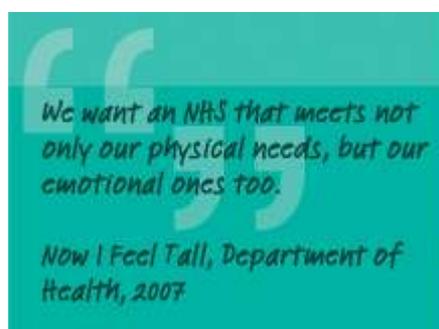
Using patient experience information requires that organisations have the capacity to collate and analyse data. It is also important to have good systems for managing and tracking the data collected.

The measurement of patient experience has recently developed and on its own is not sufficient to solely measure patient *satisfaction*. More detail is required to ensure that the measures lead to positive change for patients. Organisations need a mixture of measures that give them immediate and recent data that is sufficiently detailed and meaningful to influence staff, managers and executives. As well as requiring different types of measure, the way that feedback is collected can also influence the type of information and what it is useful for. For example, real time patient experience information is of use directly by teams, but can also be collated and compared across services and at board level.

[The NHS Patient Feedback Challenge](#), created and managed by the NHS Institute and funded by the Department of Health, is a programme designed to find and spread great approaches which use feedback from patients to improve services.

South Tees Hospitals NHS Trust in partnership with King's College Hospital, London and University Hospitals of South Manchester were one of only nine projects, from 140 bids submitted, which have been funded. The work is ambitious and the aim is to spread the ideas within our own Trust and to other areas of the NHS.

The Project aims to improve patient experience by allowing teams of staff to review simple videos of patients telling stories about their experience of care, and use this feedback to plan and enact improvements. This approach will be used in ward, outpatient and team environments across the hospitals by executives, governors, managers, supervisors and teams. The project will develop the methodology and tools, test and refine these in demonstration sites and then spread the approach to other NHS sites.



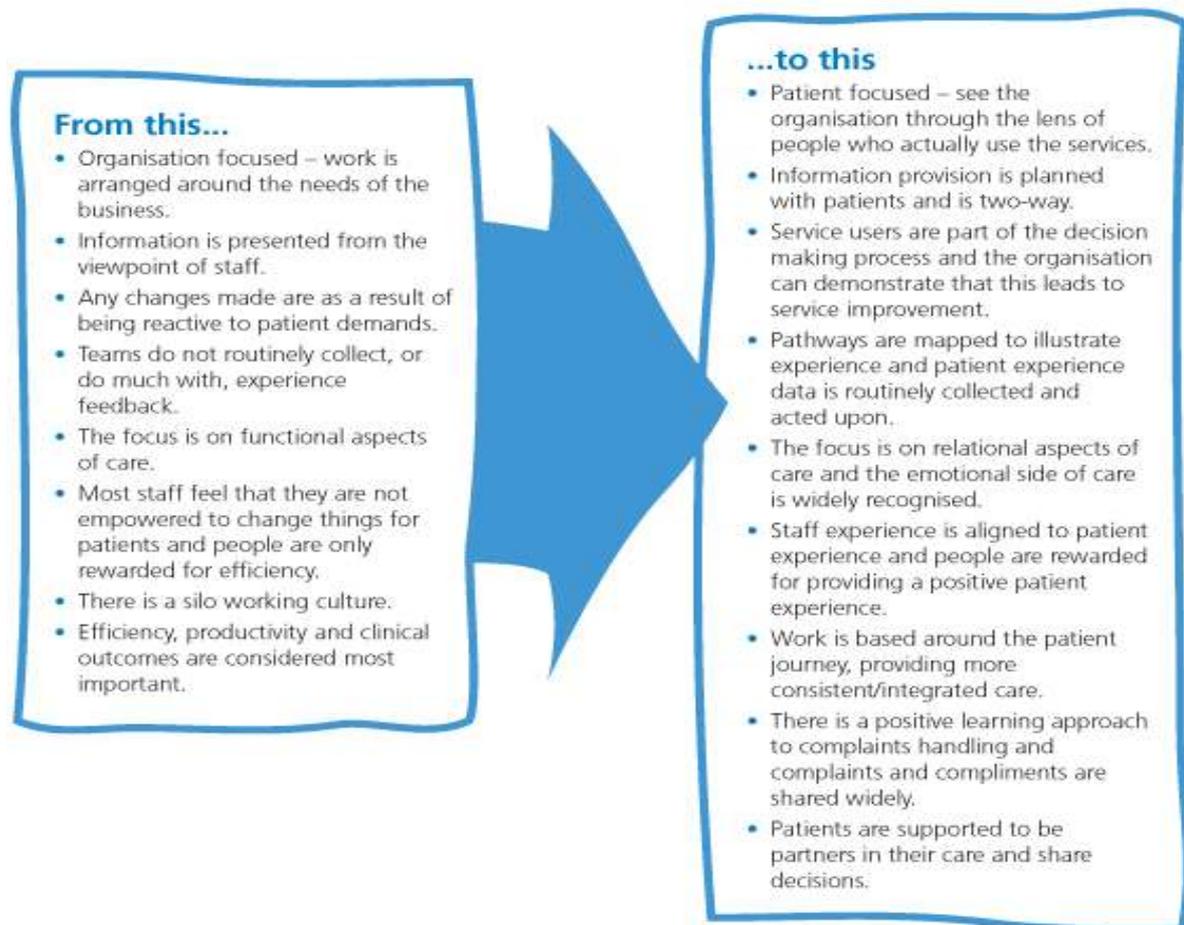
This project is based on an assumption that feedback from patients, in the form of the stories they tell about their experience, is a powerful stimulus to reflection, discussion and improvement. The core methodology is as follows:

- Staff and/or volunteers in an area (clinical or non-clinical) interview patients and use low-cost, user-friendly video equipment to capture the stories they tell
- These videoed stories are shown to, and appreciatively discussed by, teams in regular meetings/audit days/similar
- Simple improvement plans are agreed based on the insights of the video; implementation and impact is tracked
- This way of listening to and acting on patient feedback is distributed in organisations – from frontline teams to corporate levels, e.g. Board, Executive, and Governors etc.

Becoming an organisation that routinely focuses on listening and acting on patient feedback involves cultural change:

For patient experience to be used effectively within an organisation, the organisation needs to be prepared to change. There is no “tick box” exercise, but rather a fundamental engagement with the idea of starting with the patient.

However, culture change is challenging, particularly when the change can threaten traditional ways of working. NHS Organisations involved in the previous research (Institute of Innovation and Improvement, 2012) reported that investment in understanding patient experience and providing support for staff at all levels is necessary to achieve a real change in culture.



Key themes for organisations to focus on:

1. A Board that is accountable for and committed to patient experience and its continual pro-active improvement.
2. An organisation engaged with patient experience that understands and articulates the value of it to the organisation, its staff and patients.
3. The organisation has a clear vision (together with values and standards) for patient experience – known and understood by everyone in the organisation – including staff and patients.
4. Patient experience is built into the organisation’s short and long term business plan.
5. Patient experience is considered an equal partner in quality, alongside clinical effectiveness and safety.

6. The link between staff experience and patient experience is recognised; staff experience is also captured and linked into patient experience. The role of teams is recognised.

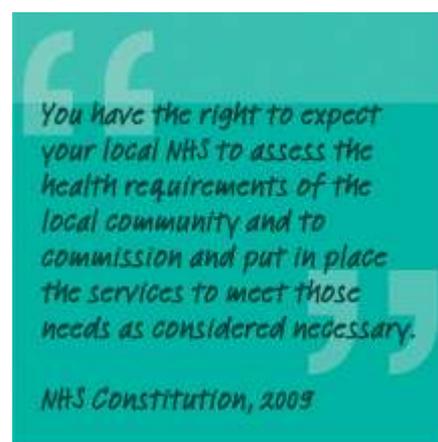
7. A resource (budget, staff, systems) is dedicated for the capture of feedback, analysis of data and implementation of quality improvement to services as a result of that measurement activity. The organisation knows what it costs them to improve patient experience and can measure the impact resulting from that investment.

8. The organisation recognises and maximises the value of hearing the patient voice



The critical list of patient experience – for commissioners:

- Commissioners need to make sure that their decisions are informed by knowledge of patient experience
- Providers and commissioners need to develop shared patient experience goals as part of developing good working relationships
- Incentive systems need to be aligned so that they recognise and reward innovative patient experience measurement and improvement in local organisations
- As the new commissioning arrangements come into place, there are a number of opportunities for commissioners to build the need for positive patient experience into the vision, strategy, systems and structures for commissioning.



In the Institute's previous research, key themes have emerged for commissioners that reflect those of providers, such as the need to:

- Work in partnership
- Consider patient experience as key dimension of quality

- Provide personalised care
- Ensure continuity of care and track experience along patient pathways as well as by individual service
- Understand the challenge and scope for improving patient experience in individual organisations
- Evaluate and support provider organisations to deliver a positive patient experience

Organisational attributes:



The two main attributes of the organisations that were collecting experience data and using it to make changes were **visible leadership** and an **organisational culture** in which staff knew that patient experience was a priority.

A Department of Health commissioned Aston Business School report indicates that there are strong links between how trusts scored on NHS staff surveys and the experience indicators in the 2007 acute trust inpatient survey. Where staff had clear and planned goals, patients were more likely to report good communication, such as being involved in decisions about their care.

Project Overview:

Since April, NHS organisations have been collaborating, sharing ideas, building projects, and bidding for a share of the £1m Patient Feedback Challenge fund, which was set aside to support the most promising approaches to measuring and improving patient experience.

The NHS Patient Feedback Challenge is designed to find and spread great approaches which use feedback from patients to improve services.

Nine ambitious patient experience projects across the country are about to start spreading their ideas to other areas of the NHS, after being through a comprehensive selection process, as winners of the NHS Patient Feedback Challenge. The projects are as follows:

Valuing Frontline Feedback - Ashford and St Peter's Hospitals NHS Trust
Patient Partners - Bridgewater Community Healthcare NHS Trust
Patient and Family Echo - East Cheshire NHS Trust
Both Sides Now - NHS North East London and the City
Improving Healthcare Together- Norfolk and Norwich University Hospitals NHS Foundation Trust
Creating and Organisation that Values, Listens and Responds -

Nottinghamshire Healthcare NHS Trust
Kinda Magic - Peninsula Community Health CIC
Real Time Patient Video Stories - South Tees Hospitals NHS Foundation Trust
iCARE - Yeovil District Hospital NHS Foundation Trust

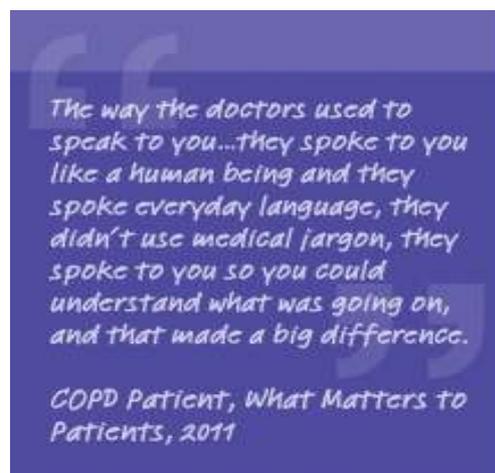
An essential element of the NHS Patient Feedback Challenge is the web channel. Over 2000 members have been engaged in this channel since April, sharing ideas, making essential connections and identifying spread partners. It is an excellent way to stay in touch with the projects as they progress - visit the web channel for more detail on each of the projects and to become a project follower: <http://pfchallenge.clearvale.com/>

The finalists were announced on 31st August 2012 and our project was awarded £102,000 to deliver our project to completion by end March 2013. To date the project bid has been completed by Alison Smith and Gill Husband in association with project leads in both Kings College Hospital and Central Manchester Hospitals with support from Anne Sutcliffe.

Ongoing Alison Smith, Assistant Director of Nursing / Children's Champion will be leading this project on behalf of the organisation, liaising with Anne Sutcliffe to link with the Patient Experience Strategy. The funding has been approved to share across the 3 organisations South Tees, Central Manchester and Kings College Hospitals. 2 short term 6 month secondments of Band 8a (Patient Experience Project Coordinator) and Band 4 (Patient Experience Coordinator) will be recruited to ASAP and will facilitate delivery of the project with support from Alison Smith. As an organisation we will be sharing our project approach within and external to the organisation with the aim of delivering the project to 8 internal projects teams and 2 external organisations. The overall project aims to deliver to 25 internal project teams and 4 external organisations.

Measurement evaluation outcomes, communication strategy and project documentation templates are currently being developed.

2 monthly reports will be produced for sharing within the organisation and also with the Institute of Innovation and Improvement. Feedback on the project will be shared in internal and external national conferences.



Reference: (Institute of Innovation and Improvement, 2012)

Transforming Patient Experience: the essential guide www.institute.nhs.uk

Appendix

Policy	Description
The Operating Framework 2012/13	The NHS Operating Framework 2012/13 specifically states that the NHS should collect and use patient experience information in real time and use it for service improvements: <i>"NHS organisations must actively seek out, respond positively and improve services in line with patient feedback. This includes acting on complaints, patient comments, local and national surveys and results from 'real time' data techniques"</i> . The Operating Framework for the NHS in England 2012-13, page 17. Access the Operating Framework here (http://www.dh.gov.uk/health/2011/11/operating-framework/)
The NHS Outcomes Framework	The purpose of the NHS Outcomes Framework is to provide a national level overview of how well the NHS is performing, to provide an accountability mechanism between the Secretary of State for Health and the proposed NHS Commissioning Board; and to act as a catalyst for driving quality improvement and outcome measurement throughout the NHS by encouraging a change culture and behaviour. The NHS Outcomes Framework is structured around five domains, which set out the high-level national outcomes that the NHS should be aiming to improve. One of the domains (domain 4) is about Ensuring that people have a positive experience of care". Access the NHS Outcomes Framework here (http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_122944)
NICE Quality Standards	NICE quality standards are a set of specific, concise statements and associated measures that provide a clear description of what a high-quality service looks like. The associated measures can be used by providers for clinical audit or to report in Quality Accounts. Quality standards will be reflected in the new Commissioning Outcomes Framework and be used to inform commissioning guides and also payment mechanisms and incentive schemes such as the Quality and Outcomes Framework (QOF) and Commissioning for Quality and Innovation (CQUIN) Payment Framework. Access the Quality Standards here (http://www.nice.org.uk/guidance/qualitystandards/qualitystandards.jsp)
Commissioning for Quality and Innovation Scheme (CQUIN)	The CQUIN payment framework enables commissioners to reward excellence, by linking a proportion of English healthcare providers' income to the achievement of local quality improvement goals. Since the first year of the CQUIN framework (2009/10), many CQUIN schemes have been developed and agreed. Find out more about CQUIN here (http://www.institute.nhs.uk/commissioning/pct_portal/cquin.html)
Quality Accounts	Quality Accounts aim to enhance accountability to the public and engage the leaders of an organisation in their quality improvement agenda. Find out more about Quality Accounts here (http://www.dh.gov.uk/en/Healthcare/Qualityandproductivity/Makingqualityhappen/qualityaccounts/index.htm)
NHS Constitution	The NHS Constitution commits the Government to providing a statement of NHS accountability. The NHS Constitution underpins patient experience; it reinforces the need for patient-centred care, where "there is no decision about me without me". Read the NHS Constitution here (http://www.nhs.uk/choiceintheNHS/Rightsandpledges/NHSConstitution/Documents/nhs-constitution-interactive-version-march-2010.pdf)
Section 242 - The Statutory Duty to Involve	The Duty to Involve sets out how the NHS is expected to involve and consult communities in the planning and development of services. You can download the guidance here (http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_089787)
Essence of Care	Essence of Care aims to support localised quality improvement, by providing a set of established and refreshed benchmarks supporting front line care across care settings at a local level. The benchmarking process outlined in Essence of Care 2010 helps practitioners to take a structured approach to sharing and comparing practice, enabling them to identify the best and to develop action plans to remedy poor practice. Access Essence of Care here (http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_119969)
Equity and Excellence - Liberating the NHS	The White Paper and legislative framework sets out the Government's long-term vision for the future of the NHS. The vision builds on the core values and principles of the NHS - a comprehensive service, available to all, free at the point of use, based on need, not ability to pay. Read the White Paper here (http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_117353)
Healthy Lives, Healthy People	The White Paper sets out the Government's long-term vision for the future of public health in England. The aim is to create a 'wellness' service (Public Health England) and to strengthen both national and local leadership. Find out more about Healthy Lives, Healthy People here (http://www.dh.gov.uk/en/PublicHealth/Healthyliveshealthypeople/index.htm)