



Patient Experience Strategy

2015 - 2018

Ensuring patients are at the forefront of all we do

Executive Summary

Your experience of our services matters to us.

This strategy provides national and local context alongside an evidence base and background for our commitment to ensuring patients have a positive experience in our care. Patients tell us their experience of care matters to them as much as clinical effectiveness and safety. They want to feel listened to and supported to enable them to make informed decisions and choices about their care. They want to be treated as a person and value efficient processes.

The Government has made it clear that patient experience is a crucial part of quality healthcare provision. The NHS Constitution, the Outcomes Framework and the National Institute for Health and Clinical Care Excellence (NICE) Quality Standards for patient experience all reinforce the need for patient centred care. There is increasing evidence that positive patient experience leads to positive clinical outcomes and good quality and financial performance.

Patient experience will only improve if staff are motivated and involved with making improvements happen. There is evidence that if staff feel they are taken care of and are trusted and valued by their leaders, they will be better at taking care of patients, carers and each other. During the year we will ensure we engage with staff via a number of methods including surveys, drop in sessions and open communication forums. The feedback staff give will be used to inform action plans to ensure we provide a positive work culture where staff feel valued, involved and empowered.

The Patient Experience Forum will monitor progress and performance against this strategy and provide assurance to the Quality Improvement and Risk Group. A patient experience action tracker will ensure cohesive monitoring and understanding of patient experience across the Trust and from a range of sources. This will inform the actions required from services.

The Trust sets the expectation for all staff to embrace this strategy to ensure a culture of continuous improvement and care that strives to exceed our patients' expectations.

1. Introduction

At Solent NHS Trust we are committed to continually developing and improving the community and mental health services we provide to patients. All staff, clinical and support staff, working within the Trust have a duty to ensure that all those who use our services receive an experience that meets or exceeds their expectations. We strive to be the provider of choice for local people by providing high quality care.

This strategy aims to ensure that we actively seek the views of the people who use our service, that we listen and learn from the feedback received and use this to continuously improve the standards of the services we provide.

In this document the term patient will encompass the alternative terms of client or service user and also, for the context of the document, carers, relatives and parents.

2. What is patient experience?

The experience that a person has of their care, treatment and support is one of the three parts of high quality care, alongside clinical effectiveness and safety.

“Patient experience is what the process of receiving care feels like for the patient; if safe care and clinical excellence are the ‘what’ of healthcare, then experience is the ‘how’”, NHS Institute 2013.

It is the term used to describe those aspects of healthcare that do not relate directly to the treatment of an illness or injury, but can make all the difference to whether patients feel that they have been looked after properly.



3. Aim of the strategy

The aim of this strategy is to set out Solent NHS Trust's commitment to ensuring that patients are provided with the opportunity to have a say in the way we provide their healthcare by seeking and acting on their feedback. It also sets out how we monitor for continuous improvement, ensuring that all of our patient's experiences are of a high standard. This strategy is aimed at patients, relatives, carers, parents, visitors, and staff to ensure that we can drive forward positive change, focusing on people rather than processes as we actively seek the views of patients and engage them in the shaping and improving our services.

This strategy should be read in conjunction with the Trust's

- Summary Integrated Business Plan to 2017
- Equality & Human Rights Strategy
- Research, Service Evaluation & Clinical Audit Strategy
- Workforce Health and Well Being Strategy

4. Purpose of the strategy

The purpose of this strategy is to support staff to identify and measure patients' experience and to provide guidance for driving improvements and positive change. It also sets out our priorities for 2015-2018.

5. Outcome of the strategy

Successful implementation of this strategy should enable the following outcomes:

- A consistently high level of patient satisfaction reported with at least 95% of our patients telling us they have had a good experience
- Service planning and delivery that is able to demonstrate it has taken account of patient's views and feedback
- Consistency of approach and performance at every interaction between patients and members of staff
- Early detection of poorly performing areas
- Involving patients in their own care and supporting them to make informed choices about their care
- Using patient experience in a particular area or areas to improve services
- Involving patients in research and service development/ transformation of services
- Ensuring patient feedback actively contributes to the Trust's strategic direction
- Trust compliance with Care Quality Commission standards.

This strategy will be a live document which will be reviewed and developed over time. It is a tool for delivering high quality patient centred care. It will ensure that on-going improvements are made to the way that Solent NHS Trust engages with patients in improving the delivery of our services.

6. Background

6.1 National Context

Patient experience was identified by Lord Darzi (2008) as one of the three components of high quality care, alongside patient safety and effectiveness of care. Lord Darzi identified patient experience as being the “quality of caring, the personal aspect of care, the compassion, dignity and respect with which patients are treated”. This can only be achieved if time is taken to analyse and understand what patients tell us about their care experiences and by acting on their feedback.

The NHS Confederation (2011) states that whilst good clinical outcomes and processes are important elements of patient experience, it is far more than this:

“Experience is also determined by the physical environment patients are in and how they feel about the care they receive, including the way staff interact with them. Improving the experiences of all patients starts by treating each of them individually to ensure they receive the right care at the right time, in the right way for them.”

The Care Quality Commission are also clear in their registration system for health and social care that they are seeking to measure quality in terms of services complying with their Essential Standards of Quality and Safety. Respecting patients’ dignity, protecting their rights, a focus on outcomes rather than systems and processes, and placing the views and experiences of people who use services at the centre are key quality measures.

The NHS Outcomes Framework (2011) domain 4 focuses on ensuring people have a positive experience of care with an overarching indicator and clear direction for improvements.

The NHS Constitution (2013) outlines the values that underpin the NHS, highlighting the commitment to quality of care which is ‘dependent on feedback: organisations that welcome feedback from patients and staff are able to identify areas for improvement’.

Compassion in Practice (2012), the Chief Nursing Officer’s vision and strategy for nursing, midwifery and care staff is underpinned by 6 fundamental values:

- Care
- Compassion
- Competency
- Courage
- Communication
- Commitment

The vision is for these values to underpin all that we do in order to maximise “high quality, compassionate care and to achieve excellent health and well-being outcomes”.

The Francis Report emphasises the requirement for openness and transparency enabling patients to raise concerns and complaints freely and to have their questions answered. A major failing of Mid Staffordshire NHS FT was not listening to patients either reactively through complaints or concerns or proactively via feedback. Recommendations 254 and 255 from the Francis report refer to the need to gather patients comments and the use of patient feedback and the need for qualitative information to be made available in as near real time as possible.

NICE 2012 Patient Experience Clinical Guideline contains 14 quality statements and these will be incorporated within the patient experience strategy priority areas.

The National Institute for Health and Care Excellence (NICE) has published two sets of Quality Standards and Clinical Guidelines:

1. Patient Experience in adult NHS Services – QS15 & CG138 (2012)
2. Service user experience in adult mental health – QS14 & CG136 (2011)

These outline a range of areas for best practice, definitions of high-quality care and the level of standards that people using NHS Services should expect to receive. These will be incorporated within the patient experience strategy priority areas.

6.2 Local Context

Patient Experience is a key objective in the Trust's Quality Account and Quality Contracts. The Quality Account is an annual document which provides the public with information on the quality of care provided by the Trust. In "High quality care for all", Lord Darzi said that publishing quality performance would help patients and their carers make better informed choices about health care and allow clinical teams to benchmark their performance.

The Patient Experience Strategy is will provide the Trust with a framework to follow for this process.

Our Mission:

Solent NHS Trust is working in partnership to deliver better health and local care.

Our Vision:

Our vision is to be a patient focused organisation actively seeking the views of our patients and carers and engaging them in shaping and developing our services whilst consistently providing high quality care. We want our patients to have the very best experience of community and mental health services.

In order to achieve this vision we need to work with our patients so that together we can make a difference to the experiences of our current and future patients and design and provide our services around their needs.

Our Values:

In 2011 the Trust introduced the set of values which guide our everyday actions and ensure we are all working towards a shared goal of providing the highest quality care to our patients. Patient experience is at the heart of this.

Our values are:

In April 2016 Our 'INSPIRE' values were refreshed following consultation with our staff. Our new values spell HEART to reflect even better our role at the heart of the community we serve.

Of course the important part is what each value means to us and how we live by them to ensure we are all working towards a shared goal of providing the highest quality care to our patients. Our values are:



As part of the appraisal process during 2015/16 staff will be asked to consider what the values mean to them, which will help us develop a behavioral framework by which we will be able help ourselves and support our colleagues to live by our values every day.

Patient Experience must be an integral part of the organisation's quality framework alongside quality, risk, clinical effectiveness, research and innovation and the measurement of clinical and patient reported outcomes. Commitment and leadership is required at every level in order to achieve this. Ensuring a good patient experience requires all staff to take responsibility and needs to be considered as everyone's business.

Solent NHS Trust's 5 year Integrated Business Plan 2012-2017 includes the quality promise that "we will improve experience by putting people at the heart of services and listening to people's views, gathering information about their perceptions and personal experience and using that information to further improve care".

We recognise staff are our most valuable asset and we understand that in order for patients to have a positive patient experience, we must also ensure a positive staff experience, recognising we must treat staff as we expect them to treat patients.

7. Why is Patient Experience important?

We want patients to choose our services not only based on our clinical outcomes but also based on excellent patient experience.

Patient experience is at the heart of the Trust quality promise to improve satisfaction and patient reported outcomes. We will improve experience by:

Putting people at the heart of services and listening to people's views, gathering information about their perceptions and personal experience and using that information to further improve care.

Whilst we recognise that people's experiences are individual to them and are varied and complex, it is important that we also consider what the research evidence tells us matters most to people who use health services. The National Quality Board, 2015, have set out the following 'I' statements that have been

shown via the research evidence to have the greatest effect on whether someone has a good experience of care, stating that all patients should be able to say the following:

- I am involved as an active partner in my care
- I am treated as an individual
- I am able to access services when I need them, and my care is coordinated so I know where to go next and where to turn if I have a problem
- The people providing my care recognise that I am an expert on me and that my knowledge, skills and expertise from living with my condition is respected.
- I am asked how I would like to be communicated with so that communication is tailored to me and is delivered with care and compassion, and I have the opportunity and time to ask questions and have a conversation about my care, treatment and support.
- I have access to the information I need, which is presented in a way that is right for me, to make sure I understand what is happening and can play a role in decisions if I would like to
- I have access to the support I need and is right for me, including emotional or practical support, and I am able to involve loved ones in decisions about me.
- The environment in which I receive my care is clean and comfortable and makes me feel dignified.

The evidence illustrates that patient experience can impact on organisational reputation and that there is a link between patient experience and health outcomes; and patient experience and cost i.e. poor experiences generally lead to higher care costs as patients have poorer outcomes. In addition there is a direct link between staff and patient experience, i.e. when patients are having a poor experience it also has a negative effect on staff experience, DOH 2010.

Improving patient experience is about working with the people who use services to make those services better, NHS Institute, 2013.

8: What will we do to improve Patient Experience

We will focus on 4 priority work streams for improving patient experience, based on the evidence of what we know is important to patients. We want our patients to experience:

- Compassionate care
- Effective communication and to be listened to
- That they are treated as an individual and are involved in their care
- That they feel safe in our care

Each of these priorities will be of equal importance to us.



Strategy Aim: Compassionate Care	Linked to	Action / Outcome
Continue to develop the culture of compassionate care	NICE: Quality Statement 1 6Cs - Compassion / Care CQC: Caring	Deliver the local objectives for the national vision and strategy for nurses, midwives and care givers (Care, Compassion, Competence, Communication, Courage, Commitment) Induction programmes reflect Trust's culture and values. Evidence from patient surveys and feedback that patients feel they have been treated with dignity and compassion.

Strategy Aim: Compassionate Care	Linked to	Action / Outcome
Carers	NICE Quality Statement 13 6Cs - Communication /compassion CQC: Caring	<p>Implement a carer's survey to gain satisfaction and opinion information in order to identify improvement plans.</p> <p>Work in partnership with Local Authorities to refresh local carer's strategies and identify key actions for Solent provider services.</p> <p>Embed systems and processes to assist with the identification of carers who access our services, initially focusing on adult carers.</p> <p>Provide carers awareness training for our clinical staff.</p> <p>Provide information and sign posting for carers on our trust website and for staff via the intranet. Strengthen our working practices with our partner organisations to ensure we signpost carers to the support that is available to them using joint resources/ web pages.</p> <p>Recognise that many of our staff may also be carers themselves and ensure that, where appropriate, they are signposted for support and health checks via our occupational health service</p> <p>Strengthen our working practices with our partner organisations to ensure we signpost carers to the support that is available to them using joint resources/ web pages.</p> <p>Work jointly with our partner agencies on communication initiatives and campaigns to support carers. This will include holding bi annual events to promote the identification and needs of carers.</p>

Strategy Aim: Compassionate Care	Linked to	Action / Outcome
Nutrition and hydration	NICE: Quality Statement 10 6Cs - Care CQC: Caring	Review the Trust's nutrition & hydration policy and continue to deliver the key annual objectives for improving nutrition and hydration.
End of life care	NICE: Quality Statement 1 6Cs - Compassion CQC: Caring	<p>Enable patients to be involved in the planning of their end of life care.</p> <p>Ensure that a decision not to resuscitate is openly discussed with all patients on the end of life care pathway.</p> <p>Enable all patients on the end of life care pathway to have a dignified death based on individual patient wishes.</p> <p>Support patients to die in the place of their choice.</p>

Strategy Aim: Listen and Communicate Effectively	Best Practice Frameworks	Objectives
Real time feedback	NICE: Quality Statement 2 6Cs - Communication CQC: Responsive	<p>Establish feedback from the Friends and Family Test across all community and mental health service areas.</p> <p>Set ambitious targets for the percentage of patients who would recommend Solent services to their friends and family and publish the results locally.</p> <p>Support any clinical areas with lower results to establish improvement programmes.</p>

Strategy Aim: Listen and Communicate Effectively	Best Practice Frameworks	Objectives
Patient surveys	NICE: Quality Statement 2 6Cs - Communication CQC: Responsive	<p>Review the Trust survey, easy read version and child friendly version to ensure they continue to meet the needs for gaining patient feedback and are inclusive of those with communication and information needs.</p> <p>Establish trajectories for improvement in the number of surveys completed at service level.</p> <p>Improve access and opportunities for providing patient feedback by providing links to surveys that can be completed via the web site.</p>
Methods for gaining patient feedback	NICE: Quality Statement 2 6Cs - Communication CQC: Responsive	<p>Establish a range of methods for gaining patient feedback and plan for technology solutions for the future.</p> <p>Seek opportunities to work with other key stakeholders to ensure joined up thinking and prevent patient saturation when many organisations are seeking views.</p>
Patient stories	NICE: Quality Statement 2 6Cs - Communication CQC: Responsive	<p>Develop best practice guidance and training for using patient stories at Board meetings and commissioning meetings.</p> <p>Develop a 'library' of patient stories.</p> <p>Implement training for staff.</p> <p>Patient stories to be replicated at service governance groups quarterly</p>
Complaints, compliments, on line reviews	NICE: Quality Statement 2 6Cs - Communication CQC: Responsive	<p>Seek to resolve concerns, complaints via local resolution wherever feasible rather than escalating to formal process.</p> <p>Identify issues from complaints, compliments and on line reviews that highlight patient experience and triangulate with other forms of feedback.</p>

Strategy Aim: Listen and Communicate Effectively	Best Practice Frameworks	Objectives
Staff training to ensure excellent patient experience	NICE: Quality Statement 2 6Cs - Communication CQC: Responsive	To design and deliver training to staff which is appropriate to the patients and customers who access their services. The aim is for all staff to have the tools and skills to be able to deliver an excellent patient experience – every contact counts. This will encompass communication, empathy, treating people with dignity and respect, being in the patient’s shoes, going the extra mile, taking ownership for the customer experience, acting as an ambassador for the organisation.



Strategy Aim: Listen and Communicate Effectively	Best Practice Frameworks	Objectives
<p>Accessible Information NHS England's Accessible Information Standards and the Royal College of Speech & Language Therapists Good Communication Standards</p>	<p>NICE: Quality Statement 2, 5, 6, 9</p> <p>6Cs - Communication</p> <p>CQC: Safe</p>	<p>Ensure language used in spoken and written communication is easy to understand for the listener/ reader.</p> <p>Ensure patient information is provided in a range of formats to enable informed choices for patients.</p> <p>Involve patients in reviewing and commenting on documentation.</p> <p>Develop skills and competency in the effective delivery of health related accessible information resources for patients with identified communication and information needs.</p> <p>Ensure all clinical staff have the skills to establish effective communication with patients with communication and information needs by implementing training for accessible information champions within each service area. This will include training on facilitating accessible feedback.</p> <p>Establish process for services to collect and record data relating to patients' communication and information needs.</p> <p>Identify services that support a high proportion of patients with accessible information needs and benchmark the service against NHSE's Communication and Accessible Information Standards in order to implement improvements.</p> <p>Plan processes to promote the use of inclusive feedback as part of personal and professional development.</p>

Strategy Aim: Involvement and Individualised Care	Best Practice Frameworks	Objectives
Assurance	<p>NICE: Quality Statement 1, 2</p> <p>6Cs - Courage, Commitment</p> <p>CQC: Well led</p>	<p>Carry out the NHS Trust Development Authority patient experience framework self-assessment tool.</p> <p>Establish the Patient Experience Forum to actively involve patients, governors, members of the Trust and staff in reviewing the quality account and setting objectives for the following year.</p> <p>Services to monitor progress on all patient experience objectives via a patient experience tracker.</p> <p>Service areas to provide updates to the Patient Experience Forum on patient feedback and improvements made</p>
Forums and focus groups	<p>NICE: Quality Statement 1, 2</p> <p>6Cs - Courage, Commitment</p> <p>CQC: Well led</p>	<p>Develop best practice guidance for patient forums and focus groups.</p> <p>Identify specific clinical areas where forums need to be established to enable listening events on specific topics, e.g. for patients who have recently used services.</p>
Consent and Mental Capacity	<p>NICE: Quality Statement 5</p> <p>6Cs - Care, Courage</p> <p>CQC: Well led</p>	<p>Continue to ensure processes for capacity assessments are established and compliance with deprivation of liberty safeguards. This includes an identified representative and ensuring there is compliance with any conditions applied to DOLS.</p>

Strategy Aim: Involvement and Individualised Care	Best Practice Frameworks	Objectives
Research	<p>NICE: Quality Statement 6</p> <p>6Cs - Competence</p> <p>CQC: Effective</p>	<p>Continue to deliver opportunities for patient involvement in research and audit via the research and audit strategy.</p> <p>Ensure those that use our services have the opportunity and information to be involved in clinical research, to improve the current and future health and care of the population.</p> <p>Ensure that the findings from research, evaluation and clinical audit are disseminated to patients.</p> <p>Ensure that patient and service user feedbacks are incorporated into service development and innovation, and that they are fully involved in any transformation projects.</p> <p>Work towards service user led clinical audits across our services.</p>
Volunteers	<p>NICE: Quality Statement 3</p> <p>6Cs - Competence</p> <p>CQC: Safe</p>	<p>Carry out a review of volunteer activities to ensure volunteer roles enhance patient experience.</p> <p>Review volunteer roles and opportunities for volunteers who are experts by experience.</p>

Strategy Aim: Feel Safe	Best Practice Frameworks	Objectives
Safe staffing	NICE: Quality Statement 3 6Cs - Care CQC: Well led	All community settings able to report staffing arrangements. All community settings to display planned and actual staffing levels on public noticeboards.
Leadership	NICE: Quality Statement 3 6Cs - Competence CQC: Well led	Confirm the Nursing and Allied Health professionals' leadership model.
Transfer of care	NICE: Quality Statement 12 6Cs - Care CQC: Effective	Extend the use of SBAR (Situation, Background, Assessment, Recommendation) handover process across teams and services. In partnership with acute Trust carry out a listening event using survey and focus group methodology to gain feedback on patient transfer of care between Trusts and establish a joint improvement programme
Patients know who to contact	NICE: Quality Statement 14 6Cs - Communication CQC: Safe	Develop processes within all clinical services to ensure patients know who to contact if they are concerned about their condition Evidence from patient surveys and feedback that patients know who to contact if they have concerns.

Strategy Aim: Feel Safe	Best Practice Frameworks	Objectives
Patient safety and quality walk rounds	NICE: Quality Statement 9 6Cs - Commitment CQC: Safe	Continue programme of patient safety walk rounds with Executive and non-Executive representatives and clinical staff, acting on areas identified for improvement. Involve trained patients in safety walk rounds.
Services provided in clean, safe environment that is fit for purpose	NICE: Quality Statement 1 6Cs - Care CQC: Safe	Through the Patient Led Assessment of the Care Environment programme, actively encourage feedback from the public, patients and staff to help improve services. Aim to achieve score of above 90% in all categories of PLACE.



9. Monitoring compliance and effectiveness

The Patient Experience Forum will have responsibility for monitoring the implementation, effectiveness and compliance with the strategy. The Chair of the group is the Head of Patient Insight and Terms of Reference are agreed.

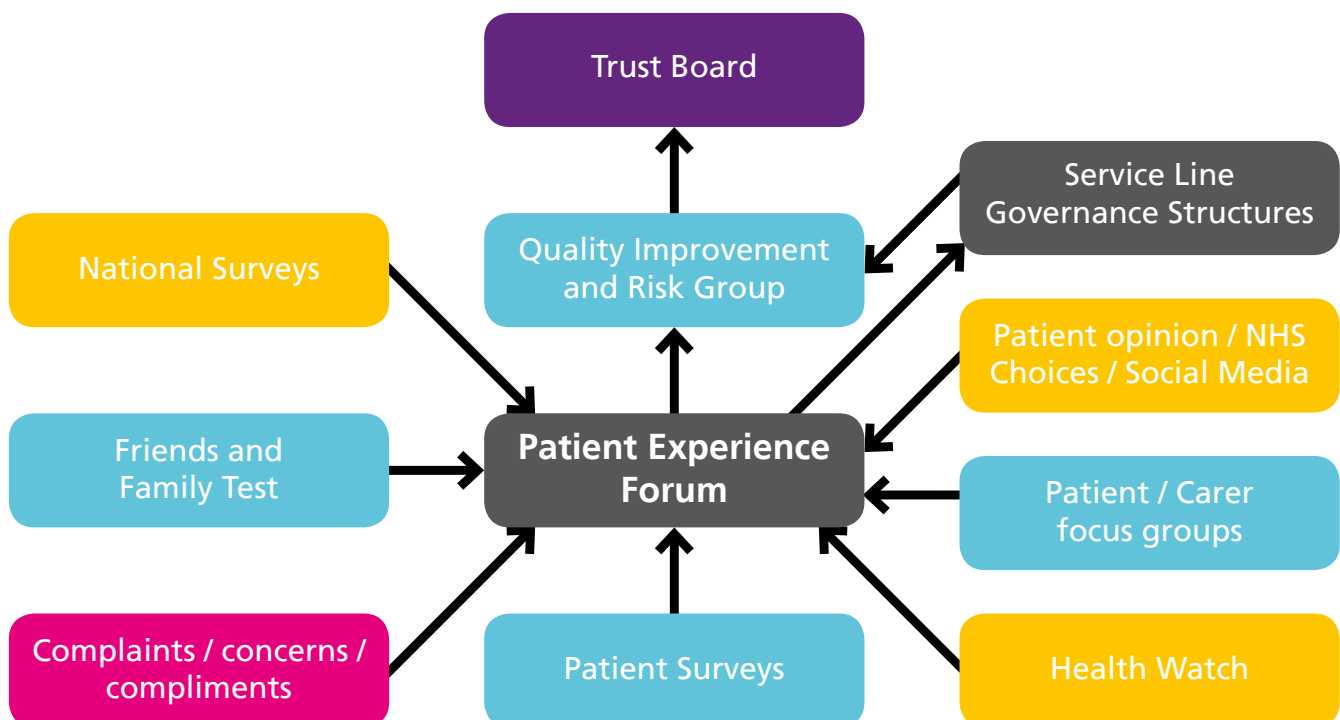
The Patient Experience Forum will provide assurance to the Board and Trust Quality Improvement and Risk Group as outlined in the governance framework below. This will include benchmarking the strategy against the NHS TDA Patient Experience framework organisational diagnostic tool.

The Forum will receive data regarding all complaints received, copies of minutes from Service User and Carer Support Groups, Quality Impact Assessment reports, Equality Impact Assessments and results of patient satisfaction surveys.

The Forum will monitor the outcomes to ensure that the aims of the strategy are being achieved:

- A consistently high level of patient satisfaction reported (95% and above)
- Service planning and delivery that is able to demonstrate it has taken into account and acted upon service users' views and feedback.
- Consistency of approach and performance at every interaction between patients and members of staff at every aspect of the care pathway
- Early detection of poorly performing areas
- Trust compliance with key questions and key lines of enquiry for Care Quality Commission

Patient experience reporting mechanism



10. Patient experience enablers

There are a number of important enablers that must be in place to support excellent patient experience:

1. Ensuring that the organisation continues to apply the trust values and takes appropriate action when the values are not met.
2. Including sessions on patient experience at all Trust induction sessions.
3. Including patient feedback within staff appraisals for medical and all clinical staff
4. Ensuring the management board give patient experience an equal priority with clinical effectiveness and safety

11. Consultation with stakeholders

Prior to approval and implementation, the draft version of the strategy was circulated for comment to the members of the Trust Executive Team and the Patient Experience Forum. In order to have independent review of the strategy, the 3 local Healthwatch were approached and asked to comment. Feedback was received from each Healthwatch. The strategy was also shared with the local Clinical Commissioning Groups and the Trust Development Authority with feedback received from all. The strategy and feedback survey were posted on the trust web site for public consultation and the trust intranet for staff feedback. The aim of this consultation was to enable agreement of the top priorities for patient experience and associated improvement measures and targets. The trust is grateful for the support and comments received and amendments have been made to this final version of the strategy based on the feedback received.

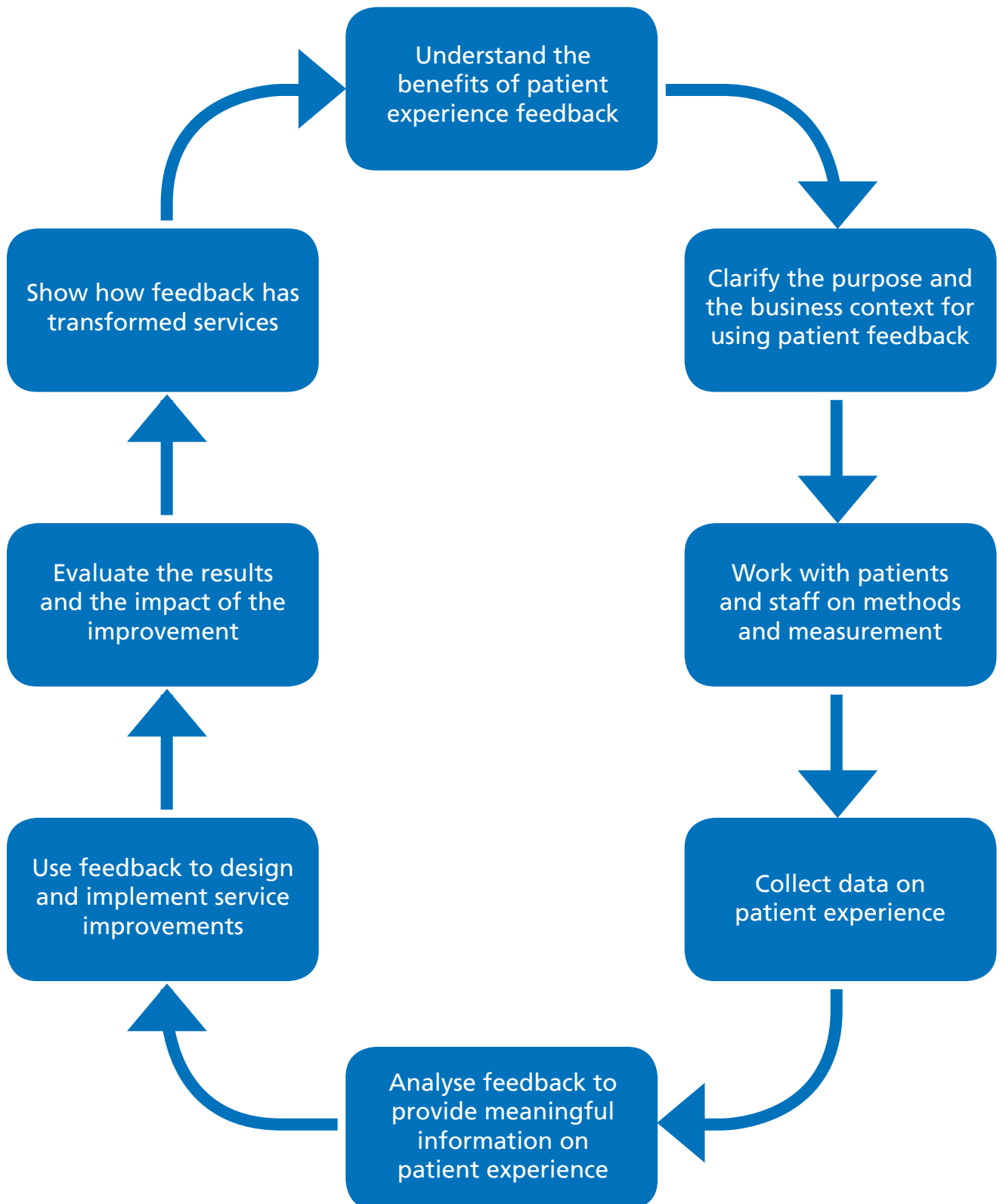
12. Conclusion

Solent NHS Trust aims to actively improve patient experience by implementing the aims outlined in this strategy. Key areas have been identified for action to improve patient experience and drive quality with patients at the centre of all we do.

13. References

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- Department of Health, 2013 The NHS Constitution
- Department of Health (2006) Our Health Our Care, Our Say -
- Department of Health (2008) High Quality Care for all
- Department of Health (2009) Listening, Responding, Improving – A guide to better customer care
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- National Institute for Health & Clinical Excellence, 2012, Quality Standard for Patients in Adult Services
- National Quality Board 2015, Improving Experiences of Care: Our Shared Understanding and Ambition
- NHS England Accessible Information Standard, 2015
- NHS Institute for Innovation and Improvement (213), 'The Patient Experience Book'
- NHS England, Putting Patients First, The NHS England Business Plan for 2013/4-2015/6
- Royal College of Speech and Language Therapists 2013, Five good communication standards. London: RCSLT
- The King's Fund 2010, What Matters to Patients? Developing the Evidence Base for Measuring and Improving Patient Experience

The Patient Experience Cycle- DOH (2011)



Please tell us how you feel about the services we provide

If you have a compliment, concern or complaint, please raise this in the first instance with the team providing your care.

If you are unhappy with the outcome please contact Patient Experience Service on:

0800 013 2319

or email:

snhs.solentfeedback@nhs.net

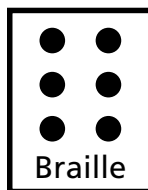
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www.solent.nhs.uk/contact-us

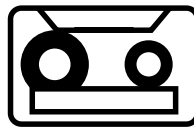
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