

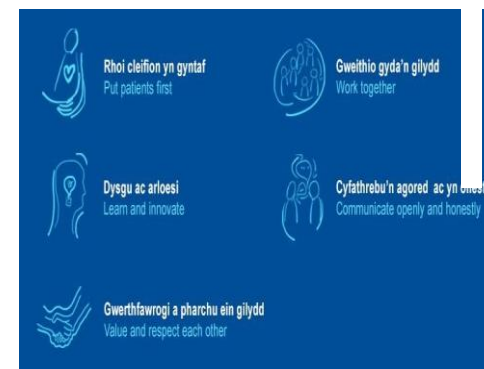


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Patient & Service User Experience Improvement Strategy 2019 - 2022



Listening and Learning from Patient Feedback

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1. INTRODUCTION

The Aim of the Patient and Service User Experience Improvement Strategy:

The vision of this BCUHB Patient and Service User Experience Improvement Strategy reflects the NHS Wales' framework to deliver against four mutually supportive goals, 'the Quadruple Aim':

- Better population health and wellbeing through prevention.
- Better experience and quality of care.
- Better engagement of the workforce.
- Better value from the funding.

BCUHB is committed to engaging with our patients and service users to listen and learn from their experiences to become improvement focussed on care pathways gaining insight especially from vulnerable, protected and underserved groups.

The strategy will be the blueprint of the work improvement plan to drive Patient and Service User Experience to reflect the voice of the patients and service users who use BCUHB services.

Patient and Service User Experience feedback is fundamental to BCUHB to understand how care and treatment has made them feel which provides a learning platform for service improvements.

Capturing the range of views gives balanced feedback data that will demonstrate 'what we do well' and provide insight into 'areas to improve'. By developing systems to 'listen and learn' from Patient and Service User Experience will enable BCUHB to reduce the need for patients and service users to formally complain by incorporating active listening, resolving and seeking resolution in real-time.

BCUHB staff will be empowered by having an understanding of the voice of the patient to take action.

2. NATIONAL DRIVERS

BCUHB has a mandatory responsibility to listen and learn from patient/service user experience; key policy frameworks include:

- NHS Delivery Framework 2018/2019 (NHS Wales, April 2018)
- Listening and Learning from Feedback – A Framework for Assuring Service User Experience (WG, 2015a)
- Equality Act 2010
- Health Care Standards for Wales (WG, 2015b)
- Wellbeing of Future Generations (Wales) Act (WG, 2014a)
- Social Services and Wellbeing (Wales) Act (WG, 2014b)
- Parliamentary review of Health & Social Care in Wales (2018)

The plan includes how we meet important elements of the recommendations of the Parliamentary review of Health and Social Care in Wales (2018) and the Welsh Government's *National Framework for Assuring Service User Experience (2015)*.

BCUHB has placed improving patient and service user experience at the heart of the Quality Improvement Strategy (2017 -2020) *"a promise to learn a commitment to act: ensuring the patient voice is heard at every level of the service"*. There is a commitment that patients will be listened to and that feedback from patients and service users will be obtained, published and acted on by BCUHB.

In line with the 'Assuring Service User' framework, the Patient and Service User Experience team are striving to improve the quality of feedback by analysis and reporting the rich data from feedback. The following diagram reflects the four quadrants of the All Wales model:

- Actively utilized Real-time feedback system with weekly and monthly reports produced
- Care to Share clinics
- BCUHB comment cards
- Patient Advisory Liaison Support (PALS) Service in all regions
- "Have Your Say" engagement clinics

- PALS "Care to Share" clinics - staff involvement is key (posters in wards, clinics)
- Website development to promote online and electronic feedback and PALS service
- Listening and learning from feedback to inform improvement
- Stakeholder engagement
- Specialist services
- Development of Social Media and Staff App usage
- Website platform to display Patient Stories and feedback



- Accessible Healthcare Standards - Sensory Loss
- Inpatient postal survey
- Positive staff feedback model (e.g. Friday Feel Good)
- Positive Patient Experience (via social media)
- Reporting to inform and support ward accreditation process
- "You Said We Did" model
- Public engagement events (targeting specific groups)
- Recording compliments

- Positive and negative feedback methods
- Care to Share library
- Patient stories - develop a 'Trilingual' digital library (including BSL)
- Coproduction with the Communications Team, Engagement Team, Quality Improvement Groups in collaboration with the Quality Steering Groups and Quality & Safety
- Deliver Customer Care and Patient Stories Training

3. HOW WE COLLECT AND USE FEEDBACK

The overall intention is to provide a range of accessible methods for patients, their family and carers to feedback on BCUHB services. Patient and Service User Experience feedback data is collected through a number of different frameworks including: the Real-time feedback survey system, retrospective inpatient postal survey, Comment Cards, Patient Stories, compliments and letters, 'Care to Share' via the Patient Advice and Liaison Support Service (PALS) and 'Have your Say' engagement events; but also from complaints, clinical negligence claims and patient safety incidents.



The Listening and Learning Strategic forum for Patient and Service Experience' group (LLG) (LLE was stepped down for 6 months to review the function/purpose of the meetings and capture the correct attendees in alignment with QSE and QSG).

It was agreed that the LLG will focus on outlining targets and reporting frameworks to link the connections between Patient & Service User feedback and service improvements.

Governance Leads and all BCUHB Services meet quarterly to feedback a) The feedback/data received from their Patient & Service Users and b) What service improvements are being made. Inclusive of Complaints, Incidents and Clinical Negligence Claims trend analysis to gain a holistic insight into all services. The LLG is chaired by the Associate Director of Quality Assurance. LLG focus on



outlining targets and reporting frameworks to link the connections between service user feedback and service improvements. Focusing on 'You Said We Did'.

The Patient & Service User teams will support quarterly capturing feedback on patient satisfaction in regards to PTR. Random samples of total number of complaints annual survey of 50% of total number of formal complaints.

The aim of this strategy is to enable BCUHB to develop the existing feedback and reporting systems to ensure that staff, managers, the Board and stakeholders are able to access the collated Patient and Service User Experience data to facilitate Quality Assurance and Service Improvement. This will demonstrate BCUHB's commitment to continuous listening, learning and improvement. This information aligns with the four domains of the Assurance for Service User Experience Framework (WG, 2015a): Real-Time, Retrospective, Proactive/Reactive and Balancing as illustrated.

The Patient & Service User team are accountable for the management of the feedback process. Services must ensure that Patients & Service Users are provided with every opportunity to provide their feedback on their experiences.

PROACTIVE

Patient Advice & Liaison Support (PALS) was piloted in the Central region in July 2017. Following its success the service will be rolled out to the East and the West from April 2019.

‘Care to Share’: The PALS service has initiated ‘Care to Share’ clinics on various wards across both Acute and Community Services sites, Health Board Managed GP Practices. The clinics provide patients, carers and relatives with an opportunity to contribute any feedback around care and treatment with a view to resolving. There is an opportunity to speak informally with the Ward Manager and PALS officer during the allocated timeslot. The Care to Share clinics are to be advertised with posters and flyers displayed on the wards, bays, cubicles and corridor areas.



Have your Say: To be established across clinical areas on all sites in order to gather the service user feedback on the services we provide to help us improve and influence future plans.

The feedback received will be shared with clinical areas. Should the report highlight negative feedback an action plan will be devised and implemented to demonstrate ‘listening and learning’ from Patient and Service User Experience . The information will be shared with the patients, carers and relatives by the staff in “*You Said We Did*” display posters.



Increasing the management of ‘inquiries’: The introduction of the PALS service across BCUHB regions will enhance the ability to respond to inquiries from patients, carers and relatives in real-time to



seek resolution and satisfactory outcomes. Therefore providing a pathway to avert the need for formal complaints to be raised wherever possible.

Customer Care and Patient Stories training: Monthly sessions in each BCUHB region for clinical and administrative staff in collaboration with the BCUHB Corporate Nurse Education team. The focus of the Patient & Service User Experience training is to identify the key components of effective customer service within the NHS and strategies to:

Ensure staff will meet the needs of customers professionally, courteously and efficiently by:

- Treating all customers with respect and courtesy.
- Listening to what patients and service users have to say.
- Personalising services to the needs and circumstances of each patient and service user where practical.
- Always doing what they say they are going to do, or by updating the appropriate people promptly if things change, offering an explanation for the change
- Responding to enquiries promptly and efficiently.
- Consulting patients and service users about their service needs.

Patient Stories training equips staff to successfully capture and share experiences. Capturing the ‘lived experience’ is fundamental to understanding the challenges faced and also the lasting impact of the care pathway. Developing a trilingual digital library of patient stories

utilising audacity software, videos and British Sign Language (BSL) which would be accessible via BCUHB website.

Supporting Quality Improvement: It is essential that the voice of the patients and service users is placed at the heart of BCUHB service improvement models. This approach is integral to engendering sustainable change in line with BCUHB's core values and policy directives. Patient and Service User Experience feedback will be utilised in key service improvement projects including:

- Reducing Health Acquired Pressure Ulcers (HAPUs)
- Reducing Falls
- Reducing Medical Device and Medication Errors
- Improving Nutrition & Hydration
- Improving Dementia
- 'John's Campaign'
- Improvement Projects arising from Ward Accreditation
- End PJ paralysis
- TODAY ICAN (MHL) projects

REAL TIME PATIENT AND SERVICE USER EXPERIENCE FEEDBACK:

Viewpoint: BCUHB utilises Viewpoint™ to provide real-time service user feedback to staff and managers as the basis of quality assurance, ward accreditation and service improvement in line with its mandatory responsibilities (WG, 2015a; WG, 2015b). The survey questions reflect the WG validated service user questions and updated Framework for Assuring Service User Experience 'Your NHS Wales Experience' questionnaire (2018). The real-time survey needs to be



available in electronic and paper formats within all BCUHB wards and departments in both Acute, Community Services and Health Board Managed GP practices.

Real-time feedback is critical in ensuring that the voice of the patients, carers and relatives reach staff and managers in a timely manner. To support BCUHB service improvement projects the Patient and Service User Experience team will ensure that this data is accessible to triangulate with other key quality metrics. The Patient and Service User Experience team will continually review the functionality and value for money offered by the current and/or any replacement system in order to ensure that it is fit for purpose. Specifically that the real-time feedback is:

- Accessible at ward/departmental level to staff and managers across BCUHB
- Triangulated with Complaints, Incidents, HARMS metrics to build a comprehensive picture of '*what our service users are telling us*' via the BCUHB IRIS dashboard
- Encourage the involvement of patients, carers, relatives, volunteers and other service users in the provision of experience feedback
- Capture external providers by seeking views from those who provide services to our population e.g. English providers, private providers, other welsh health bodies etc.

Sharing complimentary correspondence and ensuring daily 'alerts' are systematically shared and distributed with key relevant staff.

It is required that all services ensure every opportunity is taken to capture feedback from Patients & Service Users. Every service must ensure a minimum of 80/20 (1 in 5) patients and service users either discharged or patient appointment feedback is captured. Therefore a minimum of 20% is required.

The Service User Team will support the principle of ensuring that service users are provided with every opportunity to provide their feedback.

The Patient & Service User Experience team (PSUET) will ensure every action is taken to improve quarter on quarter / year on year feedback. Where this is not happening, the PSUET will be responsible for escalating to the Director of Nursing – which will be reported via the Listening and Learning Group.

RETROSPECTIVE:

Social media: The Patient and Service User Experience team monitor, capture and share patient feedback and use Facebook to demonstrate the positive experiences and compliments received. BCUHB's Communications team and the Workforce and Organisational Development (WoD) staff support this work to enhance the reputation by promoting and celebrating a positive view of the organisation.



NHS Wales Patient Satisfaction Postal Survey: The survey is administered quarterly to a random sample of 1,000 inpatients. BCUHB obtains a high response rate to this survey of approximately 35%. The Patient and Service User Experience team will ensure that



feedback from this survey is triangulated with real-time feedback in order to ensure that the retrospective views of patients after discharge is reported and shared with staff and managers in a timely manner.

Newsletter: A quarterly Patient and Service User Experience newsletter to develop a continuous engagement model capturing 360° experiences to share with service users and stakeholders to promote open and honest communication. This will be available online via the BCUHB website and in paper format. The golden thread influencing all the various Patient and Service User Experience feedback formats is to ensure links to Secondary and Community Care, Mental Health and Learning Disabilities, Women's and Children Services and Health Board Managed GP Practices actively reflect care pathways of BCUHB patients.

BALANCING:

Friday 'Feel-good' Comment of the Week: Provides feedback to the ward/department who are deemed to have had the most motivational feedback comment of the week! They are selected by the Patient and Service User Experience teams in each of the regions every Friday and publicised on BCUHB social media. The ability to utilise service user feedback to increase staff motivation, well-being and job satisfaction is an extremely important consideration for BCUHB.

Patient Stories: Patient stories can be a powerful tool to improve services, gain feedback and highlight the patient's experience. Stories are about learning and actively listening to patients, relatives



and carers. Patient stories will ensure that the patient's voice is recognised as being centrally important in the drive for service improvement. This work is being supported by the Communications team and further developments are planned with regards to increasing the number of patient stories and development of the patient stories digital database.

Engagement Events: The Patient and Service User Experience team will attend and present at BCUHB engagement events to network with the third sector, stakeholders and relevant groups to promote 'Have your Say' events. National Patient and Service User Experience network events will be attended to build effective working relationship with other Health Boards and Trusts. The Patient and Service User Experience team will support the joint Macmillan / BCUHB '*Transforming Cancer Pathways*' project.

Strategic Relationships: The Patient and Service User Experience team will build effective, collaborative and engaging external networks with Public Health Wales, Welsh Ambulance Service Trust (WAST), the Children's Commissioner, the Older People's Commissioner, the Welsh Language Commissioner, the North Wales Community Health Council and Equalities leads across Wales. By sharing our ambition with stakeholders 'we can and should do better' because we are listening and engaging to continuously improve Patient and Service User Experience by actively evaluating the difference we are making.

The Patient and Service User Experience team will revise and develop the strategic focus of the Listening and Learning Forum to

ensure comprehensive and rigorous development in co-production with the BCUHB Performance Improvement team, WoD (including the Equality team) and the Quality and Safety teams to achieve shared mandatory responsibilities to reflect BCUHB strategic objectives:

Internal Engagement

- Operational Managers
- Regional and Organisational Governance (QA) Teams
- Quality Improvement Health Care Team
- Workforce and Organisational Development
- Service Improvement and Programme Management Office
- Engagement Team/Regional Officers
- Communication Team
- BCUHB Quality Improvement Hub
- Primary Care Localities
- Heads of Health Board Managed Practices

External Engagement

- Primary Care Contractors
- All Wales Service User Experience Forums
- Welsh Heads of Service User Experience Forum
- NHS Wales Senior Officers Group
- Centre for Sign Sight and Sound, Vision Support
- Other centres of excellence

Develop consistent, equitable relationships with BCUHB Quality, Nursing and Allied Health Professionals (QNAP) in:

- IP&C (Infection prevention and control)
- Information Governance & Risk (including Datix)
- Quality and Transforming Care
- NHS National Safeguarding Team

- NHS Centre for Equality and Human Rights
- Concerns, Claims and Redress (PTR)
- Corporate Safeguarding

3.1 STAFF EXPERIENCE:

BCUHB is committed to achieving excellent staff experience as part of the quadruple aim. In order to deliver excellent care and treatment staff need to have a positive work environment to support the outstanding commitment and drive demonstrated across BCUHB consistently. By having the voice of the patient at every level enables staff to recognise the positive impact and difference they can all make every day.

4. OUR AMBITIONS

To develop the capacity of the organisation to listen and learn from feedback as the basis for developing in a co-productive manner, services which are better able to meet the needs of patients and other service users. The Patient and Service User Experience Team will:

1. Enable and engage with patients, carers and their families to encourage feedback on how they feel about their experience of BCUHB services.
2. Develop clear, accurate and relevant reports to share Patient and Service User Experience feedback with BCUHB staff, managers, and the Board to support and inform service improvement.

3. Develop the PALS service and will support the timely resolution of inquiries to enable effective communication between staff and patients, carers and their families. This will promote immediate learning and positively influence the services. Therefore, reducing the need to raise systemic formal complaints.
4. Triangulate Patient and Service User Experience feedback to identify trends and themes, which celebrate best practice and identify areas to improve. Ensuring that BCUHB staff receive clear information that allows understanding to take action on what patients and service users are telling us about their experiences.
5. Raise the profile of the Patient and Service User Experience work streams and the reputation of BCUHB both locally and nationally.

The ambition of the BCUHB Patient and Service User Experience team is to work locally and nationally to develop and deliver a model of collecting and reporting feedback that ensures the views, opinions and experiences of how patients, carers, relatives and service users feel is heard from ward to Board by '*seeing services through the eyes of our patients*'.

5. How will Patient and Service User Experience be reported?

Patient and Service User Experience feedback data will be reported to obtain a balanced understanding of '*what it feels like to be a patient or service user*' accessing BCUHB services. The approach to collecting patient and service user feedback must be robust, relevant, and timely and reflect the principles of the Welsh Government Framework Welsh Government's *National Framework for Assuring Service User Experience (2015a)*. It will facilitate learning, improvement and celebrate best practice.

This strategy promotes and supports the need to use data effectively to build upon the foundations of the Ward Accreditation programme. The Patient and Service User Experience data will triangulate feedback from complaints, clinical negligence claims, patient safety incidents, compliments and patient surveys to provide a comprehensive 360° report. Feedback from patients and service users is captured and measured through a broad range of initiatives consistent with this framework for gaining and reporting on service user feedback (as illustrated in the following cycle matrix).

The Patient and Service User Experience team will produce relevant weekly, monthly and quarterly reports to all levels of BCUHB staff to ensure the patient voice is heard.

Moving Forward - Implementation

Strategy. This strategy is a clear approach that sets out how BCUHB will learn from patients

This strategy will measure the performance of the BCUHB Patient and Service User Experience team against the core deliverable objectives in the NHS Wales' Listening and Learning framework of 'the Quadruple Aim'. This strategy mandates listening to and learning from patient experience to deliver safe and compassionate care by ensuring sufficient coordination of all its activity related Patient and Service user experience.

Resources. This strategy has the right resources to learn from patients BCUHB have committed significant additional resources to deliver this strategy with nine PALS officers serving across all regions to support to ensure their experience pathway is improved. BCUHB are leading the way in Wales by demonstrating investment in effective systems to capture and analyse data, measuring, tracking and driving quality improvements forward.

The Listening and Learning group will be the quality assurance measure to monitor reports and translate them into improvement work and celebrating best practice.

Methods. The strategy has a wide enough range of methods for learning from patients and service users

The strategy stipulates organisational coverage of all services and locations in BCUHB will ensure a minimum 20% of all patients and service users either discharged or patient appointment feedback is captured with year on improvements. This includes hard to reach

groups and those seldom heard through 'Care to Share' clinics, Patient Stories and active involvement with forums.

As an organisation BCUHB is committed to capturing tri-lingual Welsh, BSL and English feedback in real-time; in-depth; narrative/patient stories and retrospectively with easy read functionality.

The BCUHB Patient and Service User Experience revised website development will support patients providing their views at any time, in a variety of ways.

Triangulation. This strategy will triangulate patient information with other important data

A rounded feedback across the organisation is captured in the Quality Safety Experience report covering patient experience, quality and safety, complaints, concerns, incidents and outcomes. The BCUHB Ward Accreditation model, Community Health Council independent clinical visits and Health Inspectorate Wales support the patient experience is measured holistically across all areas. Care to Share clinics are inclusive of listening to staff feedback and triangulated with the patient views. These are openly shared on clinical areas notice boards along with the weekly patient experience real-time feedback weekly comments reports. Through its continuous commitment to working with the All Wales network meetings BCUHB is instrumental in developing key areas of improvements in collaboration with other Health Boards, WAST and Public Health Wales.

Honest Reporting. This strategy will report patient feedback honestly and in public



This strategy highlights the developing transparency in openly sharing the 'You Said We Did' communication methodology, going hand in hand with clinical effectiveness and safety. Celebrating positive comments by sharing on social media not only raises staff morale but also improves Patient and Service Users confidence in the organisation. This strategy supports a collaborative approach with Workforce and Development and Equality and Human Rights strategies to ensure the organisation responds and direct action to the feedback received.

Patient and Service User experience journey starts at the beginning with first contact and ends with the last. These form first and last impressions. Getting Patient and Service Experience right will support learning from Patient and Service User Experience.

The themes from the WG Listening and Learning Framework which demonstrate how this strategy will be applied are:

Theme 1 - First and Lasting Impressions

- The embedding of 'my name is' principle of customer care.
- The development and roll out of customer care training sessions in all regions.
- (See also Safe Clean Care and Ward Accreditation below)

Theme 2 - Receiving care in a Safe, Supportive, Healing Environment

- Continued utilisation and main streaming of patient safety huddles in all regions



- Safe Clean Care principles embedded in all areas.
- Development and embedding of the new Ward Accreditation Framework and associated action planning.
- Following on from the above the use of service user feedback data to support service improvement relating to reducing Health Acquired Pressure Ulcers, reducing Health Acquired Pressure Ulcers (HAPUs), reducing Falls, reducing Medical Device and Medication Errors, improving Nutrition & Hydration, improving dementia care.
- Development of Dementia Friendly ward environments, (see also John's Campaign and Positive Person approach).
- Establishment and monitoring of safe staffing levels in areas.

Theme 3 - Understanding of and Involvement in Care

- Standardisation of ward notice boards in line with Ward Accreditation standards in order to provide critical information to patients, staff and other service users including a summary of recent service user feedback.
- The BCUHB Muscular Skeletal Joint Service Advisory Group (MSK JAG) has been established to bring together key service user stakeholders. Predominantly third sector MSK groups e.g. Arthritis Action UK, Lupus UK, RSI Action, Scleroderma and Raynaud's UK etc.
- Continued support and funding for the Accessible Health Care Service which provides support for service users with sensory loss in accessing and using services in line with the requirements of the Accessible Communication and Information Standards (WG, 2013).
- Following on from the above the continued development and deployment of the Sensory Loss Toolkit to all areas including Health Board Managed GP practices and Primary Care Contractors.

6. References

Accessible information and Communication Standards for People with Sensory Loss (WG, 2013)

Equality Act 2010, London: HMSO

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Listening and Learning from Feedback – A Framework for Assuring Service User Experience (WG, 2015b)

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Parliamentary review of Health & Social Care in Wales (2018), London: HMSO

Patient Experience Review – Betsi Cadwaladr University Health Board, (Elliott Blanchard Ltd, August 2018)

Social Services and Wellbeing (Wales) Act (WG, 2014b)

Wellbeing of Future Generations (Wales) Act (WG, 2014a)

Fig 3 - Patient and Service User Experience Cycle

