

Patient Experience Enabling Strategy 2022-2025

Working in partnership

The Royal Wolverhampton NHS Trust
Walsall Healthcare NHS Trust



Care Colleagues
Collaboration Communities

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Foreword

We are delighted to introduce the Patient Experience Enabling Strategy (2022 - 2025), which will support and empower all staff within our respective Trusts to put patient experience at the heart of everything we do.

The heart of our success as an organisation is the involvement of our patients, their relatives, carers and the community to give them the best experience of care possible for we are the patient experience.

We aim to be Providers of Healthcare that continually strive to improve patient experiences and outcomes, aligned with an outstanding patient experience that meets expectations.

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

We know that a positive experience during each interaction of care leads to positive clinical outcomes. If a patient feels listened to, involved in their care, respected and looked after, they will respond better to healthcare interventions and also be more able to manage their own journey through care.

Therefore, we pledge to actively seek, listen and act on feedback received from our patients, staff, and other key stakeholder groups. This Patient Experience Enabling Strategy has been co-produced with our patients, our staff and our partners and it reflects the needs of our local populations.

The strategy builds on our journey and cultural shift from 'doing to' patients, to 'working with' patients and carers. We aim to ensure that all patients and carers have a central role in all aspects of care, service design and improvement across the organisation.

The Trust is truly committed to the delivery of high-quality care. In order to achieve this, we must listen to our patient and carers feedback, ensuring that we learn and respond to continuously improve our services.

This joint strategy shows both Trust's commitment to improve outcomes for patients and efficiency of process through closer collaboration between the two Trusts.



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1.0 Introduction

This strategy sets out how both Trusts will strengthen its approach to patient experience, engagement, public involvement and co-production.

The strategy also encompasses the Trusts overall objectives and ambition to become an Integrated Care System with the aim to work in partnership with local authorities and others, to take collective responsibility for managing resources, delivering NHS standards, and improving the health of the population served.

This strategy will set out our priorities for improving patient experience in the next 3 years. Three pillars of improvement have been identified. These are Involvement, Engagement and Experience.

These pillars have been guided and informed by the patient voice – using feedback and insight gained from our patients, families, and carers who either completed a national or local survey, took part in the Friends and Family Test, provided positive feedback or raised a concern or complaint. We have set ourselves several priorities which will underpin each of the three pillars of improvement. The strategy also outlines how the patient voice will inform the work of both Trusts, describes why it is important to engage with patients and the public, and defines the accountability structure and proposed measurements of success.

1.1 Developing this strategy

This strategy outlines our forward view of how we will respond to the feedback we have heard using a thematic approach to the information we have received in addition to stakeholder involvement from our patient involvement partners, patients, families, carers, staff and various external organisations through the completion of online surveys.

We asked the following questions:

1. What makes a good experience for you as a patient or carer?
2. What could we do better to improve the patient and carer experience?
3. Do you agree with the areas that have been identified for improvement?
4. Have we missed anything that you consider needs improving?
5. Do you think that the Patient Experience Enabling Strategy shows commitment to work with patients to listen to them and to learn and develop the services that they want to receive?
6. Is what matters to you most reflected in the current strategy?
7. As a result of the strategy, do you feel that the Trust has reached out to you, listened, learned and made changes to services as a result?
8. Which of the current work areas do you think that the Patient Experience Enabling Strategy should focus on?

1.2 Patient Participation and Involvement

We met with our Patient Representative Groups and shared the patient voice feedback, the improvement pillars and how these were decided upon. Our partners provided valuable feedback in support of the pillars and how they will involve themselves in seeking assurance on the improvement actions and measuring outcomes.

For Walsall Healthcare NHS Trust (WHT) - When we asked question 1, we received some really engaging feedback from our Patient Involvement Partners. Key points were made around civility, ensuring patients are listened to and ensuring staff are communicating well and giving relevant information to our patients.

Our Patient Involvement Partners explained, regarding question 2, they believe care in the hospital should be patient centred as everyone requires different levels of care and treatment. Whilst also making sure preference is a key factor.

All Patient Involvement Partners agreed with question 3 and that all the areas have been identified for improvement are correct.

Our members touched on time management as an area they consider needs improving in question 4. They trust that using time management more effectively will enable patients to have an opportunity to ask any questions relating to their treatment and to understand the next steps of their care if they are unsure.

For The Royal Wolverhampton NHS Trust(RWT) – 65% of the patients who responded were familiar with the current strategy and felt that it shows commitment to work with patients to listen to them and to learn and develop the services that they want to receive.

We asked our patients what matters to them the most when they receive NHS services. They responded that the service needed to be right to suit the needs of the patient and they wanted to be treated quickly.

We also asked them what areas could be specifically focus on and an over arching 76% wanted us to develop and produce services from start to finish by engaging meaningfully with patients and other stakeholders. They wanted us to learn from complaints and encourage better attitudes and practice from employees.

It was felt that patients related to the areas on which the strategy focuses. That they are relevant and assist to the development of the Trust to provide services which are truly patient-centred.

The Patient Experience Enabling Strategy links to both Trusts strategic vision working in partnership with each other: "To deliver exceptional care together to improve the health and wellbeing of our communities".

Care	Excel in the delivery of Care	
Colleagues	Support our Colleagues	
Collaboration	Effective Collaboration	
Communities	Improve the health and wellbeing of our Communities	



Because of the thematic review, both Trust's have set several priorities which will underpin each of the three pillars of improvement, Involvement, Engagement and Experience. Each pillar is headed by a 'We statement' this statement of intent sets out a clear objective of improvement underpinned by a series of improvement actions and measurements.

1.3 Survey Feedback

An online survey was carried out during July and August for each Trust with variances to questions based on specific demographics of patient groups and data already gathered. Responses were received from a variety of Patients, Family members, carers staff members and members of the public or other.

Appendix 1 and 2 shows the responses received for each Trust.

For WHT

- 57% of respondents agreed with the areas identified for improvement
- 40% of respondents agreed to some extent with the areas identified for improvement
- 67% of respondents offered commentary on the identified areas for improvement
- 75% of respondents provided additional comments in relation to further improvements

For RWT

- 55% of those surveyed at RWT were either patient or family member/carer. The remainder responses were from staff
- Those surveyed were given a list of options to let us know what they believed were the highest priority for improvement. Those key areas chosen are featured in our priorities for the next three years
- 64% were familiar with the current strategy
- 70% of those who responded believe the strategy demonstrates commitment to work with patients to listen, learn and develop desired services
- 61% said that what matters to them is reflected in the strategy

Our Patient Experience Enabling Strategy – 2022-2025

Quality, Clinical Effectiveness and Safety

Involvement

We will involve patients and families in decisions about their treatment, care and discharge plans.

Engagement

We will develop our Patient Partner programme using the patient voice and the input this provides to inform service change and improvements across the organisation.

Experience

We will support our staff to develop a culture of learning to improve care and experience for every patient.

Patient Voice

Local and National Surveys – Friends and Family – Concerns, Complaints and Compliments

1.4 What is Patient Experience?



'Patient experience' is what the process of receiving care feels like for the patient, their family and carers. It is a key element of quality, alongside providing clinical excellence and safer care (NHS Institute for Innovation and Improvement 2013).

The Department of Health and Social Care defines a positive patient experience as: "Getting good treatment in a comfortable, caring and safe environment, delivered in a calm and reassuring way; having information to make choices, to feel confident and feel in control; being talked to and listened to as an equal and being treated with honesty, respect and dignity" (Department of Health (2005) 'Now I feel tall – what a patient-centred NHS looks like').

1.5 What is patient and public engagement?

It is the active participation of patients, carers, community representatives, community groups and the public in how services are planned, delivered, and evaluated. It is broader and deeper than traditional consultation. It involves the ongoing process of developing and sustaining constructive relationships, building strong, active partnerships, and holding a meaningful dialogue with stakeholders. 1) Engaging with patients and the public can happen at two levels: individual level – ‘my say’ in decisions about my own care and treatment. 2) Collective level – ‘my’ or ‘our say’ in decisions about commissioning and delivery of services.

Effective patient engagement means involving patient cohorts (patients with common conditions) in helping to get the service right for them. It is also about engaging the public in decisions about the commissioning, planning, design and reconfiguration of health services, either pro-actively as design partners, or reactively, through consultation.

1.6 Why is this important?

Effective engagement leads to improvements in health services and is part of everyone’s role in the NHS. Improving patient experience is about working with the people who use services to make these services better. It is about designing services that meet their needs and it requires a commitment to doing this on an ongoing basis, day-by-day and year-by-year.

2.0 The Patient Voice

We have undertaken thematic reviews using feedback received over a 12-month period from patients/public who either completed a national or local survey, took part in the Friends and Family Test, or raised a concern or complaint. Each theme highlights areas where change and improvement are required. The following themes are consistent for 86% of all feedback where improvements could be made (negative feedback) highlighting key areas to focus on.

Highlighted themes from patient feedback

- 1) Treatment and care
- 2) Communication and information
- 3) Appointments and admission
- 4) Environment and hospital access
- 5) Systems and processes
- 6) Customer service



2.1 Patient Voice Thematic Review

Appointments & Admission

Clear appointment letters and communications.

Reduce delayed or cancelled appointments.

Manage clinic cancellations before booking appointments.

Ensure appointments are required and appropriate for the needs of the patient.

Treatment & Care

Treat patients as individuals.

Support patients getting attention when they need help.

Listen to patients worries and fears.

Ensure patients feel safe.

Treat in a way that instils confidence in healthcare professionals.

Deliver safe staffing levels.

Involve patients in all treatment decisions.

Getting the right service to treat the patients needs

Systems & Processes

Discharged at the right time.

A discharge process from the point of admission.

Reduce waiting times and communicate what they are.

Communicate discharge at the right time.

A safe discharge where patients feel prepared.

Discharge plans that involve family and carers.

Having everything ready at the time of discharge.

Customer Service

Treat patients with respect and dignity.

Ensure patients do not feel a burden.

Act in a friendly, professional manner.

Respect patient views and beliefs.

Deliver compassionate care.

Communication & Information

A clear treatment plan patients can understand.

Patients involved in decisions around their treatment and care.

Involvement and clear communication with patients & family/carer.

Understand a patient's medical history to avoid repeating.

Give clear explanation of any changes or cancellations.

Clear and easy to understand after care information.

Avoid conflicting information that confuses patients.

Clear information around what to do at home.

Informed of discharge plan and information.

Clear communication around discharge.

Communicating waiting times.

Good communication verbal and non-verbal

Environment and Hospital Access

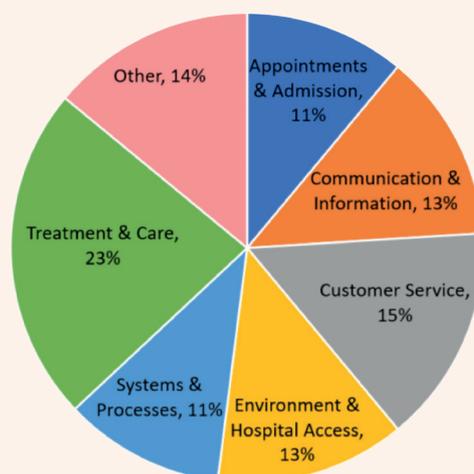
Ensure the environment feels safe.

Deliver a clean environment.

Maintain a hospital environment that is comfortable.

Safe access for disabled and immobile patients and visitors.

Reduce and manage noise and disturbances.



From our engagement sessions and thematic review, we have highlighted the following Strengths, weaknesses, Opportunities and Threats to the patient experience at our Trusts.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Excellent Leadership • Compassionate and kind staff • Greater confidence in patient care • Improved patient care • Reliable, consistent, health care provided, safe environment, great building and equipment, well trained staff • Carers priorities in line with the NHS Long term plan 	<ul style="list-style-type: none"> • Inconsistent approach, decrease of communication, increase of risk • Poor communication with our patients • Efficient discharge of medically fit patients • Patients not involved in their care plans
Opportunities	Threats
<ul style="list-style-type: none"> • Further build on patient involvement and co production; • Collaboratively working with neighbouring Trusts • Enhancing care using digital innovation • Pro actively seek feedback • Understand the demographics of our patients and improve health inequalities • Opportunities to create friendships/ social interaction using volunteers aiming to reduce re admittance 	<ul style="list-style-type: none"> • Impact of COVID-19 on staff, patients, families • External factors outside of our jurisdiction e.g. packages of care • Losing a patient's trust • High costs (new technologies) • Financial constraints • Risk management • Staffing ratio

3.0 Improvement Pillars

Three pillars of improvement have been identified. These are Involvement, Engagement and Experience.

3.1 Pillar one – Involvement

Pillar one – Involvement

We will involve patients and families in decisions about their treatment, care, and discharge plans.

Our Commitment to you:

- Involvement and clear communication with patients & family/carer.
- Clear and easy to understand after care information.
- Listen to patients worries and fears.
- Clear information around what to do at home.
- Informed of discharge plan and information.
- Clear communication around discharge.
- Systems & Processes Discharged at the right time.
- A discharge process from the point of admission.
- Communicate discharge at the right time
- A safe discharge where patients feel prepared.
- Discharge plans that involve family and carers.
- Having everything ready at the time of discharge.

How we will deliver this:

- By providing patient information in an accessible format and in a way, it can be understood.
- By empowering patients to ask questions to their health professional in any setting
- By valuing patients time, treating them with dignity, respect, and compassion
- By ensuring we learn from and improve our patients discharge experiences by actively asking for and using feedback
- By encouraging our patients to share their needs and preferences with us and to ensure they are the centre of the decision making for their care and treatment
- Ensuring that people from minorities (ethnic minorities, disabilities, religious groups, LGBT+ groups) have services that do not discriminate and equally meet their needs alongside others

Measuring success

- ✓ To be in the top 20% of all Trusts overall for 'patients feeling they were treated with dignity and respect' (National Inpatient Survey)
- ✓ To be in the top 20% of all Trusts for 'did hospital staff take your family or home situation into account when planning for you to leave hospital?' (National Inpatient Survey)
- ✓ All our essential patient information leaflets to be available in easy read, large print and translated by the end of 2023
- ✓ To be in the top 20% of Trusts for 'Did you feel able to talk to members of hospital staff about your worries or fears?'

3.2 Pillar two – Engagement

Pillar two – Engagement

We will develop our Patient Partner programme using the patient voice and the input this provides to inform service change and improvements across the organisation.

Our Commitment to you:

- Clear appointment letters and communications
- Reduce delayed or cancelled appointments
- Manage clinic cancellations before booking appointments
- Ensure appointments are required and appropriate for the needs of the patient
- Communicating waiting times.
- Avoid conflicting information that confuses patients
- Deliver a clean environment
- Maintain a hospital environment that is comfortable
- Safe access for disabled and immobile patients and visitors.
- Reduce waiting times and communicate what they are

How we will deliver this:

- By actively increasing the number and diversity of volunteers that support our services including those who will support asking for and recording patient feedback
- Recruiting, training, implementing and developing volunteers more widely with a program aiming to get young volunteers into paid employment
- By maximising the ways in which we engage with people which may be face to face, digitally, online surveys and seeking new partnerships with community groups
- By encouraging more patients to attend our Patient and Partner Experience Group and to emulate this across other Trust committees and meetings with allocated patient membership
- By involving our community partners on projects and initiatives that improve patient experience using co-design principles
- By ensuring Patient participation groups (primary care) Staff focus groups (all services) Long term condition - expert patient groups
- Developing and producing services from start to finish by engaging meaningfully with patients and other stakeholders

Measuring success

- ✓ A Patient Involvement and Engagement Hub that provides patients with an interactive involvement experience to improve Trust services by January 2023
- ✓ A systematic approach towards co-design, with a focus to embed this approach in all directorates.
- ✓ Improved positive communication to our patients - we will gather and evaluate feedback.

3.3 Pillar three – Experience

Pillar three – Experience

We will support our staff to develop a culture of learning to improve care and experience for every patient.

Our Commitment to you:

- Treat patients as individuals
- A clear treatment plan patients can understand
- Understand a patient's medical history to avoid repeating
- Support patients getting attention when they need help
- Ensure patients feel safe
- Treat in a way that instils confidence in healthcare professionals
- Deliver safe staffing levels
- Treat patients with respect and dignity
- Ensure patients do not feel a burden
- Act in a friendly, professional manner
- Respect patient views and beliefs
- Deliver compassionate care
- Ensure the environment feels safe

How we will deliver this:

- By using our Patient and Partner Experience Group meeting to gain assurance, monitor and manage patient experience workstreams and initiatives
- By supporting staff to place the patient voice at the centre of all we do. We will use feedback and insight to 'make every moment' count ensuring our hospital values are maintained and included in all interactions with patients, carers, and families
- By developing, building, and learning from National and regional best practice – benchmarking ourselves against other organisations
- By extending our 15 steps programme sharing the learning experienced by our patients and those who use our services
- Working with staff to develop communication and interpersonal skills
- Reduce the number of complaints relating to staff attitude and behaviour

Measuring success

- ✓ Have a system in place to monitor and record the actions taken as a result of feedback from national patient surveys
- ✓ 100% of in-patient wards to mandatory display information of improvements made from patient feedback
- ✓ 95% of patients would recommend us in the Friends and Family Test
- ✓ Reducing complaints, learning from them and encouraging better attitudes and practice from employees
- ✓ We are in the top 20% of Trusts for patients having confidence and Trust in the people caring for them (Doctors and Nurses)

4.0 Governance and Leadership

Both Trust's Patient Experience Groups have been strengthened by the Patient Involvement Partners Forum, and the Patient Feedback Oversight Group and acts as the catalyst for the Patient Voice at a strategic level, embedding quality and patient experience initiatives across the Trusts.

- Divisional Directors and Senior Managers are responsible for performance monitoring of patient experience taking place in their divisions which is measured through FFT, national and local surveys and complaints monitoring. Patient Experience should be an agenda item at all divisional quality boards.
- The Patient Experience Teams will support the patient experience agenda by: implementing and meeting Key Performance Indicators including those set nationally and locally by the commissioners; collection, analysis and dissemination of the findings across the Trusts; encouraging staff engagement to lead to better patient outcomes and better use of resources; identifying learning and improvement outcomes; developing systems for supporting action plans to close the feedback loop; offering good quality reporting that is themed with other key patient experience indicators.
- The Directors of Nursing are the Trust Board leads for Patient Experience and have specific responsibility for advising the Boards on all aspects of this strategy.
- The Trusts Non-Executive Directors who are the Trust Patient Experience Champion ensures that both the Boards and the Trusts act in the best interests of patients and the public; that patients and service users are treated with dignity and respect at all times, and that the patient voice is central to Trust decision making.
- Divisional Teams are responsible for ensuring that the views of patients, relatives, carers and the public are considered in all service development plans in a timely and effective manner and reports provided to the Patient Experience Teams.
- Patient Experience Groups receive regular progress reports from divisions and thematic work streams.
- WHC's Quality Patient Experience and Safety Committee (QPES) and RWT's Quality Governance Audit Committee (QGAC) receive monthly updates via bi-monthly reports of triangulated feedback and progress against plan.
- Both Trust Boards receive a summary from Quality Patient Experience and Safety. Each Trust Board is responsible for ensuring it receives and acts appropriately on information about the areas of public concern and assuring itself that engagement with patients, relatives, carers and the public has taken place.
- Both Trusts will provide a patient experience annual report detailing progress of this strategy, all other patient experience metrics and initiatives.

Whilst the above have the responsibilities described, all Trust staff at every level has a responsibility to promote positive patient experience and the principles of this strategy.

**Walsall Healthcare NHS Trust and
The Royal Wolverhampton NHS Trust Boards**



**Quality Patient Experience and Safety Committee
(QPES)
Quality Governance Audit Committee (QGAC)**



Patient and Partner Experience Group



**Patient
Feedback
Oversight Group**

**Patient
Involvement
Partner Forums**

5.0 Equality Impact Assessment

This Patient Experience Enabling Strategy will be equality impact assessed to ensure that the guidance provided does not place at a disadvantage any service, population or workforce over another.

6.0 Risks and Mitigations

Risks	Mitigations
Lack of staff to engagement in or prioritisation of good patient experience.	Staff receive the necessary training and are supported to understand/undertake patient experience activities.
Failing to meet the recommended measure based on average national target for FFT.	Promotion of the FFT ensuring that patients have an opportunity to take part and are encouraged to provide honest feedback. Publication of the results and outcomes including service improvement.
Trust failure to demonstrate improvement in patient experience against national standards.	The creation of an environment in which staff are encouraged to report learning and improvements from engaging with patients.
Failure to monitor patient experience and making changes as a consequence of feedback received.	Focusing on patient experience, measuring it and acting on the results of that measurement and identifying any associated cost. Identification of the factors that influence patient experience including those that may need new investment or those where better use of existing resources may be appropriate.

7.0 Conclusion

Both Trusts aim to actively improve the patient experience by implementing the aims outlined in this Patient Experience Enabling Strategy.

Key focused themes from all the data at our disposal have been identified which should impact upon and improve patient experience and fulfil the priorities that we have set for ourselves.

8.0 Reviewing this Strategy

This is a 3-year strategy underpinned by an Implementation Plan. The Plan will be reviewed on an annual basis.

For this strategy to be meaningful for our patients, the implementation will be measured on its delivery. A detailed delivery plan has been developed by each Trust which sets out the key activities, success measures and timescales to achieve our aims. The Plans will be reviewed annually, responding to any new and emerging priorities.