

# Patient, Carer and Family Experience Strategy

2018 – 2021



# Foreword

At East Lancashire Hospitals NHS Trust we are passionate about our services. We care deeply about the quality of the care that our service users, their carers and families receive from us. Whilst we know and accept that we don't always get it right, our plan for the future, with the implementation of this strategy, is to embark on a continuous cycle of listening, learning and service improvement; working together with our patients and partners in care, to ensure that feedback given through and from peoples' experience of our care is routinely captured, and used effectively.

Our overarching aim is to ensure that patients, their families and carers receive an experience that not only meets but exceeds their expectations of services at the Trust.

We want to demonstrate that the Trust is able to listen and respond to the views of patients, their families and the local community, working in partnership to ensure that feedback is used constructively and innovatively to inform local quality and service improvements. Whilst setting some key objectives, this strategy is not meant to be exhaustive or restrictive and the Trust also encourages new ideas and creativity from staff and stakeholders in terms of improving patient experience.



#hello my name is...

Chris Pearson,  
Director of Nursing



#hello my name is...

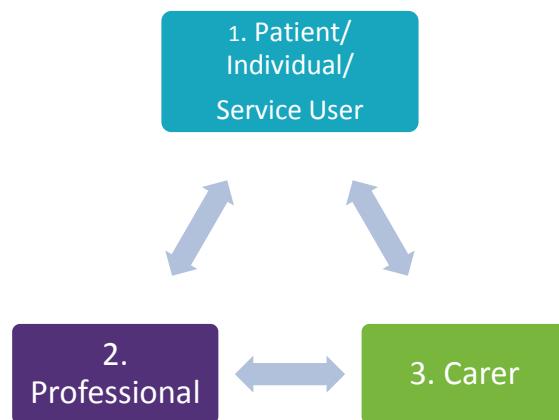
Kevin McGee,  
Chief Executive

# Introduction

Attending hospital or needing care through community services can be a time of worry, concern and stress for people. At these times their experience of care should be as positive as possible. This strategy for Patient Experience has at its heart the aim of providing high quality care which is safe, personal and effective and delivered with compassion, dignity and respect, for every patient, their carers and families.

This strategy follows on from our Patient, Family and Carer's Experience Strategy 2014/17 and sets out how our staff, patients, families, carers and stakeholders can all work together to ensure that our patients have the best possible experience whilst using our services.

## The ‘Triangle of Care’ Model (2009)



*The Triangle of Care. Carers Included: a guide to best practice in acute mental health care.* The Princess Royal Trust for Carers and National Mental Health Development Unit, July 2010

The aim of this strategy is to develop a culture throughout East Lancashire Hospitals NHS Trust (ELHT) that places the quality of Patient Experience at the heart of all we do, where “seeing the person in the patient” is the norm and we are widely recognised for providing safe, personal and effective care. We will also seek to work in partnership with other health and social care partners to continually review, develop and improve services and the patient journey.

<b>INFORMATION</b>	<b>INVOLVEMENT</b>	<b>PARTNERSHIP OR SHARED LEADERSHIP</b>
Power lie with Healthcare Professional/Service Provider/System	Patients have an active role but powers lie with Healthcare Professional/Service Provider/System	Patients share power with Healthcare Professional/Service Provider/System

*Sign up to Safety – Patient Engagement in Patient Safety: A Framework for the NHS, May 2016*

We want to move from listening and involvement to active participation by the introduction of People Participation Panels (PPPs), ensuring that the wealth of knowledge from patients, their families and carers, and the public is translated into meaningful actions and outcomes for all quality improvements.

Members of the People Participation Panels will receive quality improvement training and have active involvement in quality improvement projects as ‘team members’ using a co-design approach to ensure the service meets the needs and perspectives of service users.

# What is Patient Experience and why is it so important?

The Department of Health 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”***

(DoH 2009)

To ensure people have a good patient experience means doing more than just meeting their physical needs, we need to meet their emotional needs too by:

- Providing high quality safe and effective care in a comfortable, caring environment, delivered in a calm, compassionate, timely and reliable way by professional staff
- Communicating effectively by giving people information so they are able to make choices, to feel confident and to feel in control of the care they receive
- Actively listening, and talking person to person as equal partners; treating patients, carers and relatives with openness, honesty, respect, and dignity
- Engaging with relatives and carers to listen to their experiences and share their knowledge about patients to enhance our care to their loved ones.

Government policy places an emphasis on the importance of personalising services particularly within healthcare, where a good patient experience is recognised as an equal partner to safety and effectiveness in achieving quality.

The Trust's vision is to be widely recognised for providing safe, personal and effective care. The importance of Patient Experience and public involvement underpins the Trust's guiding principles which are:



## Our Operating Principles:

**Quality is our organising principle.  
We strive to improve quality and increase value.**

**Clinical leadership influences all our thinking**

**Everything is delivered by and through our clinical divisions**

**Support departments support patient care**

**We deliver what we say we will deliver**

**Compliance with standards and targets is a must.  
This helps secure our independence and influence.**

**We understand the world we live in, deal with its difficulties  
and celebrate our successes.**

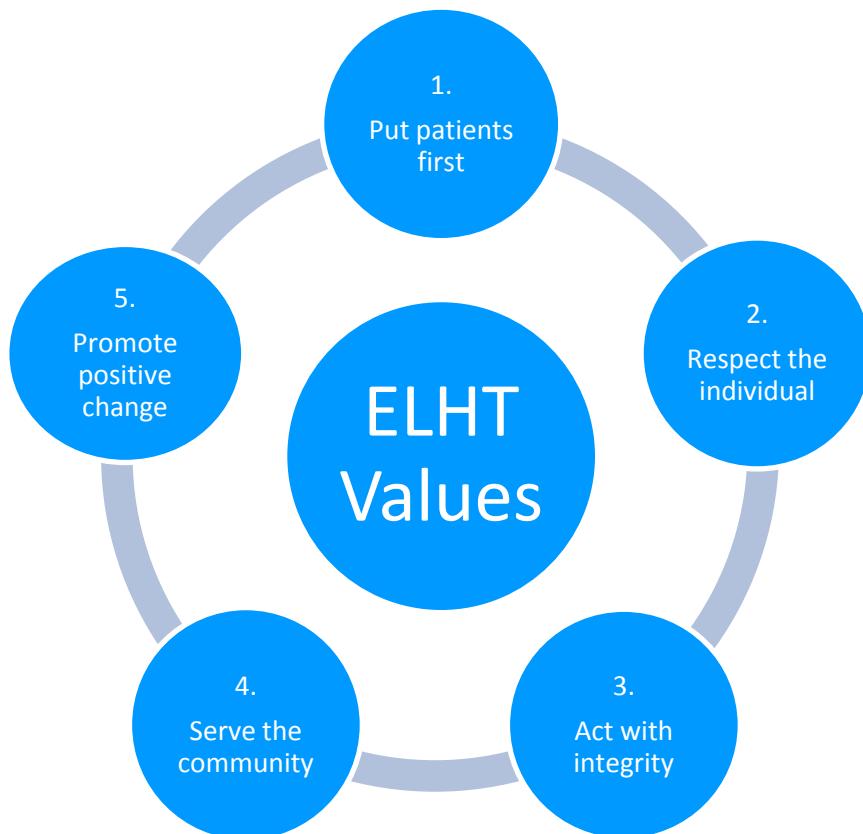
# Key Themes from Service Users

As part of this strategy review the Trust sought feedback from service users via a number of patient engagement events, asking “What Matters to you?”

Feedback was also sought from local organisations and staff. Some of the comments received and themes identified from this feedback are detailed below:

Being treated as an individual	Information given in a language that patients understand	Paying attention Listening	Clear explanations
Better liaison between departments	Listening and acting on patient and carer experiences	Liaise with and involve other organisations who can provide support to patients / carers	Clean environment
Easy access to hospital and parking	Waiting times		Good communication
Having time to ask questions	Consistent care	Caring and understanding staff	Emotional support and empathy
Individualised plan of care	Accessible and supportive complaints process with patients and families kept up to date	Happy, relaxed environment in whatever care setting is appropriate	Staff who are Non-judgemental and patient
Being understood and reassured			Confidentiality

# Our Core Values



We will:

- Take time to care for you.
- Ensure that the services we provide are patient-centred and patients are treated as individuals.
- Ensure our processes support personalised care e.g. minimising the number of transfers within the hospital.
- Ensure safe staffing levels.
- Identify and talk to any carers/ relatives you wish us to about your care and provide information about the support available to you and your carers.
- Ensure that patients are actively involved in decision making and supported by healthcare professionals to make fully informed choices.
- Ensure that decisions are respected and supported.

2.  
Respect  
the  
individual

We will:

- Listen and act upon patient and carer experience and feedback.
- Provide personalised information for you to make shared decisions about your care and ensure that you have the opportunity to actively contribute towards your care.
- Support self-care/ management whenever appropriate.
- Support our staff through a structured Learning and Development timetable of training to ensure they deliver safe and competent practice.
- Ensure that customer care and communication training is available to all staff
- Recognise the valuable role of carers and support them.
- Develop a Carer's Charter to guide us in our support of carers.
- Raise awareness of the carer role and the right to individual carer assessments.
- Support those accessing our services who may have additional needs e.g. Dementia, communication, disability, learning disability and their carers/ families and ensure that you and your carer are offered support from the appropriate organisations.

3.  
Act with  
integrity

We will:

- Be accountable and take ownership for all of our actions.
- Be open and say sorry if our services fall short of what you expect from us.
- Provide an accessible and supportive complaints process if you need to talk to us about when things have not gone to plan and maintain appropriate and clear communication throughout the complaints process.
- Liaise with other relevant agencies as appropriate and with your consent.
- Support our staff if they wish to highlight their concerns.



We will:

- Ensure all quality improvement and service developments have People Participation Panels as equal partners supporting a co-design approach.
- Widen the introduction of patient focus groups / patient panels for key services.
- Encourage open interaction about our services through the delivery of patient forums in specific areas.
- Establish People Participation Panel membership as 'Patient colleague' on recruitment panels.
- Engage with individuals, community and other external groups to influence the development and running of our services.
- Communicate clearly through various formats and methods about what our services can do for you.
- Deliver safe, competent and quality services that have been identified as required by our commissioners.
- Encourage all patients, relatives and carers to provide their feedback about our services.
- Work in partnership with health and social care partners, Healthwatch and other third sector partners to continuously develop and improve our services based on the feedback we receive, and to ensure that they best reflect the local need.



We will:

- Share stories of the experience of patients and their carers; identifying any learning and changes to practice we have made from these.
- Link in with our local Carers Services to share good practices and improve experiences where there is an identified need for improvement.
- Learn from complaints.
- Build relationships with any groups/ individuals within the community who are interested in our work e.g. Carers Support Services
- Develop approaches for engagement which work for patients, their carers and relatives.
- Celebrate our successes.
- Ensure that the experiences of patients / families / carers are imbedded as a key element of our education, training and research programmes.
- Provide support and training to clinical teams to involve patient and family representatives as part of quality improvement projects.

# Monitoring Patient, Carer and Family Experience

We actively encourage feedback from patients in a variety of ways, including:-

## National surveys

The Trust participates in the national patient experience survey programme including the annual inpatient survey and national surveys of maternity, accident & emergency, children and young people etc.

## The Friends and Family Test (FFT)

Patients are offered the opportunity to respond to the FFT question and to have the opportunity to tell us about anything else we could have done to improve their experience.

Patients are asked how likely they are to recommend the ward, department or service to their friends and family should they require similar care or treatment.

Patients are invited to respond to the question by choosing one of six options:

Extremely likely	Likely	Neither likely nor unlikely	Unlikely	Extremely unlikely	Don't know
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Responses to the FFT for inpatients/day cases, accident and emergency, maternity, outpatients and community will be reported monthly to the Department of Health and published on the NHS England and NHS Choices websites. We currently monitor the responses from patients to identify key themes from the comments made to continually improve our services.

Results are available for all wards and departments to see via the Trust's intranet.

## Local patient experience surveys

A variety of patient experience surveys are available for patients to complete including inpatients, outpatients, community, urgent care, radiology, maternity and critical care.

## NHS Choices, Patient Opinion and Social Media

The NHS Choices and Patient Opinion websites and Trust social media platforms, Facebook and Twitter, provide the Trust with valuable feedback from patients and their relatives / carers. We always respond promptly to any feedback provided and encourage people to get in touch with the Trust directly if there are any issues or concerns that we can help to resolve. All feedback, regardless of whether it is positive or negative, is shared with the clinical teams.

## **Complaints, concerns and soft intelligence**

Complaints, concerns and soft intelligence provide the Trust with valuable feedback about patient and carer experiences. We encourage patients to share any concerns with staff as soon as possible so that we can help. We analyse themes from complaints so that we can identify areas for improvement.

## **Patient and Carer Involvement and engagement**

The Trust's patient / public members are invited to participate as patient / public representatives on Trust committees, participate in service reviews and ward environment / cleanliness inspections.

The Trust is involved in and contributes to Healthwatch projects and responds to reports and intelligence sent through by Healthwatch ensuring that feedback is shared with the clinical teams.

## **Patient / Carer Stories**

The Trust gathers patient stories and shares learning from these with the clinical teams. A patient story is presented bi-monthly at Trust Board meetings. This can be told by the patient or carer attending the meeting in person or by sharing a written story.

The Trust Board welcomes hearing about both positive and negative experiences and the clinical teams share the learning and agree any actions to be taken.

## **You Said We Did**

All wards and departments display details of any action taken as a result of patient feedback – “you said – we did”.

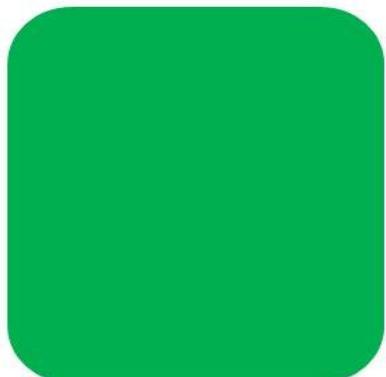
This information will be used to:

- **Understand how patients feel about the services we provide and use this**
- Identify and investigate themes and take appropriate action
- **Celebrate positive experiences and share throughout the organisation**
- Report information about current performance

# How will we measure our progress?

The Trust reports progress through the Patient Experience Group (PEG). PEG examines the effectiveness of divisional and corporate arrangements to monitor and improve patient experience and reports through the Quality Committee to the Trust Board.

Each Division is responsible for producing a divisional patient experience report and action plan detailing key issues that need to be addressed to improve patient experience, and updates on progress. A representative from each Division attends PEG to update on key actions and progress to improving the patient and carer experience.



# Working with other organisations

The Trust works closely with Healthwatch Lancashire and Healthwatch Blackburn with Darwen, and with the Carers Services for East Lancashire and Blackburn with Darwen. Regular meetings are held between the Trust and these organisations and representatives are invited to take part in quality improvement projects.

## **Abdul Mulla, Operational Lead, Healthwatch Blackburn with Darwen says:**

"Over the course of the last year we have been working closely with East Lancashire Hospitals NHS Trust and are looking forward to build on this relationship, ensuring that the residents of Blackburn with Darwen have a voice. We are particularly pleased to see the core values broken down into key areas of actions. It is also pleasing to see an emphasis on "you said we did" This is an important process to evidence so that the residents of Blackburn with Darwen and patients of East Lancashire Hospitals NHS Trust can have trust in the services they access. Ensuring patients are the centre of everything you do is crucial."



## **Sheralee Turner-Birchall, Chief Executive of Healthwatch Lancashire, says:**

"Healthwatch Lancashire makes sure that the public's views on health and social care services are listened to by those who manage and run local health and social care providers, including East Lancashire Hospitals NHS Trust.

"We gather intelligence by engaging with residents, listening to comments, compliments and concerns and ensuring that these views and experiences are heard and listened to.

"Healthwatch Lancashire works with East Lancashire Hospitals NHS Trust to promote best practice and influence service change and improvement. We identify local and regional trends and raise awareness of these by presenting our report findings to the Trust and attending patient experience meetings.

"It is great to see the trust is committed to listening and responding to the views of the public, evidenced in the Patient, Carer and Family Experience Strategy 2018–2021. We look forward to continuing to ensure the Trust has a wealth of insight and information based on the voice of the public."

**Emma Shaw, Head of Projects/Health Liaison – Blackburn with Darwen Carers Services says:**

“Blackburn with Darwen Carers Service is pleased to have been a part of the Patient, Carers and Family Experience Strategy 2018-2021. The Carers Service has contributed to the development of the Strategy and we are proud to endorse the work set out in the Strategy. The Carers Service will continue to work with East Lancashire Hospitals NHS Trust to ensure Carers and their families remain at the top of the agenda and that their needs are fully met within the Health arena.”



**Carol Pollard, Services Manager, Carers Link Lancashire says:**

“We are delighted to be working in partnership with East Lancashire Hospitals NHS Trust both across Acute and Community Services and over the past 18 months have made excellent progress in ensuring carers are identified, supported and recognised as partners in care. Carers Link Lancashire have worked closely with the Trust to ensure their Patient, Carer and Family Experience Strategy works together in partnership to recognise the value carers bring in achieving personal, safe and effective care.”



## References

- The Triangle of Care. Carers Included: a guide to best practice in acute mental health care. The Princess Royal Trust for Carers and National Mental Health Development Unit, July 2010
- Sign up to Safety – Patient Engagement in Patient Safety: A Framework for the NHS, May 2016



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