It's your hospital

Creating a revolution in patient experience

Dr. Lucy Moore, Chief Executive

Patient experience drives quality

It's your hospital

The people we serve **deserve the best** experience	Evidence
Patient choice is very real in N.E. London – and satisfaction is driven 91% by patients' experience	*MORI study of inpatient surveys of all UK acute trusts shows that patient satisfaction is driven far more by how we treat patients as people (91%) than how we treat their condition (9%).*
Outcomes: patients who are less anxious and more involved in their own care recover more quickly	*Clinicians' tone of voice directly linked to malpractice suits – irrespective of content of conversation. (Harvard)* *Pre-surgical anxiety linked to greater post-operative pain, poorer self-rating of recovery, and slower healing. (Auckland)*
More cost-effective, reducing harm, simplifying pathways and getting it right first time for patients	*Hourly nursing rounds to check patients' pain, position, needs and questions reduces call bells by 40-60%, slips and falls by 50%, pressure sores by 13% and nurses walk a mile less a day.*
Drives income: payment linked to innovation, and from next year linked to patient experience too	*'The Minister said payment by results will focus more on patient experience; "we must have a relentless focus on measuring what matters - clinical quality, safety and patient satisfaction".' 17/9/09*
Better for staff: creates a more positive working environment for individuals and teams	*Studies show that the extent to which a hospital meets its patients' expectations for care is strongly related to how the hospital's employees feel about their workplace. (Forum, NYC)*

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We needed a revolution

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Despite pockets of excellence and many committed staff, in 2008 our patient's experience was in **the bottom 20% of trusts for over 2/3** of the 62 inpatient survey indicators.

Kicked off our Patient Experience Revolution with April Strategy

Based on patients' responses to the survey, this trust scored:		How this score compares with other trusts
7.3/10	Emergency dept	ABOUT THE SAME
5.8/10	Waiting lists	ABOUT THE SAME
7.3/10	Waiting to get bed	ABOUT THE SAME
7.1/10	**Hospital and ward**	WORSE
8/10	**Doctors**	WORSE
7.7/10	**Nurses**	WORSE
6.8/10	**Patient care**	WORSE
8/10	Operations	ABOUT THE SAME
6.1/10	Leaving hospital	ABOUT THE SAME
5.7/10	**Overall views**	WORSE

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165 / 165 in 2008

Big Improvement needed rapidly…

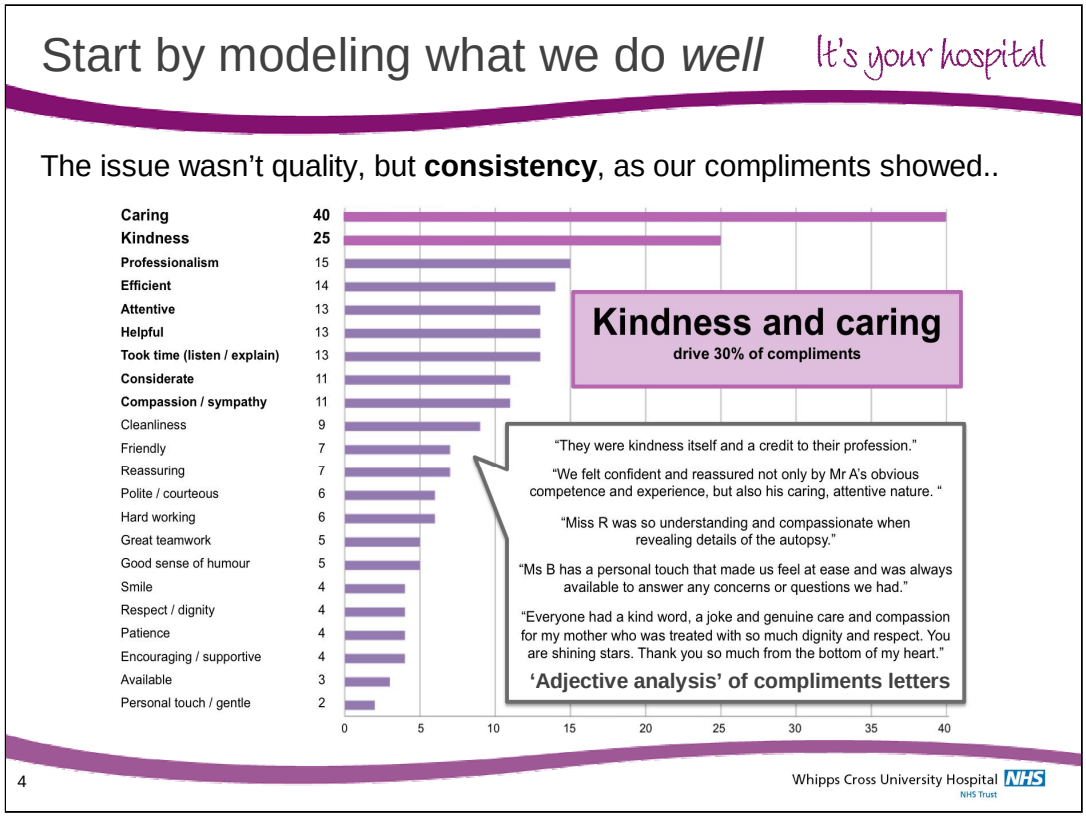
Has already commenced early improvement plan with Talking Excellence focusing on:

Experience Based Design

We have now run 3 EBD programmes: Chest Clinic, Day Surgery and Dermatology and continue to co-develop service improvements with patients and staff in these areas

Improving Communication

Patient Information with generic discharge leaflet



Adjective analysis of 100 thank you letters

Realised we did not have a 'compliments' database – since set up

Part of the Revolution is increasing the number of comments for treated with respect, dignity, personal touch, professional / personal pride

Quality Accounts Strategic Aim of increasing the number of patients reporting being treated with Privacy and Dignity

Ask patients 'how is it **In Your Shoes**?'

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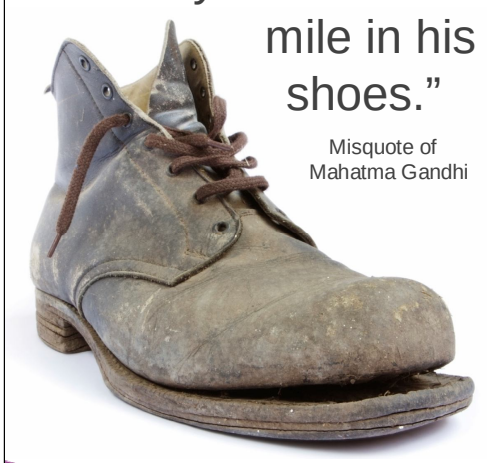
"Before you truly know a man you must walk a mile in his shoes."

Misquote of Mahatma Gandhi



- Staff listen hard to the stories of the people you serve
- What happened? How did you feel? What does 'good' look like to them?
- Define priorities together
- Helps advocates rediscover their passion for great care

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In Your Shoes Methodology

Why it works – what impact it had on You as CEO and the Executive Team (v powerful)

The IYS model is embedded at WX:

August 2009: 3x Adult IYS

September/ October 2009: 4x hard to reach community group IYS, including LD, MH, visually and auditory impaired

December 2009: 1x Children's / Special Care Baby Unit IYS

May June 2010: 1x Dermatology IYS

October and November 2010: 2x Women's Health IYS

December 2010: 1x Stroke patient

Here's what patients said

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- Reminded us that patients feel very different to us in hospital – need to put ourselves 'in your shoes'

The nurses didn't see that while it was routine for them, it was an anxious time for me.

- Patients told they want us that they feel better when they feel **cared for**, feel **safe** and feel **confident** in their treatment

"I want to feel cared for"

She felt like a burden and was afraid to call for help. She was left in her own faeces and urine.

"I want to feel safe"

I would have asked more questions, but she said she was busy. They've time to gossip amongst themselves. I didn't feel in safe hands.

"I want to feel confident"

Taking time to listen to my concerns reduced my anxiety about what might happen to me.

And staff told us they value the same things

Outputs distilled and shared with Trust Board and all staff at WX

Patients and Staff began to co-create the Patient Promise and 10 core service standards for WX

The outcome

We have made some promises to our patients…

Making it real

- Worked with 100's of frontline staff to take promises and values into action
- Define behaviour service standards for what we will <u>say and do</u> differently
- Pocket manifesto

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- Pocket manifesto draws together x10 core service standards

-HR have aligned all advertising, recruitment, JD, workforce development and performance management processes with 10 service standards

- Every employee at WX 3,500 must attend the 3 hour service standard workshop. This included the Trust Board who started the process so they could be seen to role model these standards.

- Now have a frame work of employee expectation and performance criteria

Support for staff

- During the revolution staff identified the support they need to make the change
- Solutions identified and rolled out quickly e.g. hourly nurse rounding
- Improves safety and experience – puts nurses back in control and frees up more time to care

Commenced Hourly Rounding Dec 2009

- All Inpatient areas and bringing Women's Services online

- There has been pan London interest in our Hourly Rounding model and have now been visited by 8 other Trusts to see this in action and have sent out information across the country

- Although difficult to demonstrate improvements, reduction in falls are solely due to Hourly Rounding, the hand held tracker devices giving real time patient feedback are beginning to demonstrate improved ratings (120 pcm up to 160 patients per month by December)

Aligning to our promises

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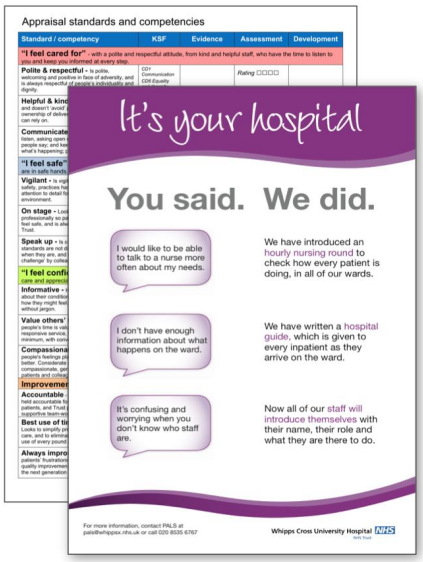
- Align attitudes and **behaviours**: recruitment, appraisal, training and development
- Align **strategy**, business planning and performance management and feedback
- Now - align our **organisational development** – with a 'staff revolution' to listen to teams improvement ideas and give support to make them happen



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Trust Board Reporting to track progress on all work streams

Patient Experience Improvement Board chaired by Director of Nursing and NED membership

Enhanced Patient Experience Team

All directorates received weekly complaints synopsis with themes and sub-themes, and monthly PALS synopsis

All Clinical Improvement Groups led by directorate Clinical Governance Leads must monitor themes and directorate improvements

OD work links Patient Experience Revolution, Patient Safety Strategy and Workforce contribution to corporate objectives

A journey of improvement

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Start point: in 2008 in the lowest 20% of trusts for 2/3 of the survey indicators

Within 6 months of kicking off the patient revolution we had made significant **progress**…

2009 inpatient survey		How this score compares with other trusts	2008 survey	
7.4/10	Emergency dept	ABOUT THE SAME	7.3/10	ABOUT THE SAME
6.7/10	Waiting lists	ABOUT THE SAME	5.8/10	ABOUT THE SAME
7.7/10	Waiting to get bed	ABOUT THE SAME	7.3/10	ABOUT THE SAME
7.7/10	**Hospital and ward**	ABOUT THE SAME	7.1/10	WORSE
8.1/10	**Doctors**	ABOUT THE SAME	8/10	WORSE
8/10	**Nurses**	ABOUT THE SAME	7.7/10	WORSE
7.2/10	**Patient care**	ABOUT THE SAME	6.8/10	WORSE
8/10	Operations	ABOUT THE SAME	8/10	ABOUT THE SAME
6.6/10	Leaving hospital	ABOUT THE SAME	6.1/10	ABOUT THE SAME
6.1/10	**Overall views**	ABOUT THE SAME	5.7/10	WORSE

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2009 IPS results demonstrated improvement in 43 out of 63 indicators.

7 areas demonstrated significant improvement

1. **Planned admission changed by the hospital**
2. **Sharing sleeping area with opposite sex**
3. **Sharing bath and shower area with opposite sex**
4. **Toilet cleanliness**
5. **Nurse staffing levels**
6. **Privacy when discussing condition or treatment**
7. **Overall treated with respect of dignity**

Only Trust in NE London and Essex not to have show deterioration in Nursing Indicators

May 2010 will be the ultimate to see if WX has more than one BIG GREEN 'BETTER' rating

What we are doing now…

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- **Patient stories at Trust Board**
- **Women's Health Revolution**
- **Interim IPS / OPS surveys** June 2011
- **Organisation Development Strategy**
- **National presentations to CNO, HSJ, NHS Confederation**
- **NHS Institute training DVD**

From being worst in the country we have become an exemplar site, not because we have it right, but because of our openness, improvement strategy and willingness to share