UK perspective on patient experience

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Quality Improvement Fellow (The Health Foundation & IHI)
Mirror, Mirror, on the wall whose is the fairest health care system of all?
### Seven Nation Summary Ranks on Health System Performance, 2010

#### Country Rankings

<table>
<thead>
<tr>
<th>Country Rankings</th>
<th>1.00-2.33</th>
<th>2.34-4.66</th>
<th>4.67-7.00</th>
</tr>
</thead>
<tbody>
<tr>
<td>AUS</td>
<td>CAN</td>
<td>GER</td>
<td>NETH</td>
</tr>
<tr>
<td>OVERALL RANKING (2010)</td>
<td>3</td>
<td>6</td>
<td>4</td>
</tr>
<tr>
<td>Quality Care</td>
<td>4</td>
<td>7</td>
<td>5</td>
</tr>
<tr>
<td>Effective Care</td>
<td>2</td>
<td>7</td>
<td>6</td>
</tr>
<tr>
<td>Safe Care</td>
<td>6</td>
<td>5</td>
<td>3</td>
</tr>
<tr>
<td>Coordinated Care</td>
<td>4</td>
<td>5</td>
<td>7</td>
</tr>
<tr>
<td>Patient-Centered Care</td>
<td>2</td>
<td>5</td>
<td>3</td>
</tr>
<tr>
<td>Access</td>
<td>6.5</td>
<td>5</td>
<td>3</td>
</tr>
<tr>
<td>Cost-Related Problem</td>
<td>6</td>
<td>3.5</td>
<td>3.5</td>
</tr>
<tr>
<td>Timeliness of Care</td>
<td>6</td>
<td>7</td>
<td>2</td>
</tr>
<tr>
<td>Efficiency</td>
<td>2</td>
<td>6</td>
<td>5</td>
</tr>
<tr>
<td>Equity</td>
<td>4</td>
<td>5</td>
<td>3</td>
</tr>
<tr>
<td>Long, Healthy, Productive Lives</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
</tbody>
</table>

#### Health Expenditures/Capita, 2007

<table>
<thead>
<tr>
<th>Country</th>
<th>Expenditures/Capita, 2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>AUS</td>
<td>$3,357</td>
</tr>
<tr>
<td>CAN</td>
<td>$3,895</td>
</tr>
<tr>
<td>GER</td>
<td>$3,588</td>
</tr>
<tr>
<td>NETH</td>
<td>$3,837*</td>
</tr>
<tr>
<td>NZ</td>
<td>$2,454</td>
</tr>
<tr>
<td>UK</td>
<td>$2,992</td>
</tr>
<tr>
<td>US</td>
<td>$7,290</td>
</tr>
</tbody>
</table>

*Note: * Estimate. Expenditures shown in $US PPP (purchasing power parity).

Source: Calculated by The Commonwealth Fund based on 2007 International Health Policy Survey; 2008 International Health Policy Survey of Sicker Adults; 2009 International Health Policy Survey of Primary Care Physicians; Commonwealth Fund Spending and High Performance Health System National Scorecard, and Organization for Economic Cooperation and Development Health Data.
“Nice but not necessary”
“Nice but too expensive”
Every system is perfectly designed to get the results it gets.

Paul Batalden
Dartmouth Institute, NH.
National in-patient survey results

% People rating their experience as excellent
The situation is too bad and time is too short for pessimism

Dee Hock
Founder of Visa
The Point of Care Programme

Source: The Point of Care, 2009
“Nothing about me without me”
Where to direct the ‘energy’ to make the difference?

• Leadership and culture
• Staff hearts and minds
• Respectful partnership
• Reliable care 24/7
• Delivering effective evidence-based care
What leadership pays attention to, gets attention

(Jim Conway, IHI)

Leadership and culture
The human impact of what we do as a board is at the heart of our responsibilities.

Chairman and CEO
Mid-Staffordshire NHS Foundation Trust
Good intelligence guide

Building an intelligent report

These pages show samples from a comprehensive board report on patients’ experience, with special reference to maternity services. They are intended to illustrate the types of intelligence that boards should be receiving.

Extract from trust board papers

**Patient experience objectives**

1. CQI - objectives to remain at 90%+ success for next quarter.
2. Improve involvement in decisions in underperforming specialties - all to be rated 80%+ by December.
3. Achieve sustained improvement in feedback on pain control during 2010/11.

**Current status**

Achievements:
- Objective 1: focus on improving pain control is being reflected in better patient feedback.
- Demand for improvements is now sustained.

Areas of concern:
- Objective 2: involvement in decision-making in maternity services - see analysis and actions.

Areas to watch:
- We are acquiring responsibility for community services from the local PCT. Due diligence suggests some issues around the midwife-led unit. We are undertaking further analysis and will report back.

**Deeper analysis 1**

External benchmarking:
- Each specialty was asked to select patients’ views, traditionally, on an annual survey process. There is much discrepancy.

**Deeper analysis 2**

**Extract from trust board papers**

**Some recommendations and actions**

- Rapid action team tasked with improving joint working and communications between obstetricians and midwives. Impact report due by March.
- Non-executives invited to conduct maternity walkrounds - guidance and briefing to be given in advance.
- Additional analysis is underway on whether poor patient feedback is affecting patient flows. This will be reported at the next meeting.

**Activity and experience survey**

Is the poor experience data related to the increase in rates of surgical intervention in birth?

**Analysis of qualitative feedback**

On experiences in maternity

(Themes, trends and total number of comments, Jun–Aug 2010)

<table>
<thead>
<tr>
<th>Theme</th>
<th>Trend</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inconsistent messages from midwives</td>
<td>↑</td>
<td>52</td>
</tr>
<tr>
<td>Feeling that birth preferences ignored</td>
<td></td>
<td>33</td>
</tr>
<tr>
<td>Lack of communication</td>
<td></td>
<td>28</td>
</tr>
<tr>
<td>Info and support regarding anomaly scans</td>
<td>↓</td>
<td>31</td>
</tr>
</tbody>
</table>

Sources include: informal feedback, ticks, complaints analysis, NHS Choices, focus groups and real-time exit surveys.

"They just weren't interested when I said I wanted a home birth..."
"I never saw the same midwife twice..."
A pack of recent maternity feedback has been compiled and is available to all directors.

Click here for this month’s patient story...
Staff hearts and minds
KF34 % staff that would recommend the trust as a place to work
Whipps Cross University Hospital

CQC inpatient survey 2008 in the bottom 20%
=> Patient Experience Revolution

• The approach – *In your Shoes* events with 10 core behavioural standards

• The impact – staff empowered through making promises to patients and now rated as average in the CQC 2009 survey
Respectful partnerships
– Nothing about me without me
Chronic Care Model – Wagner, 1999

A supportive system

- Working in partnership
- Sharing decisions
- Planning care

Activated patients

Prepared, proactive teams

Optimal functional and clinical outcomes

(Thanks to Dr Alf Collins for these slides)
Living with a long-term condition

Hours with professional = 3 in a year

Self management = 8757 in a year
Living with a long-term condition

Co-Creating Health

Year of Care

Diabetes UK

The Health Foundation

Inspiring Improvement
Principles of Enhanced Recovery

The patient:
• is in the best possible condition for surgery
• has the best possible management during surgery and anaesthesia
• experiences the best possible post-operative care
Benefits of enhanced recovery

• Helps people to recover sooner so that life can return to normal as quickly as possible
• Gives people a better overall experience due to higher quality care and services
• Enables people to choose what’s best for them throughout the pathway of care
• Makes hospital stay shorter and much less stressful
Making the most of the environment

The ___________ ______ is the best hope we have ever had to change process and culture.
Reliable care 24/7

The **Productive Ward** is the best hope we have ever had to change process and culture.

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Thanks to Helen Beaven for these slides.
Releasing time to care: The Productive Ward

“Everything I need to do my job is conveniently located”

“Handovers are concise, timely and provide all the information I need”

“We have the information we need to solve our own problems, and find out if we were successful”

“I am not interrupted by people requesting information or looking for things”

“It is clear to everyone who is responsible for what”

“The paperwork is easy to understand and quick to complete”

Opportunity to increase safety and reliability of care

Direct Care Time

Total Time  Motion  Admin  Discussion  Handovers  Roles  Information

Role Time (e.g. nurse)
'Major on the minor’- Mayo Clinic
Delivering effective, evidence-based care
The sun will sometimes melt a field of sorrow that seemed hard frozen; may it happen for (the NHS).

Sheenagh Pugh