Patient Experience Revolution

Nancy Fontaine, Deputy Director of Nursing Patient Safety and Quality, Whipps Cross University Hospital

Tim Keogh, Partner, April Strategy
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Context

• Vacancy rate 27%
• Lack of corporate vision for patient experience
• No systematic reporting of patient experience metrics
• No strategy for improvement
We needed a revolution

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

<table>
<thead>
<tr>
<th>Based on patients' responses to the survey, this trust scored:</th>
<th>How this score compares with other trusts</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.3/10 Emergency dept</td>
<td>Worse</td>
</tr>
<tr>
<td>5.8/10 Waiting lists</td>
<td>About the same</td>
</tr>
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<td>7.3/10 Waiting to get bed</td>
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<td>5.7/10 Overall views</td>
<td>Worse</td>
</tr>
</tbody>
</table>

Especially underperformed in service delivered by: doctors, nurses and overall patient care and in the hospital and wards.
The Start of the revolution...

- Trust Board key stakeholders
- Patient Experience Improvement Board
- Talking Excellence Programme
- Nursing and Midwifery led patient experience strategy
- Executive Patient Safety Walk rounds
- April Strategy
Principles of the revolution

• Mass **engagement** of staff and patients
• Harness **passion**, anger and intolerance of committed staff
• Empower a **social movement**
• Create energy to **sustain** change
Start with a positive ambition

Pockets of great service… analysis of compliments in 08/09

- Caring: 40
- Kindness: 25
- Professionalism: 15
- Efficient: 14
- Attentive: 13
- Helpful: 13
- Took time (listen / explain): 13
- Considerate: 11
- Compassion / sympathy: 11
- Cleanliness: 9
- Friendly: 7
- Reassuring: 7
- Polite / courteous: 6
- Hard working: 6
- Great teamwork: 5
- Good sense of humour: 5
- Smile: 4
- Respect / dignity: 4
- Patience: 4
- Encouraging / supportive: 4
- Available: 3
- Personal touch / gentle: 2

Kindness and caring = 30% of compliments

“Kindness itself and a credit to their profession.”

“We felt confident and reassured not only by Mr A’s obvious competence and experience, but also his caring, attentive nature. “

“A personal touch that made us feel at ease and always available to answer any concerns or questions we had.”

“Everyone had a kind word and genuine care and compassion for my mother who was treated with so much dignity and respect. You are shining stars.”
The Revolution …

Start with appreciation…

**Listened to patients:** in 7 ‘*In your shoes*’ events
- 250 staff listened to 160 patients’ stories
- *Connect* with good and bad experiences
- We learned what patients would like us to promise

**Listen to staff:** a conversation about the future
- *Future-values survey:* an online conversation with 10%+ of staff about what they want it to be like round here
- *Values into action* with over 200 staff to set the standards

Co-created the patient experience revolution
Here’s what patients said

• Reminded us that patients feel very different to us in hospital – need to put ourselves ‘in your shoes’

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

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

“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
March 2010 Launch

Promise to our patients

• 300 staff / board members

• Patient stories heard

• Letting patients know ‘It’s your hospital’, and we are here for each and every one of them.

• Everyone employed by Whipps Cross signs up to our four patient promises
### Promises inspire standards

<table>
<thead>
<tr>
<th>Quality domain</th>
<th>Value</th>
<th>In your shoes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Patient experience</strong></td>
<td><strong>Patient safety</strong></td>
<td><strong>Patient outcomes</strong></td>
</tr>
<tr>
<td><strong>Value - Kind</strong></td>
<td><strong>Value - Professional</strong></td>
<td><strong>Value - Excellent</strong></td>
</tr>
<tr>
<td>“I feel cared for”</td>
<td>“I feel safe”</td>
<td>“I feel confident”</td>
</tr>
</tbody>
</table>

**You feel cared for** by kind and helpful staff, with a polite and welcoming attitude, who strive to maintain your dignity and privacy at all times.

**You feel safe**, in a clean and comfortable environment, with highly professional staff who work together to ensure you are in safe hands.

**You feel confident** in your treatment, by skilled teams of compassionate clinicians, who listen, keep you informed at every step and understand your time is valuable.

#### Knowledge & skills framework

- **KSF CD1 Communication**
- **KSF CD6 Equality and Diversity**
- **KSF CD3 Safety**
- **KSF CD5 Quality**

#### Standard

1. **Welcoming**
2. **Helpful**
3. **Respectful**
4. **Clean (are safe)**
5. **On stage (feel safe)**
6. **Speak up (stay safe)**
7. **Communicate**
8. **Timely**
9. **Compassionate**

#### Innovation

**Value – Improving**  
“*I feel it’s getting better*

- **KSF CD4 Service improvement & KSF CD2 Personal development**

#### 10. Improving for patients
• The 10 service standards are brought to life in a pocket manifesto given to all staff – expectations of behaviour

• Detailed competency statements with helpful ‘do’s and don’ts’ to be used in training, appraisal and team meetings

5. On stage

When we walk through the door we are on stage, professional, positive, smartly dressed and focused on work.
We are never “too busy” to care.
Don’t cause patients to worry unduly: take business away from the bedside.

The professionalism of whole team created a trusting environment.

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

Professional and positive

<table>
<thead>
<tr>
<th>Do...</th>
<th>Don’t...</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Act professionally when we are on stage i.e. anywhere patients or carers could see or hear us.</td>
<td>• Cause patients to worry unduly. (e.g. Criticize colleagues, processes or the organization when ‘on stage’.)</td>
</tr>
<tr>
<td>• Concentrate on work at work.</td>
<td>• Gossip about our private lives in front of patients or carers.</td>
</tr>
<tr>
<td>• Wear smart and appropriate dress to create a professional impression.</td>
<td>• Argue in front of a patient.</td>
</tr>
</tbody>
</table>

Never “too busy” to care

<table>
<thead>
<tr>
<th>Do...</th>
<th>Don’t...</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Ensure patients feel we have time to listen / respond to their needs.</td>
<td>• Say you are ‘busy’, making patients worry about quality of care, or keep quiet when they need something.</td>
</tr>
<tr>
<td>• Try to keep a positive / calm demeanor in front of patients.</td>
<td>• Pass your stress onto patients.</td>
</tr>
</tbody>
</table>

Business away from the bedside

<table>
<thead>
<tr>
<th>Do...</th>
<th>Don’t...</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Take conversations about operational matters away from patients’ ears, so they don’t worry unduly.</td>
<td>• Have conversations about work that may cause patients to worry - at the bedside, nurses station or anywhere you can be overheard.</td>
</tr>
<tr>
<td>• Yell just pop into the office so we can chat about this.</td>
<td>• ‘I’m too busy’ never on the ward.”</td>
</tr>
</tbody>
</table>
Embed in the employee lifecycle

• Recruit the attitude
  • Website, job descriptions and person specs
  • Competency-based interviewing

• Manage the attitude
  • Build standards into appraisal, PDPs, progression
  • HR support managers in robust performance management

• Speak up for the attitude
  • Support for staff who speak up: “Continue. Begin.”
  • Appreciation and celebration, awards, compliments
Service skills training for all

- Mandatory **core service skills** - 3 hour workshop introducing the standards, and practicing powerful personal impact and service skills

- **Mandatory** for all staff to attend – consistency of expectations and skills

- Supplemented by manager module

**Service standards skills: agenda**

- Introducing the patient experience revolution

- How does service make you feel?
  - Challenging myths: time, staffing, resources

- Listening and communicating confidently
  - Having a choice over how we perceive, feel and act

- Challenging and difficult customer behaviours
  - Use of ‘continue, begin’
  - ‘we grow difficult patients’

- Making personal commitments
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
Listening to improve

- **In Your Shoes**: all services once a year, gives all staff a chance to take part

- **Handheld PETs**: real time feedback supported by interim IP and OP surveys

- **JAM card**: ‘just a minute’ – patients can tell us what went well / what can be improved

- **Nurse listening rounds**, feeding into...‘You said, we did’ monthly report on ward / dept notice boards

- **Net Promoter Score** – launch early 2011. Card to every patient – one measure of patient experience on directorate / ward scorecards

How was your experience today?
To help us continue to improve our care to patients, please take a moment to complete this questionnaire.

Q1: How likely are you to recommend us to a friend or family member from 0 to 10, where 0 is extremely unlikely and 10 is extremely likely

0 1 2 3 4 5 6 7 8 9 10

Q2: please tell us about the main reason why you gave that score

Ward / dept code
# Nursing quality tool

**NURSING QUALITY TOOL**

<table>
<thead>
<tr>
<th>Ward name</th>
<th>Percentage %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Patient Observations</td>
<td>56.68%</td>
</tr>
<tr>
<td>Pain Management</td>
<td>100.00%</td>
</tr>
<tr>
<td>Infection Control</td>
<td>100.00%</td>
</tr>
<tr>
<td>Falls Management</td>
<td>94.12%</td>
</tr>
<tr>
<td>Tissue Viability</td>
<td>75.47%</td>
</tr>
<tr>
<td>Continence Management</td>
<td>92.31%</td>
</tr>
<tr>
<td>Medication Management</td>
<td>87.50%</td>
</tr>
<tr>
<td>Nutritional Management</td>
<td>100.00%</td>
</tr>
<tr>
<td>Patient Involvement</td>
<td>94.12%</td>
</tr>
<tr>
<td>Other</td>
<td>70.00%</td>
</tr>
</tbody>
</table>

**Ward name**

**August - November 2010**

![Bar chart showing percentage for each section over four months (Aug-10, Sept-10, Oct-10, Nov-10)]
Start point: in 2008 in the lowest 20% of trusts for 2/3 of the survey indicators

Within 6 months of initiating the patient revolution we had made significant progress...

<table>
<thead>
<tr>
<th>2009 inpatient survey</th>
<th>How this score compares with other trusts</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.4/10 Emergency dept</td>
<td>( \n ) ( \n ) ( \n )</td>
</tr>
<tr>
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<td>8/10 Nurses</td>
<td>( \n ) ( \n ) ( \n )</td>
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<tr>
<td>7.2/10 Patient care</td>
<td>( \n ) ( \n ) ( \n )</td>
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<tr>
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<td>( \n ) ( \n ) ( \n )</td>
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<td>6.1/10 Overall views</td>
<td>( \n ) ( \n ) ( \n )</td>
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</table>

<table>
<thead>
<tr>
<th>2008 survey</th>
<th></th>
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<tbody>
<tr>
<td>7.3/10</td>
<td></td>
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<tr>
<td>5.8/10</td>
<td></td>
</tr>
<tr>
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<td></td>
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<tr>
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<td>5.7/10</td>
<td></td>
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</tbody>
</table>
2010 compliments analysis

Caring and kindness still up there. Big climbers – compassion, considerate, personal touch

Size of words is proportional to number of mentions in compliments letters written to Whipps Cross teams in 2010. Thanks and well done!
The Revolution in 2010/11...

- Continue ‘In Your Shoes’ methodology
- 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

Winner
Innovative Acute Care
NHS London
### Why is this so important?

The people we serve **deserve the best** experience

<table>
<thead>
<tr>
<th><strong>Patient choice</strong></th>
<th><strong>Evidence</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Patient choice is very real in N.E. London – and satisfaction is driven 91% by patients’ experience</td>
<td>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%).</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Outcomes:</strong></th>
<th><strong>Evidence</strong></th>
</tr>
</thead>
</table>
| 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) |

<table>
<thead>
<tr>
<th><strong>More cost-effective,</strong></th>
<th><strong>Evidence</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>More cost-effective, reducing harm, simplifying pathways and getting it right first time for patients</td>
<td>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. £2m safety dividend for the average NHS acute hospital.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Drives income:</strong></th>
<th><strong>Evidence</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Drives income: payment linked to innovation, and from next year linked to patient experience too</td>
<td>‘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</td>
</tr>
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<th><strong>Better for staff:</strong></th>
<th><strong>Evidence</strong></th>
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<tbody>
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<td>Better for staff: creates a more positive working environment for individuals and teams</td>
<td>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)</td>
</tr>
</tbody>
</table>
## Link to staff wellbeing

<table>
<thead>
<tr>
<th>NHS acute hospital – staff health and wellbeing status</th>
<th>Poor</th>
<th>Average</th>
<th>Good</th>
</tr>
</thead>
<tbody>
<tr>
<td>Patient satisfaction</td>
<td>74</td>
<td>77.5</td>
<td>80.6</td>
</tr>
<tr>
<td>MRSA (infections / 10k bed days)</td>
<td>1.41</td>
<td>1.09</td>
<td>0.82</td>
</tr>
<tr>
<td>Staff turnover rate</td>
<td>15.1%</td>
<td>13.4%</td>
<td>11.9%</td>
</tr>
<tr>
<td>Absenteeism rate</td>
<td>4.84%</td>
<td>4.45%</td>
<td>4.08%</td>
</tr>
<tr>
<td>Proportional agency spend</td>
<td>4.49%</td>
<td>3.86%</td>
<td>3.33%</td>
</tr>
<tr>
<td>AHC - quality of services</td>
<td>2.5 - good</td>
<td>2.8 - good</td>
<td>3.1 - good</td>
</tr>
<tr>
<td>AHC - use of resources</td>
<td>2.3 - fair</td>
<td>2.8 - good</td>
<td>3.3 - good</td>
</tr>
</tbody>
</table>

NB – moving up one quartile in staff health / wellbeing can save £750k in absenteeism and recruitment costs

*Source: Health and wellbeing of NHS Staff – A Benefit Evaluation Model; June 2009*
Because...

If the patient revolution is about what I can do...

The experience exchange cycle. Influence what I can, and see my sphere of influence grow.

It’s your hospital
The next step is a staff revolution

to give me the support I need to do it

Trust gets

I do

You get

I do

You do

I get

Trust does
Turning the organisation on its head

*From:* front line staff in service of organisational priorities

*To:* an organisation in service of its front line staff - that’s ‘here for you’
Headlines of staff revolution...

• Promises now drive strategy / business planning
• Front line staff drive improvement cycle
• ‘Here for you’ management style – translating the manifesto into staff relationships
• Band 7 & 8 Leadership and Development
• Communications hub to ease email burden
• Corporate customer services approach
• *We’ll come back in 2011 to share the results…*