

University Hospitals of Leicester



NHS Trust

Caring at its best



Celebrating Success 2

Using patient feedback to make improvements in care
For patients, staff, visitors and volunteers

Foreword

I am delighted to present this edition of Celebrating Success which reflects upon some of the improvements made based on patient feedback and highlights some of the excellent work within Leicester's Hospitals.

Creating a positive experience remains central to the philosophy of our hospitals, ensuring all who have access to our services have an experience which exceeds their expectation.

We are committed to continually creating a first class experience of care by listening and responding to feedback from patients, friends, families and carers.

Patients must remain at the heart of every decision during service development and improvements. Listening to our patient feedback and proactively addressing issues raised will enrich the provision of effective care, improve safety and enhance the care and compassion provided.

I hope you enjoy reading about our wards as they share how they've made improvements based on patient feedback and that this creatively inspires other areas to continue to respond to patient feedback and deliver 'Caring at its Best'.



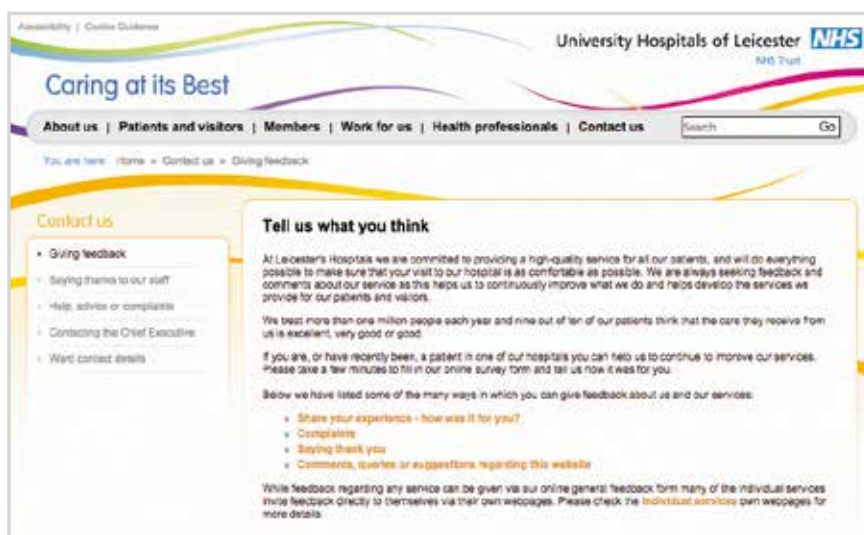
Creating a positive experience remains central to the philosophy of our hospitals

Caring at its best

Rachel Overfield

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Chief Nurse



Patient and Family
Experience

Introduction

To underpin our purpose to deliver 'Caring at its Best', we celebrate clinical staff and areas who have responded to patient feedback. In recent years, national healthcare events have demonstrated the vital importance of listening to patients to ensure the delivery of high quality and safe services.



Our challenge is to continually respond to the needs of patients, friends, family and carers. The Patient Experience Team welcomes the opportunity to meet with ward staff, patients, friends, family and carers who wish to share their experience of care, both positive or negative, so this can be shared and used to improve care.

The Patient Experience Team can be contacted on 0116 258 5384.

Patient feedback is provided in a number of ways, including:

- Talking directly to staff and the ward sister
- Message to Matron cards
- Message through a Volunteer
- Patient Experience Surveys
- Online through the website 'How did we do' questionnaire www.leicestershospitals.nhs.uk/contact/feedback/
- Compliments and complaints provided to Patient Information and Liaison Service (PILS)



In September 2013, we produced our first 'Celebrating Success' booklet to outline our priorities around improving patient experience. A great deal of activity takes place on a daily basis across our hospitals to respond and listen directly to patient feedback. This booklet illustrates some of the exciting changes that have been made, highlighting some of our wards and departments who have enthusiastically focused their efforts to make improvements directly based upon patient feedback.

Patient feedback ensures future service amendments are based on the needs of the local population in Leicester, Leicestershire and Rutland. It is important we share changes made and how responding to patient feedback really makes a difference to the care we provide.



You Said! We Listened, We Did...

All areas have been invited to inform the Patient Experience Team about changes they have made as a result of direct patient feedback. Creative ideas need to be shared. This has resulted in meeting weekly survey targets as well as leading to valuable service changes.

Taking action in response to listening to our patient's means patients are placed at the centre of our planning, developments and day to day care. Below are some exemplary case studies of the areas who respond to patient feedback.

Case Study 1

Osborne Day Care Unit,
Leicester Royal Infirmary

Saturday Opening

Patient satisfaction in any hospital setting should be an essential element of care. Within Cancer Services, a patient's journey is continuous and personal, often involving their whole family network.

The main goal of the team on the Osborne Day Care Unit is to make patient experience as pleasant as possible. Patients have to have frequent trips to this area for their treatment.

As this group of patients have multiple side effects from their treatment, the team aims to build a confident, trusting relationship, ensuring the best possible quality of life which is important for our patients who require lifelong treatment and ongoing attendance to the hospital.

The team embraces obtaining patient feedback and confidently responds to ensure service and care developments are in line with patient opinion. In 2011, a patient had their care transferred to The Osborne Day Care Unit from Children's Services where they received four weekly blood transfusions on Saturdays.

To ensure an equitable service was provided for all patients, a four weekly Saturday service commenced thereafter for patients visiting the Osborne Day Care

Unit. To meet patient needs the service further expanded to offer permanent opening of Saturday Day care service weekly from October 2013

Some benefits to patients of The Saturday Service:

- Those who work full-time can now attend without taking further time off work
- Experience reduced travel times at weekends
- Make financial savings from not having to travel to other units whom offer a weekend service
- Have more opportunity for family to visit during admission time to allay boredom.
- One patient stated "opening on a Saturday has had a dramatic effect on my life".
- Usha Mehta, Haematology nurse practitioner, said: "From a nursing perspective, positive patient experience gives job satisfaction. We know what we are doing is making a difference to our patients' lives. When patients are vulnerable, coping with a life crisis or balancing normal living, we can make a difference".



providing patients with a positive
experience provides job satisfaction

Case Study 2

Ward 26, Glenfield Hospital

Thoracic Surgery Patient Experience Day (TSPED)

Jayne Sharman, Thoracic nurse specialist, explains:

"The aim of the Thoracic Surgery Patient Experience Day (TSPED) was to plan a more effective service for future patients and their families, as well as enable positive changes where required



Brian said he will never forget the marvellous staff on the thoracic ward and felt by contributing to this day he was giving something back, so future patients would also benefit.



"Patient experience is the mainstay of our current NHS practice and we know each patient has a unique experience of the service and differing expectations. We wanted to explore patient's individual experiences in order to adapt and improve our current service. Participants said they enjoyed the day and assisting in service development for the benefit of future patients.

"One patient who was happy for their story to be shared is Brian, he was admitted for surgery in October 2009. Following discharge from hospital he was randomly picked to be invited to our first patient experience day. Brian said TSPED was a brilliant idea as it gives ex-patients a chance to discuss things with the staff to assist with service improvement. Brian said he will never forget the marvellous staff on the thoracic ward and felt by contributing to this day he was giving something back, so future patients would also benefit.

"Invitations for the TSPED were posted out to a randomised sample of patients. An informal agenda was followed to allow discussion and creativity."

The ward manager, thoracic nurse specialist (TNS), nurses, physiotherapists and health care assistants, facilitated and aided patients in identifying positive and negative aspects around identified themes.

The themes chosen were:

- Communication
- Information
- Visiting Times
- Physiotherapy services
- Privacy and Dignity
- Hospital Facilities and Environment
- Infection Control
- Clinics/TNS Role
- Patient Journey

Jayne continues: "Two Thoracic consultants were also available to hold a question and answer session for participants. Small group discussions were held with staff acting as group facilitators, which aimed to encourage informal and relaxed discussions.

"Feedback following the day was sent to all participants along with an action plan. As the TSPED was such a success, we have decided to hold it as an annual event."

Patient experience means multiple things to team ward 26

- Patient feedback highlights many good points the ward provides. It shows us what we are doing well and allows us to maintain quality care.
- It provides us with evidence on how our ward is running so we can present it to others. This is an excellent way of ensuring a competitive feeling to becoming the best ward over all.
- It leaves us with wonderful feedback we can pass on to the ward staff from the patients directly - comments patients want to say at the time but sometimes feel they can't.
- A great way of seeing a change in the way we work. Previous comments have highlighted a problem with noise at night and this has considerably improved over the last few weeks.

Case Study 3

Ward 31, Glenfield Hospital

Improving care through feedback

Ward 31 continually scores over 70 in the Friends and Family Test by embracing feedback from patients and confidently responding to positive as well as negative patient feedback to ensure service and care developments are in line with patient opinions for all their patients, friends, family and carers.



One patient's negative feedback identified;

Clinical staff put symptoms of high blood pressure and pain down to anxiety

Labelled as anxious patient

Loss of self-esteem and confidence

Did not feel listened to and felt that care could have been compromised.

The team positively addressed this issue, shared and discussed how this patient felt.

By identifying what is required to be brought into the forefront of care, enabled the team to:

reinforce individual needs of all patients

highlight the need to address patients with sensitivity

undertake observations of patients whilst respecting their dignity

avoid labelling of patients

explore causes for their concern

Increased awareness that each patient may have different reactions following heart surgery or being told about a heart condition should be sensitively managed. Although staff know it is normal to feel low and anxious, this will not feel normal to the patient. Staff have been encouraged and supported to ensure a high level of care is provided at all times whilst meeting the physical and psychological needs of cardiac patients. Alleviating concerns empowers patients to be in control of choices and ongoing life decisions.

Care taken with communication was identified by all team members to ensure patient's feelings are being listened to and inappropriate labelling is avoided which may compromise care.

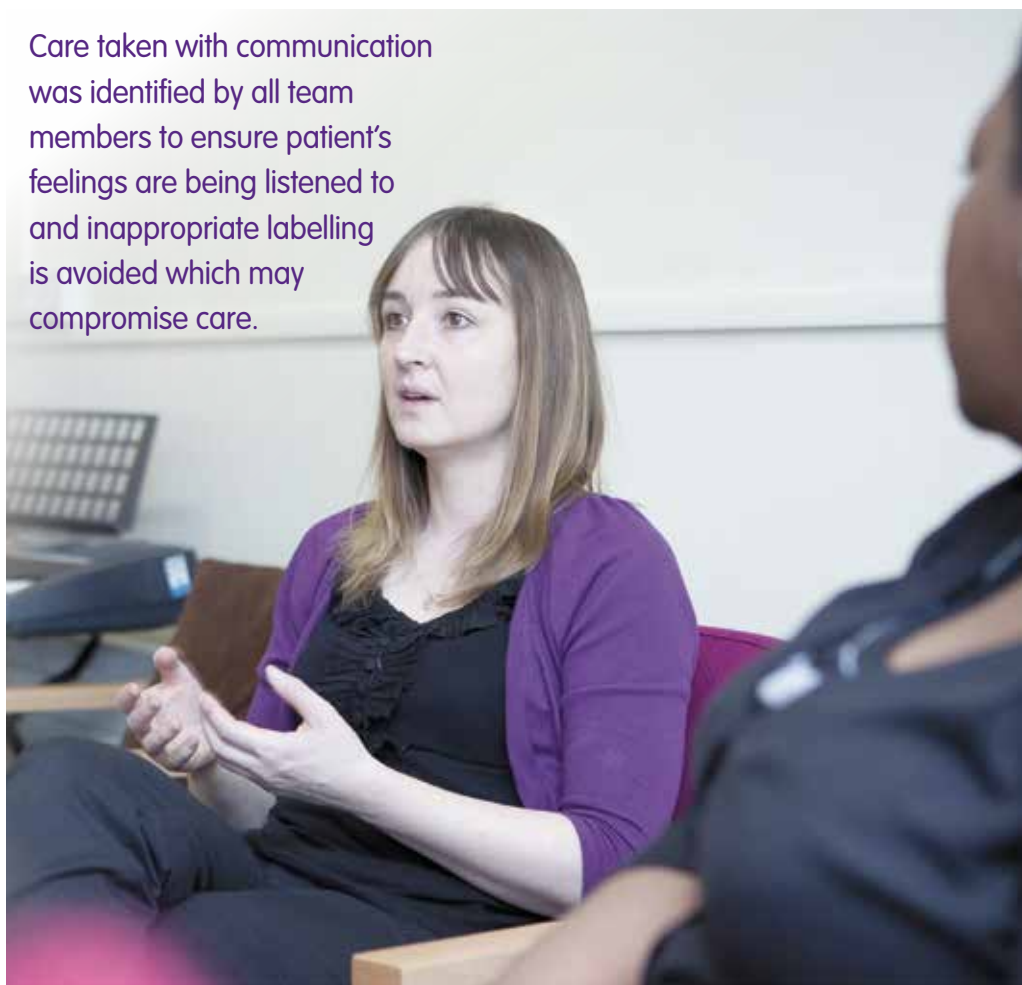
What does Patient Experience mean to you and your team?

Julie Lancaster, Ward 31 sister, said:

"We aspire to deliver the very best in patient care. We accept we do not always get things right and use patient feedback to continuously improve.

We believe our openness and responsiveness to feedback from patients epitomises a culture of patient led care. This ensures our consistently high friends and family test scores".

Care taken with communication was identified by all team members to ensure patient's feelings are being listened to and inappropriate labelling is avoided which may compromise care.



Creating a positive patient experience!

It is often the little things that make an enormous difference to patients and these changes can be easily achieved for the benefit of all patients. As creative practitioners we need to address issues raised from patient feedback. Placing patients at the heart of services ensures their experience is one of excellence.

Place ourselves in the eyes of our patients, consider if a member of our own family was a patient what would we want, how do we want our loved ones cared for?

Case Study 4

Emergency Department Leicester Royal Infirmary

Our patients said...

Patient feedback identified that the chairs in the main waiting room were ripped and uncomfortable whilst waiting.

Patient's feedback identified that they needed options to get food and drink whilst waiting in the waiting areas.



We responded by...

Replacing the chairs



Providing an accessible vending machine.

A positive story was highlighted at Trust Board showing how the Emergency Department team effectively managed a patient's end of life care with dignity and respect along with the needs of the family. Understanding the need to incorporate these principles of care is being integrated in the new Emergency Department build to ensure the provision of high quality end of life care continues within the department.



What does Patient Experience mean to you and your team?

Anna Duke (Matron) said "it is about making the patient experience as good as possible and gaining feedback from them about what we did well and what we can do better. It is important to get feedback so that we can make changes to the service we provide to make it the best Emergency Department in the country."

Case Study 5

Maternity Services, Leicester Royal Infirmary and Leicester General Hospital

Our patients said...

Patient feedback identified poor facilities for parents following loss of their baby.

They had to wait too long in maternity assessment when situated on the Delivery Suite.



We responded by...

Baby loss appeal led to the refurbishment and improved facilities.



The Maternity Assessment Unit opened on level 1 Kensington building September 2013.

Pauline Coser, manager of Maternity Assessment Unit, highlights that maternity assessment has moved from the Delivery Suite to improve the quality of care, reduce the waiting time for the initial assessment and to increase the capacity of Delivery Suite.

The Maternity Assessment Unit is now situated on level 1 Kensington Building and incorporates care previously provided in the Antenatal Assessment Area, which now concentrates in offering a quality service within specialist antenatal care.



The Maternity Assessment Unit is open 24 hours a day 7 days a week and actively seeks patient feedback to ensure the needs of women and their families are being met and to identify areas that require development in this service

Excellent feedback about the area being clean and inviting and how it has improved from the point of contact to exit and women are seen within 15-30 minutes as stated in our guideline.

Case Study 6

Ward 39, Leicester Royal Infirmary

Vicky Cartwright Ward Sister explains:

"Ensuring that our patients have a positive experience whilst under our care is very important to everybody who is part of Team 39.

We strive to achieve this through monthly team meetings where we celebrate what we have done well and explore ways to improve the care that we provide.



"We are no longer ward 39.
We are Team 39.
This new approach has
made way for a happier
team and happier patients".

Over the last eight months, we have focused on raising awareness of the AMBER care bundle and falls prevention to improve patient experience.

We have seen a steady improvement to our Friends and Family Test score as well as winning a Caring at its Best public nomination award and being put forward for a Quality Mark award.

However, we do not always get it right - but we take the time to listen to our patient and relative feedback and actively encourage patients to post Message to Matron so we can strive to continually improve our service and in turn patient experience.

We are no longer ward 39. We are Team 39. This new approach has made way for a happier team and happier patients".

Case Study 7

Ward 31, Leicester General Hospital

Ward Sister Sam Pugh explains:

"No one wants to be in hospital whether it as an emergency or for a planned procedure. As nurses it is our responsibility to make every patient's stay a positive experience.



It is quite often the little things that patients worry about and ward 31 aims to reduce these worries or concerns. Simple acts such as ordering single pints of milk rather than 4 pint cartons so patients can maintain their independence and help themselves to breakfast and a hot drink (at a time that suits them) which is a quick and easy solution.

Ward 31 views our patients as individuals and continually look at ways to enhance a patient's stay. Our latest venture is our garden project with staff fund raising and giving up their spare time to create an outdoor space that patients and their families can use away from the busy ward environment".

Case Study 8

Wards 15, 16 and 33,
Leicester Royal Infirmary

Red Call Bell Posters

Patient experience feedback indicated that patients felt that call bells were not readily available for patients. In response to this feedback red posters were developed and displayed within the ward's bays to remind all staff, carers, friends and family to leave the call bell within the reach of the patient.



Answering of call bells in a timely manner has greatly improved with the red poster campaign and by having staff members in each bay at all times.

Ward Sister Gillian Wardle highlights

"what patient experience means to the Ward Sisters and the Acute Medical Unit is holistic care for patients with a quality driven attitude of positive outcomes for patients and relatives.

When patients arrive as an emergency on the unit they need to have confidence that when they need assistance or they need to speak with someone they will receive this in a timely manner".

Case Study 9

Ward 15, Glenfield Hospital
East Entrance Chair

Judith Evans, Matron, identifies the patient is the most important person in any hospital.

We try our best to meet all of our patient's needs.

To do that it is very important to speak with and listen to the patient and their relatives.

After receiving a request on one of my Message to Matron Cards I was pleased that I was able to get charitable funding to purchase this seat. Since we put it inside the East Entrance it has been well used.

Unfortunately we have had to move it for a short period as some patients were using it to

prop the outside door open at night. We have now come up with a solution to safely secure the chair in place.



Minimum Survey Targets

NHS England sets targets in obtaining patient feedback from inpatients, maternity services and emergency departments. Every ward is given a weekly target to achieve patient feedback. The wards have positively risen to the challenge of weekly surveying.



Case Study 10

Gynaecology Assessment Unit, Leicester Royal Infirmary

The response target in gathering patient feedback increased and was managed through a team approach. Having a visual "countdown chart" on the wall for staff to view and mark off, showed how many surveys were needed to meet our target.

Carmen Jeary Ward sister states:

"Our vision of care on the Gynaecology Assessment Unit at the Leicester Royal Infirmary is that our patients receive efficient, kind, compassionate and individualised care that meets their expectations. We always want our patients to feel they have had timely care to the highest standards achievable, not just when we can. Delivering sensitivity and understanding is our business; it is what we do best on the Gynaecology Assessment Unit.



Staff on the unit endeavour to be organised, professional and empathic to the needs of our patients particularly in this sensitive and distressing area of practice. We genuinely do care about our patients and each other and are delighted that this is reflected in our recent patient experience survey results".

"We are one team and we work best when we work together"

Case Study 11

Clinical Decision Unit, Glenfield Hospital

Kerry Tebbutt, Ward Sister states:

"So that we could increase our collection of patient surveys and meet the minimum monthly target competition was initiated within the team."



We have a leader board for all the staff and we gave all the band 6's ten surveys each to facilitate their completion.

Certificates are given out at the end of the month for first, second and third place, to keep it fun".

Case Study 12

Coronary Care Unit, Glenfield Hospital

The Coronary Care Unit continually achieves a high response rate in gathering patient feedback. All staff ensure on discharge every patient, carer or friend had the opportunity to complete a patient experience survey.

Kim Sanger, Ward Sister identified what patient experience means to the team; "when the patient feels that they have received the best possible care throughout their stay, and that they were listened to, involved in planning their care and were treated as an individual, not a number".



Case Study 13

Ward 23, Leicester General Hospital

Ward Sister Julie McFarland came into post in January of 2014. At the time there were lots of temporary staffing and no day to day leadership. New permanent staff have been appointed, all are keen to make a positive impact for patients who are admitted on the ward.

Julie said "I would say no one thing has caused the improvement in patient experience, but lots of little things together have made a massive difference". In response to Patient feedback:

1. Ward 23 has changed to an extended surgical day case ward.
2. Staff are visible on the ward and talk to patients about their individual care and treatment.
3. Implementation of monthly ward meetings at which patient feedback is discussed.
4. Patient feedback provides staff with clear direction and expectations.



Julie also said "A ward is only as good as the people who work on it and who work daily upholding the Trust values. Even as our Friends and Family Test results increase the work of improvement is never finished as there are always new challenges ahead and we hope to keep moving forward".

The Quality Mark

During the past 18 months eight wards in the Leicester Royal Infirmary have been taking part in the Royal College of Psychiatry 'Quality Mark for Elder Friendly Hospital Wards.'

The Quality Mark encourages hospital wards to become involved in improving the quality of essential care for older people and to recognise the provision of good care, as identified by patient feedback.

The Awards Committee reviewed all the information submitted by patients and members of the Multi-Disciplinary Team and awarded the Quality Mark to six of our wards.

This is a fantastic achievement for the teams on the wards and demonstrates their commitment and drive to improve the quality and dignity of care for older people.

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Case Study 1

Ward 21

The Quality Mark highlighted to us what we could do to improve the quality of care for our patients; it gave us information and equipment to make patients stay easier.

For example; we all had training from the interpreting service and new telephones to enable us to use the telephone interpreting service to improve communication between us and patients whose first language is not English.



Case Study 2

Ward 31

We consider patient experience feedback to be very important; it makes us more aware of the care needs and concerns of patients from their perspective, which allows us to make improvements tailored to patient need.

The Quality Mark really helped us focus on staff knowledge and training around the needs of older people. It gave us a framework that pulled all the essential skills needed to provide the highest standard of care for our frail older patients and our patients with dementia.



We use this framework in appraisals to ensure staff have had all the required training and for our new starters so we all work to the same standards this has benefitted both staff and patients.

Case Study 3

Ward 32

The weekly patient feedback is visual, timely and tangible; it helps staff to drive improvements in patient care. This information highlights areas to focus on so we can best channel resources to make improvements for patients. An example; patient feedback was really useful when communicating with Interserve to improve services.

The Quality Mark gave us the opportunity to highlight ward 32, it raised our profile and enabled us to put forward ideas for Improvement. We liked the whole team approach and that it was Multi-Disciplinary Team driven. The staff surveys told us how staff feel and we have been able to improve this.



Case Study 4

Ward 37

The Quality Mark enabled improvements to the ward environment, which we needed following our move from another ward.

This benefited the ward team and our patients. We liked the whole team approach to the Quality Mark, as it encouraged patients, the ward staff and Multi-Disciplinary Team to reflect on what we do well and what work we still need to do.



Case Study 5

Ward 39

The whole team is passionate towards ensuring patients' experiences are positive.

By working collaboratively towards achieving the Quality Mark award, the team has used patient feedback to improve the standard of essential care delivered to older people on our ward.



We have improved patient comfort, nutrition, support staff can provide, and the privacy and dignity of our patients.

We are very proud of our achievement in this and look forward to sharing our best practice.

Case Study 6

Ward 40

Undertaking the Quality Mark on ward 40 enabled the team to gain a fresh perspective of what influences the experience of the older person during their stay on the ward.

We will consolidate and build upon these achievements and embed them into our everyday practice.



Final Word

Leicester's Hospitals welcomes all feedback from patients, carers, family and friends. Positive and negative feedback is actively listened and responded to, by making improvements in care to meet the needs of people in Leicester, Leicestershire and Rutland.

We drive towards becoming a centre of excellence, where our patients are at the heart of our service.

Well done to all wards and departments included in this edition for sharing with us the positive change that you have made in your area or with your team which may help others make improvements in their ward or department.

Thank you to patients who have been involved, we greatly value and respect all feedback.

A thank you also goes to our staff for their excellent response in gathering patient feedback.

A host of changes have occurred this year based upon patient feedback.

"How likely are you to recommend our ward to friends and family if they needed similar care or treatment?"



The Friends and Family Test

If you would like to give your feedback on your experience of care please complete a survey online at www.leicestershospitals.nhs.uk/contact/feedback/

Or please contact the patient experience team on 0116 258 5384.



www.leicestershospitals.nhs.uk/contact/feedback/

