

University Hospitals of Leicester



NHS Trust

Caring at its best



3rd Edition of
**Celebrating
Success**

Doctors leading change
in response to patient feedback

For patients, staff, visitors and volunteers

Foreword

I am delighted to present the latest edition of **Celebrating Success** in which doctors and clinical staff reflect on the changes they are leading on in response to patient feedback. The improvements showcased in this edition focuses on a selection of the excellent work within Leicester's Hospitals.

We are committed to delivering 'Caring at its Best' by listening and responding to feedback from patients, families and carers. Patient feedback and engagement must remain central to service development and improvement.

Listening to patient feedback and proactively addressing issues raised enriches the effectiveness of care, improves safety and enhances the care and compassion provided.

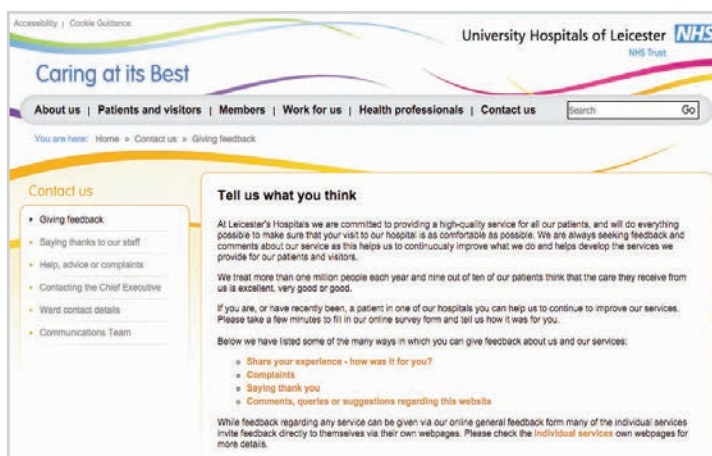
I hope you enjoy reading these case studies demonstrating how sharing patient feedback has instigated many improvements inspiring all members of staff to respond to patient feedback and deliver 'Caring at its Best'.

Caring at its best

Andrew Furlong
Interim Medical Director



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



Introduction

In the first part of this edition of **Celebrating Success** doctors share how they are leading the way in responding to feedback. The second part highlights how clinical teams are listening to and acting on what patients



have said. All wards and departments listen and respond to feedback, which provides valuable insight into a patient's journey of care and is used to facilitate positive change across services.

Patient feedback is important to ensure that we deliver safe and quality services. We welcome the opportunity to meet with patients, carers and families to capture feedback and stories of experiences, both positive and negative.



We collect feedback from patients in many ways such as:

1. Directly to clinical staff
2. Message to Matron cards
3. Message through a Volunteer
4. Compliments and complaints
5. Friends and Family Test
6. Patient stories



How to complete The Friends and Family Test

- **Electronic survey device** following their appointment in Outpatient areas, maternity services and eye casualty
- **Feedback Kiosks** in Leicester Royal Infirmary, Balmoral reception area and Glenfield Hospital, main entrance
- **Paper feedback forms** are available from ward areas and the Emergency department.

Feedback from patients, carers and families provides information on areas that are providing excellent care and areas that require improvements. Feedback is used within our hospitals to prioritise and base planning for future improvements and development.

If you would like to provide us with any feedback the Patient Experience Team can be contacted on 0116 258 5384

It is clear from the range of rich, positive feedback that services take pride in delivering a good experience for their patients.

The following examples of best practice from doctors are just a selection of the excellent work that is being undertaken in Leicester Hospital's. Our challenge is to continually respond to the needs of patients, carers and families across all our services.



Share Your Experience: consultants leading the way

Case Study 1

A consultant leading the way with patient feedback in the Neonatal Service...

Doctor Joe Fawke, Consultant Neonatologist

The Neonatal Service has been proactive in gathering patient feedback and sharing it with staff. All parents whose baby has spent more than 24 hours on the Neonatal Unit at the Leicester Royal Infirmary or Leicester General Hospital are offered a patient experience survey on discharge. These are completed on electronic touch screen devices, based in the clinical areas. This makes the data immediately available so that feedback can be addressed by staff in a timely manner and themes identified.

"Initially we focused on improving response rates so that we had enough information to draw some meaningful conclusions. Over the last two years the

Neonatal Service has developed a robust patient experience approach which directed developments to our admission and discharge processes and staff education in response to feedback.

I oversee the production of reports every two months, and a larger annual report about what parents of babies in the neonatal service thought of our service. Feedback from parents is displayed in staff and public facing areas. Free text comments and themes are reported back to the service through our governance meetings and shared with all members of the team"



Feedback highlighted that improvements were required around the provision of information to parents on admission and at discharge.

Response to feedback

- All parents are made aware when ward rounds occur and that they are welcome to be part of their baby's review
- Privacy will be maintained during update discussions and breastfeeding
- Discharge processes reviewed to include how follow up arrangements are made and shared with parents
- Parent craft sessions have been reintroduced
- Earlier involvement of the outreach team as part of discharge planning

What our patients have said about us

Excellent care both for our daughter and for us, staff are very approachable and take the stress out of a challenging time. There are full explanations of all aspects of care

Great help and support for parents

The staff are extremely professional and caring, we always felt in good hands



"Every negative comment is reviewed and acted on by myself and the multidisciplinary team using a 'you said we did' approach. Our determination towards improving patient experience has been presented through a poster exhibition at a National Perinatal Conference. Regular conversations with parents by our Matron provide additional feedback which is shared with staff in a traffic light 'Keep the

comments green' style; where positive comments are green, neutral ones amber and negative ones red"

"Overall the experience of collecting parents' views has been very positive for staff and reinforces the excellent work being carried out within the Neonatal Service"

Joe Fawke,
Consultant Neonatologist

Amazing staff who consider the whole family we are completely overwhelmed by the care attention, kindness and approachableness of all staff



Case Study 2

A consultant leading the way with patient feedback in the Sports and Exercise Medicine Clinic...

Doctor Patrick Wheeler, Consultant in Sport and Exercise Medicine

"The Sport and Exercise Medicine Department have been conducting regular paper-based patient surveys at different time points in the last few years before moving to the electronic survey device. The patient experience surveys and Friends and Family Test enables patients the opportunity to provide anonymous feedback and reply to whether they would recommend the clinic based on their experience of care.

The electronic survey device is used to collect patient feedback and is convenient for patients. On-going monitoring of patient feedback provides us with better understanding at an early stage if problems occur and supports individual clinicians gathering feedback for appraisals. Reception staff encourage patients to complete the patient experience survey, and patients have been very positive about how easy it is to give feedback, and feel valued that their experiences are being actively sought.

Patient feedback is important to the Sport and Exercise Medicine Department and, as Head of Service I am able to oversee all of the feedback we receive, which is then shared within the team. Positive comments are shared and any

negative comments received are looked at by the members of our multidisciplinary service to see where we could be improving. The overwhelming positive responses that we receive help to support the work that we do in caring for patients, and reinforces areas of good practice. We are encouraged that overall satisfaction levels received in the Sports Medicine Department using the Friends and Family Test are over 98% with more than 300 responses to date.

The Sports and Exercise Medicine Department is in the middle of expansion plans, and will soon deliver NHS Clinics at the new National Centre for Sport and Exercise Medicine in the East Midlands, in addition to the main hub based within the clinic rooms in the Sports and Exercise Medicine Department at the Leicester General Hospital. On-going patient feedback to evaluate patient satisfaction will help to ensure that patient experience is maintained in these satellite clinics".

Patrick Wheeler,
Consultant in Sport and Exercise Medicine



Patients attending the Sport and Exercise Medicine Department have said

"Dr Wheeler explained everything extremely well and explicitly. I felt completely at ease and very confident. The whole procedure was conducted professionally and with great care"

"Felt that Dr Wheeler really understood my problem and felt confident that a remedy would come in time"

"Very detailed and comprehensive information given. The consultant made me feel able to ask any questions and responded in an easy to understand way"

"Find Dr Wheeler very thorough and knowledgeable. Understands what he is doing and what he wants from me and the likely outcome"

Share Your Experience: consultants leading the way

Case Study 3

A consultant leading the way with patient feedback in the Ear Nose and Throat (ENT) Clinic...

Doctor Peter Conboy, ENT Consultant

"The ENT team at the Leicester Royal Infirmary have always appreciated the importance of a positive patient experience in outpatients as an aspect of delivering good care quality. Patient feedback has been encouraging and confirms that patients and their relatives are highly satisfied with their experience. We also appreciate that there are times when we could do better".

Positive feedback includes

Recurring comments from positive patient feedback:

- Efficiency
- Feeling supported
- Kindness
- Friendliness
- Reassured
- Good communication

"Sensitivity, clarity, trust and explanations in plain English. Warmth of the medical staff"

"Excellent service and restored my sense of taste and smell after years without them!"

"Mr Das was extremely informative, sensitive and attentive to my needs and concerns"

"Mr Rea has been fantastic and I have been under his care for years now"

"Mr Conboy was very helpful and took the time to explain everything to me. His manner is wonderful"

Feedback which highlighted areas for improvements

No proper signs to nearest facilities

Patients unable to hear when they are called (patients with hearing difficulties)

Very warm, dim lighting and the generally poor environment of the waiting area

Long delays and lack of information regarding waiting times

Lack of drinking water facilities



Response to feedback

- Water fountain installed in the waiting area
- Trialling a pager system which enables patients to go to the restaurant or Royal Voluntary Service coffee shop when clinics appointment times are running late. This allows patients the freedom to be away from the clinical area whilst waiting for their appointment and they are called back by the team when it is time for them to be seen
- Laminated signs for the nearest facilities have been displayed in the waiting area
- We are investing in a new system which will help us to display information regarding waiting times for patients. We have also designed a leaflet that provides relevant information for patients explaining why delays may have occurred and whom they will be seen by in clinic
- New fans for the waiting area will be purchased
- Customer service training for team members

"Feedback received from our patients is discussed as a team and we work together to come up with solutions to the issues raised. We regularly review all

our feedback to enable us to develop our service in the most patient focussed way we can."

Kate Ward, Matron



Case Study 4

A consultant leading the way with patient feedback in the Diabetic Clinic...

Doctor Steve Jackson

"I have been keen to seek feedback from patients about their experience in my clinic. The touchscreen survey device used allows patients to choose a name from a list of clinic doctors. I am enthusiastic to seek feedback from patients because this allows me to see what patients have said we are doing well at and to initiate improvements where necessary. I am encouraging patients to add comments as this is helpful in directing changes, for example one comment identified that the hospital map sent out to new patients had our diabetes

outpatients department in the wrong place!

I feel very privileged to work with specialist nurses and dieticians with whom I have developed a longstanding relationship and respect for their caring and professional behaviour. I operate an "open-door" policy during the clinic for the team and I try to treat people in the way that I would wish to be treated."



Hospitals can be scary places and I do my best to make everybody feel at home when they are in the clinic"

Some of the things patients have been saying about Doctor Jackson

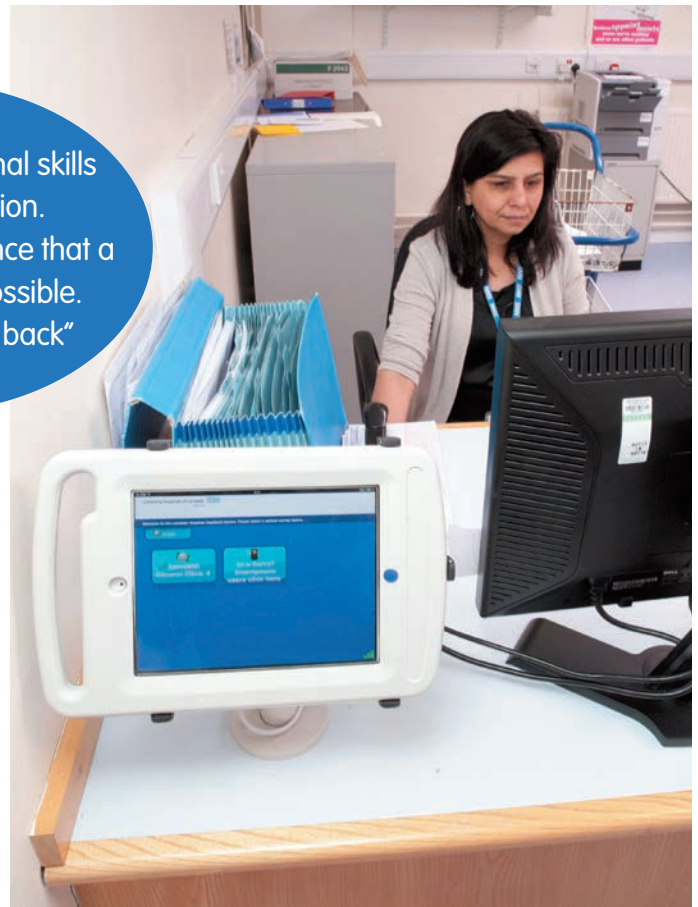
"Always take time to talk to you rather than at you and very supportive"

"Dr Jackson is very helpful. Gives you loads of information"

"Excellent interpersonal skills and communication. Filled me with confidence that a good outcome is possible. Can't wait to come back"

"Mila profesjonalna obsługa"
(Translation from Polish = Nice professional service)

"Very happy with my treatment with Dr Jackson"



Case Study 5

A consultant leading the way with patient feedback in the Balmoral Eye Clinic...

Doctor James Deane, Consultant in Ophthalmology, Balmoral Eye Clinic

"Patient feedback is collected in the eye clinic via the electronic survey device. We discuss feedback comments and any complaints as a team with a view to uncover themes to direct our attention to where improvements are needed. Feedback identifies changes that are needed for example how we need to explain things more clearly. We try to engage with all feedback in a positive manner, and fix the problem wherever possible"

James Deane,
Consultant



Feedback that required action

- no provision of televisions
- lack of drinking water
- cancelled appointments
- waiting times

Positive feedback includes

Recurring comments from positive patient feedback:

- Efficiency
- Friendliness
- Feeling supported
- Reassured



Response to feedback

- In response to comments about the eye clinic experience we have instituted a number of changes which includes making a television and water coolers available for patients
- We have also made improvements to our booking system to reduce waiting times for both admitted and non-admitted patients

Positive feedback includes

"Everybody in eye department very helpful no complaints"

"Been coming for a year now and had good service"

"Because the doctors and the nurses are always very kind"

"Saw doctor quickly and excellent examination with speedy results"

"Staff are very helpful go above and beyond to help you"

Case Study 6

A doctor leading change in response to patient feedback in the Clinical Genetics Clinic...

Doctor Pradeep Vasudevan,
Consultant Clinical Geneticist



Doctor Vasudevan said this about personal SMS text feedback for consultants

"All patients and families approached were happy to consent to give feedback. The process was simple and straightforward for both patients and doctors. Clearly the way forward in this digital age!"

Since our move (Clinical Genetics) patients have been giving feedback regarding signage issues (lack of signage to Victoria building - Genetics service). Our team has done some good work here and the new signage has been put up.

"The consultant was very informative and clear at telling us the information and answered all our questions. We felt very comfortable the whole time too"

"Excellent way of talking things through with us and very friendly and prepared to listen"

"He was a very nice person who you felt at ease with & you didn't feel you had to rush your appointment he gave you the opportunity to ask all the questions you wanted to"

"He was friendly and easy to approach which made listening and talking to him easier"

"Appointment was flexible, quick. Dr Vasudevan was very good with child, at consultation we were made feel relaxed, questions encouraged, our doubts were answered and we felt at ease"

"Really helpful and gave me reassurance"

Patient experience is important to the team as it gives the opportunity for our patients and families to give honest feedback regarding their experience of the Clinical Genetics service and therefore gives us an opportunity to respond and make changes to improve our service. It's an integral part of the care we offer, it's a way of ensuring the patients are empowered in their care. This is the chance to put the patients at the centre of what we strive to do, providing the highest level of care we can.

Feedback from the electronic touch screen device identified that patients and families were struggling to find the department following a move and building works.

Feedback identified these difficulties caused patients to feel distressed and angry when arriving late for their appointments.

In response we now have signage in the Victoria building and outside the hospital, and signs for within the hospital are on order. The comments about finding the department has started to reduce and we hope this will continue once all signage is in place. It may seem a small thing, but to our patients, already feeling anxious about attending, small things can make a big difference.

Penny VanBesouw -
Cancer Genetic
Counsellor



Case Study 7

A consultant leading the way with patient feedback in the Paediatric Rheumatology Clinic...

Doctor Arani Sridhar, Consultant and the Paediatric Rheumatology Service

Patient feedback is collected in the outpatients clinic by the electronic touch screen device.

"My focus is on patient and family centred care and the aim is to correctly diagnose the Rheumatology condition in a timely and efficient manner in order to achieve and maintain remission of disease.

I treat my patients and families with love, dignity, respect and kindness, the way me and my children would like to be treated. I involve and listen to the children, young people and their parents in the decision making process.

The Friends and Family Test started in the Children's Outpatients in March 2015 with gradual increase in survey levels over the last couple of months.

I am very pleased with the specific comments about my clinical care. This is really motivating and provides impetus for more hard work to continue to improve the Paediatric Rheumatology Service in Leicestershire.

I would like to acknowledge the invaluable support from my team members.

Arani Sridhar,
Consultant



Feedback that required action

- Long waiting times
- Patients and parents requesting more time with the team
- A need for more child friendly toys

Response to feedback

- Now running two clinics per week and plans to recruit second paediatric rheumatology consultant in the near future to improve capacity
- Provision to improve the capacity for paediatric rheumatology nurse to spend more time with patients and parents in the children's outpatients department
- Easy access to play specialists and more child friendly toys in the children's outpatients department

Positive feedback includes

"Very friendly and patient doctor and nurse. Wonderful with my three year old son and explained everything very clearly to me"

"Great staff who gave a warm welcome and made us feel at ease. Very professional and greeted with a smile. Doctor answered all our questions, and listened to our worries. A great service. Thank you"

"Excellent doctor with an amazing bedside manner. Extremely knowledgeable, very kind, patient and involves the patient in his care. Very thorough"

Part 2: Listening to what patients have said



Doctor Ian Ormiston, Consultant and the Maxillofacial Clinic, Leicester Royal Infirmary

The electronic touch screen device provides patients with the opportunity to give us their feedback. The comments are overwhelmingly positive which suggests patients are very happy with the consultations, treatments and outcome of their care.



Some of the things patients have been saying about the LRI Maxillofacial Clinic

"Today my questions were answered by Mr Ormiston, I was not rushed through and was thoroughly examined. I was given excellent advice and clarification on future management and likely outcomes. The dental nurse was very empathetic and also had good advice to offer. It was a significantly improved experience than to my previous appointment.
Many thanks"

"The surgery was amazing and the aftercare was equally the same"

"Was treated nicely and made sure we weren't worried about anything"

"Doctor was very good & understanding, feel reassured"

"Quick turnaround of appointment times and polite staff and doctors and nurses"



Feedback that required action

One of the common themes that has required acting upon is the issue around waiting times

The waiting in clinic is very often too long

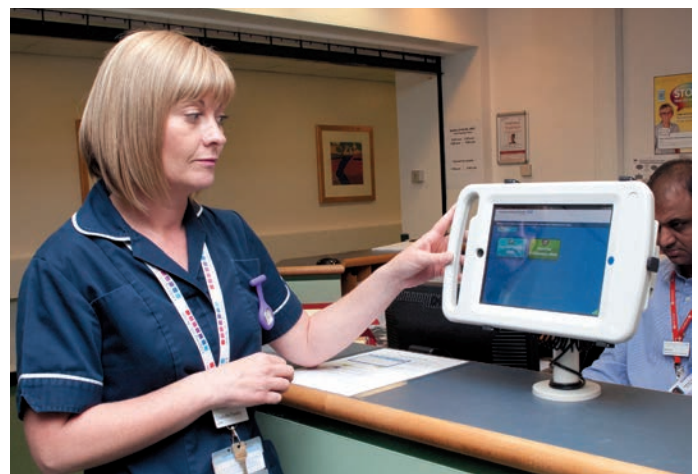
Response to feedback

We have responded to this by:

- Trialling a pager/bleeper system: this enables patients to leave the clinic and go for a coffee if there are long waiting times, patients can then be called back when we are ready by the pager.
- Writing on the board if there are delays and try to keep this updated at regular intervals
- Planning to trial an electronic display to keep patients fully informed.

Other developments to enhance patient experience include the installation of a water fountain so patients may help themselves to ice water whilst they wait, a computer installed in our recovery area enables us to access results and information in a timely manner and we are seeking funding for dignity room for our head and neck cancer patients.

Sister Charlotte Pawley



Part 2: Listening to what patients have said

Glenfield Respiratory Physiology Clinic

Vara Dhiraj,
Principal Clinical Physiologist

The electronic survey device provides patients with the opportunity to give us their feedback. When patients and visitors tell us that they care about their experiences of care we provide, we make sure that whatever we do is done effectively and safely.

We strive to keep patients informed, supported and listen to each individual patient so that they can make meaningful decisions and choices about their care.

Patients using this service may require a range of complex investigations therefore we have developed a comprehensive range of patient information leaflets explaining exactly what to expect when a patient comes to our department for a specific investigation.

Feedback which relates to specific members of staff is always shared with individuals and all feedback is relayed to the team in meetings so that we can respond as a team if needed. For example a recent compliment "Steve treated me well" was passed on to the member of staff. Feedback identified a patient being unable to tolerate Continuous Positive Airway Pressure (CPAP) therapy in response to this I made a customised Mandibular advancement device which has helped transform the patient's clinical condition of sleep apnoea.

Vara Dhiraj



Some of the things patients have been saying about Glenfield Respiratory Physiology clinic

"Since I have used this service my quality of life is greatly improved. If I need help and advice, parts for my equipment it is prompt"

"All staff and volunteers were helpful, courteous and very professional. We felt very well cared for. Thank you!"

"Excellent physiologist Shelley with great patient manner"

Part 2: Listening to what patients have said



Leicester Royal Infirmary Acute Frailty Unit

Patient experience surveys are given out to patients, carers, friends and family on the day of discharge. Collecting and responding to patient feedback is important to the Acute Frailty Unit and we address issues as a team.

Feedback identified that visitors to the ward were unsure about who to ask regarding care plans and why patients were moved off this ward

In response to feedback 'Ask me' posters have been designed to support patients, carers and family to identify staff on the ward.

Leaflets and poster were designed to explain assessment ward to provide better understanding of process and way system works.

Daily briefings occur to ensure all staff members are aware of positive feedback and challenges to address to ensure patient experience is improved for all patients, carers and their family.



This year we celebrated the units two year opening and aim to continue in providing compassionate care and responding to patient feedback".

Sister Esther Hyde

Leicester General Hospital Ward 3

"Responding to patient feedback to improve experience is really important to all members of team ward 3.

Patients reported that they felt they were not being communicated with and there was a lack of clear discharge information within the multi-disciplinary team

A project group was established to respond to patient feedback and improve the experience for all patients

- A personalised discharge pack was developed which would include information booklets, discharge letter, medication information and a patient experience survey
- A discharge planning and progress form was developed and placed in the patient's notes next to the multi-disciplinary team sheet. This allowed the multi-disciplinary team to access information about discharge progress and could be easily relayed to patient, relatives, social worker and all of the team
- Patient experience afternoon tea events have been organised throughout the year to encourage open and honest discussion about the care whilst enjoying tea and cakes. The last event was on the 29th May 2015. Generally patients felt they were more informed and involved



"Thank you. Excellent job by everyone. Above and beyond the call of duty in all your help"

"My family and I liked the staff on the ward"

"Always attended to me on time and as and when I needed. Very helpful staff"

The project group is ongoing and give us the opportunity to analyse what is working and what is not and making action plans. Staff participation is pivotal to maintaining change and continually listening to our patients and relatives"

Sister Lorna Knight

"Excellent job by everyone"

Part 2: Listening to what patients have said

Leicester General Hospital Orthopaedic Pre-Assessment Clinic

Feedback is important to the Orthopaedic Pre-Assessment clinic as it identifies what we are doing well and can direct where future improvements are needed.

The electronic survey device is in our clinic reception area, which provides all patients with the opportunity to provide feedback.

To encourage patients to complete feedback after their appointment

All patients on arrival are given an information slip which identifies who and what will occur during this clinic appointment. We have added to this slip 'patient feedback' to encourage patients to complete feedback after their appointment.



Patients are encouraged to provide feedback to assist with future improvements

"Good care, time to answer my questions and all with a smile"
"Greeted with respect and promptly"

"All staff very polite and patient"

Leicester General Hospital Ward 14

On ward 14 patient experience is very close to our hearts and I am proud when we get it right and act upon feedback when this is not as positive.

On a weekly basis we review patient feedback so that if there are any negative comments these can be addressed promptly and all feedback is shared with all members of team 14. We display the wards Friends and Family Test results on the ward for all visitors to see alongside our actions for areas of improvement.

Improvement in communication was identified from feedback gathered from the patient satisfaction questions in the patient experience surveys

To improve our communication

- We produce a monthly newsletter which is sent to all staff to communicate various issues that need to be addressed and this also highlights positive comments to provide encouragement when we are getting it right.
- We have held a patient experience training day to highlight the importance of effective communication and improving patients overall experience on the ward.
- We liaise closely with the medical, physiotherapy and occupational therapy teams who support ward 14's ongoing plan to continue improvements on the ward, working environment and patient experience.

Sister Clair Rix



"Professional knowledge and all round 24 hour care"

"All the staff go the little bit extra to make you comfortable and less stressful"

"Always on hand to help with no problem"

"The nurses are brilliant, there is nothing they would not do for you when you ask"

Friends and Family Test

Share Your Experience

The case studies highlighted are a selection of many clinical leaders in a variety of areas that are responding to patient feedback to improve services and care for all patients, carers, family and friends.



Friends and Family Test

The Friends and Family Test is a nationally set question which asks patients, carers, friends and family on discharge:

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

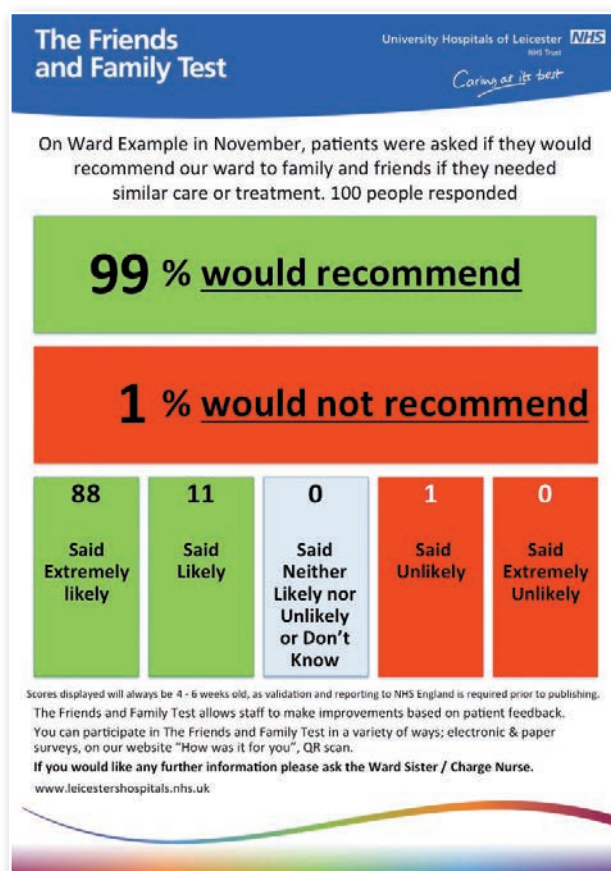
Following this question patients are then asked:

"Please can you tell us the main reason for the answer you have given?"

The set responses:

- Extremely likely
- Likely
- Neither likely nor unlikely
- Unlikely
- Extremely unlikely
- Don't know

Examples of the charts used in our hospitals to display the Friends and Family Test results and how we respond to feedback



The Friends and Family Test is calculated by looking at the percentage of people who would recommend and percentage who would not recommend the service.

Leicester's Hospitals welcomes feedback from patients, carers, friends and family. **Thank you to all patients who have provided feedback** that has helped to drive changes to improve services.

This edition of **Celebrating Success** shares a few of the many areas that actively listen and respond to patient feedback from a host of changes that have occurred this year.

Thank you to our staff for their commitment to challenge areas that involve improvements based on patient feedback. Well done to all the wards and departments highlighted in this publication, for sharing how you have responded to patient feedback to enhance patient experience.

NHS

The Friends and Family Test

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



If you would like to share your experience whether positive or negative, please get in touch by completing a survey online at:

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

or please contact the Patient Experience Team on 0116 258 5384