

Whittington Health Trust Board

2 July 2014

Title:	Stakeholder Engagement Strategy 2014		
Agenda item:	14/115	Paper	4
Action requested:	For discussion.		
Executive Summary:	<p>The success of Whittington Health is dependent on its stakeholders. Strengthening engagement is critical for the Trust's future - for accountability, trust, confidence, reputation and organisational culture.</p> <p>This paper outlines our strategy for three key areas of engagement:</p> <ul style="list-style-type: none"> • Patient engagement • Staff engagement • Engagement with the community and other key stakeholders <p>It includes 11 core objectives and our commitment to engage more effectively. The paper also outlines who is accountable for delivery and how we will monitor and report progress.</p> <p>The patient engagement objectives link with the Trust's patient experience strategy 2014 which is included as Appendix 1.</p> <p>The Trust is looking to change the way it engages with its stakeholders. Actions plan will be developed with patients, staff and the community over the coming months.</p>		
Summary of recommendations:	The Trust Board is asked to approve the strategy and agree to the next stage of developing action plans in consultation with our stakeholders.		
Fit with WH strategy:	The strategy covers all five strategic goals.		
Reference to related / other documents:	Patient experience strategy 2014 and Workforce Development Plan 2014.		
Reference to areas of risk and corporate risks on the Board Assurance Framework:	In the Board Assurance Framework (BAF), sections 1.1, 1.2, 2.1, 2.2 and 3.2 cover stakeholder engagement.		
Date paper completed:	23 June 2014		
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Date paper seen by EC	27/5/14	Equality Impact Assessment complete?	N/A	Risk assessment undertaken?	N/A	Legal advice received?	N/A
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Stakeholder engagement strategy

July 2014



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1. Introduction

The success of Whittington Health is dependent on its stakeholders. Strengthening engagement is critical for the Trust's future - for accountability, trust, confidence, reputation and organisational culture. It is also a contributory factor for improving quality of care and patient outcomes.

Many stakeholders play a critical role - most notably our patients (who can exercise patient choice), staff (integral to performance), our shadow governors and members (our accountability to the local community), commissioners/GPs who purchase and refer to our services and MPs, councillors, local authorities who monitor and scrutinise our services. There are also a range of partners/patient groups whose relationships and feedback are vital for the running of the hospital and for the trust's reputation.

The publication of the Trust's estates strategy in January 2013 damaged stakeholder relations and confidence in the organisation resulting in an urgent action plan to restore the confidence of many of our stakeholders. It also confirmed the need for a new revised engagement strategy which demonstrates the Trust is listening, analysing and making informed decisions based on feedback.

This strategy outlines our aims for patient, staff and community engagement. All are fundamental to the success of the organisation.

“One thing you notice when you come to Whittington Health is how much the local population loves their hospital and our services. We need to make sure we have a shared vision with the community about the future of the organisation.”

Simon Pleydell
Chief Executive

2. Our profile

Whittington Health is an ambitious and pioneering healthcare organisation with a strong reputation for safe care.

Part of the community, our focus is on providing outstanding services to support everyone to have healthier longer lives.

The Trust provides both district general hospital and community services to 500,000 people living in Islington and Haringey as well as other London boroughs including Barnet, Enfield and Camden. Our 4,000 staff care for people across North London at The Whittington Hospital and from 30 locations in the community.

As one organisation providing both hospital and community services, we are known as an “integrated care organisation”. This means we can bring high quality services closer to home and speed up communication between community and hospital services, improving our patients’ experience particularly for people who need different levels of care.

Key to our approach is partnering with patients, carers, GPs, social care, mental health and other healthcare providers.

We are considered one of the safest trusts in England, for the last three years consistently recording among the lowest death rates, a key measure of patient safety.

Our organisation also has a highly-regarded educational role, teaching more than 600 undergraduate medical students, nurses and therapists throughout the year, and providing a range of educational packages for postgraduate doctors and other healthcare professionals.

3. Stakeholder engagement

A stakeholder can be defined as any group or individual who can affect or is affected by the achievement of the organisation's objectives (Freeman 1984).

Stakeholder engagement is at the heart of a patient-led NHS. It is the process by which we as an organisation involve and learn the views of people who may be affected by our decisions or can influence the implementation of our decisions. We use these views to help us in any service changes we plan to make.

The NHS today is striving for much more than passive engagement. The aim is for a culture of partnership with patients, staff and the community; for patients to be involved in their care, for ongoing listening and learning and for everyone to work together in the design and delivery of services for the continuous improvement of the healthcare services.

Who are our stakeholders?

Whittington Health has a wide range of stakeholders, many are outlined below.

Staff, governors and members

Among our key stakeholders are our staff and their representatives, our shadow governors and members, as an aspiring foundation trust, and our non-executive directors. The relationship we have with our staff is critical to the success of the organisation and is laid out under the staff engagement section of this strategy.

Patients and people using our service

Our patients, users of our services and their carers are central to everything we do. They can be considered our customers although they have no financial arrangement with us. (The exception is the very small proportion of private work the Trust carries out). Patient engagement is a key strand of this strategy.

Community groups

As an integrated care organisation, we are at the heart of the community. Relationships with all our community groups, especially those who have close interest in our services, are a priority for the Trust. Our services need to reflect our community's needs and aspirations for local healthcare. These groups include Healthwatch Islington and Haringey, Care UK, the Highgate Society, Hornsey Pensioners and the Defend the Whittington Hospital Coalition.

Elected representatives

Key influencers and representatives of our community are our MPs, our councillors (including health and wellbeing boards and health scrutiny committees), local members of the Local Assembly.

Health partners

Fundamental to integration is our relationships with our health partners to ensure better coordinated care for patients across primary, secondary and social care. These include our GPs, local authorities (social care) and other local providers, third sector providers, Public Health England and HMP Holloway.

Commissioners

Our commissioners are the organisations who purchase our healthcare and who have formal agreements with us. These include local clinical commissioning groups (most of our contracts are with Islington and Haringey CCG although we also have agreements with other CCGs in London), NHS England who purchase specialised care and others who buy services from us on behalf of the community.

Regulators

Our regulators monitor the quality of care we provide. These include: the NHS Trust Development Authority (TDA), the Care Quality Commission (CQC), NHS England and the Health and Safety Executive (HSE).

Other stakeholders include the media and the trade unions.

4. National and legal context

The last few years have seen the importance of stakeholder engagement raised in a number of key papers setting out the NHS agenda.

The NHS Confederation's report *The Heart of the Matter* (2010) describes patient and public engagement as needing to be integral to every NHS organisation. It describes good engagement as focused on culture rather than structures/techniques, integral to all activity, strategic, clear and coordinated, open and transparent, well-resourced and supported, inclusive and representative, flexible, collaborative - building partnerships, sustained, outcomes based and focused on improvement.

Research by the Kings Fund in 2012 found that the more positive the experiences of staff within an NHS trust, the better the outcomes for that trust. The study found that engagement had significant associations with patient satisfaction, patient mortality and infection rates. Positive two-way engagement is essential to ensuring that staff understand, are motivated and feel able to contribute to the direction of the Trust.

Central to the Francis Report (2013) was that cultural change was needed - shared by all - that put patients at the heart of everything we do in the NHS.

The NHS Constitution states that NHS services must reflect and be coordinated around and tailored to the needs and preferences of patients, their families and their carers. It commits to 'engage staff in decisions that affect them and the services they provide, individually, through representative organisations and through local partnership working arrangements. All staff will be empowered to put forward ways to deliver better and safer services for patients and their families'.

Professor Don Berwick's report on safety *A promise to learn – a commitment to act: Improving the safety of patients in England* (2013) has among four recommended guiding principles:

- Engage, empower and hear patients and carers throughout the entire system, and at all times.
- Foster whole-heartedly the growth and development of all staff, including their ability and support to improve the processes in which they work

Among its ten recommendations, it states that patients and their carers should be present, powerful and involved at all levels of healthcare organisations from wards to the boards of trusts and that all organisations should seek out the patient voice as an essential asset in monitoring the safety and quality of care. As part of its recommended shift in leadership behaviour, it stresses that the patient voice must be heard even when it's a whisper and calls on leaders to seek out and listen to colleagues and staff.

The latest NHS England's planning guidance *Planning for patients 2014/15 to 2018/19* on driving continuous improvement and making its vision a reality includes among its values: 'we prioritise patients in every decision we take and we listen and learn'.

Legal context

Aside from Government policy, there remains a legal duty under section 242 of the NHS Act 2006 on NHS trusts to involve stakeholders in healthcare developments.

This places a duty to involve the users of health services and the public – whether directly or through representatives - in the planning of services, the development of proposals for change in the way services are provided and in decisions to be made affecting the operation of services.

The NHS Act also identified a requirement to consult Health, Community and Care Overview and Scrutiny Committees (HCCOSC) where there is any proposal for substantial change or development of the health services in the areas of the local authority or for substantial variation in how that service is provided.

5. Local context –a sustainable future

Like all NHS trusts, Whittington Health is facing one of its most challenging times as it strives to improve the quality of services following the Francis, Keogh and Berwick reports, maintain performance while at the same time achieving financial balance.

The Trust will need over the coming months to have a continued dialogue with all its key stakeholders as it seeks to increase its productivity and refresh its clinical strategy to meet the sustained slowdown in the growth of NHS funding.

We continue to work through our five year strategy *Transforming Healthcare for Tomorrow* which was revised in July 2013 following the listening exercise.

Our vision is:

To be an outstanding provider of high quality joined up healthcare to local people in partnership with GPs, councils and other local providers.

Our five strategic goals to achieve the vision are:

1. **Integrate models of care** by redesigning services around individuals' needs.
2. **Ensure “no decision about me without me”** by working in partnership with our patients and service users to ensure they lead decisions about their care.

3. Deliver efficient, effective services that improve outcomes for patients and service users, while providing value for every pound spent.

4. Improve the health of local people through partnership with patients and service users.

5. Change the way we work by building a culture of innovation and continuous improvement by working flexibly and differently, we will ensure that quality and caring are at the heart of all we do.

Whittington Health aims to provide the highest quality of care and experience for our patients. Critical to this is achieving a standard of compassionate care with a focus on our patients' and communities' needs that we can sustain and deliver over the coming years.

We remain committed to achieving foundation trust (FT) status and are working to deliver sustainable services with the focus on both clinical and operational excellence. This will only be achieved through the continued and increased involvement of our patients, staff, members, commissioners and other partners. By delivering this vision, we are aiming to secure FT status in the future.

6. Objectives

The purpose of this strategy is to outline our commitment to engagement with all our key stakeholders including patients and carers, staff, and our community.

The objectives are to:

1. Patient engagement

- a) Build a culture that puts our patients and people who use our services at the heart of everything we do
- b) Ensure patients and their carers are involved at all levels across the organisation
- c) Listen, learn and act on patient feedback to drive continuous improvement
- d) Enable confidence in our services through an effective and responsive complaints process

2. Staff engagement

- a) Support the environment for a healthy culture with shared values permeating throughout the organisation
- b) Enable our employees' views to be heard, seeking their feedback, listening, empowering, and responding to make a difference to their working life
- c) Inform employees of the vision and the direction of the organisation enabling staff to understand how their roles play a part in the trust's success
- d) Ensure managers invest, empower, recognise, value and reward staff

3. Engagement with the community and other key stakeholders

- a) Engage more effectively with our community through an ongoing dialogue with our local population and key stakeholders to ensure their views are listened to and reflected in improved services, their development, future plans and redesign
- b) Have an on-going relationship with our stakeholders so they feel involved, considered and can make a difference
- c) Work towards an increased and more interactive trust membership which is reflective of our community, provides opportunities to be involved in trust activities and supports them to live healthier longer lives

6.1 Patient engagement

“We know we’re going to need patients and carers to help redesign care and that an NHS with a ‘like it or lump it’ attitude will simply not survive.”

Simon Stevens
Chief Executive of the NHS

Listening to our patients and users of our services is a key way for us to keep a check and improve. Monitoring and analysing the patient experience helps us find better ways of delivering services. We encourage local people to feedback on our services and future direction.

Objective 1a: Build a culture that puts our patients and people who use our services at the heart of everything we do

The core purpose of Whittington Health is to provide the highest quality patient experience with care delivered by competent and compassionate staff which means putting the patient and service user at the heart of everything we do. We know that the people who use our services are the reason for the existence of our organisation, which has no life, no purpose and no value without them. This makes the patient and service user the most important person.

- We will ensure that all our front-line staff are caring and compassionate, treat our patients with respect and dignity and involve them as an equal partner in their care.

Objective 1b: Ensure patients and their carers are involved at all levels across the organisation

A Whittington Health strategic goal is “no decision about me without me”.

- We are committed to ensuring patients and carers are involved in their entire journey with the organisation. This includes being invited to plan care and treatment with professionals, providing opportunities to feedback through a variety of channels and in the development and improvement of new and existing services.

Objective 1c: Listen, learn and act on patient feedback to drive continuous improvement

As a provider, Whittington Health is dedicated to creating a culture whereby we listen to patient feedback via a variety of channels including: national and local surveys, the Friends and Family Test, comments provided through NHS Choices, focus groups and forums and by providing a robust and responsive PALs and complaints service.

- We will celebrate and extend good practice identified through the compliments and positive feedback. Where patients and carers have identified areas for improvement we will take action and embed change to benefit the ongoing experience of patients. We recognise the importance of sharing these changes with all our stakeholders to encourage further feedback and demonstrate our responsiveness. We will continue to develop mechanisms to share the actions we have taken to improve services.

Objective 1d: Enable confidence in our services through an effective and responsive complaints process

We are committed to making our PALs and complaints service accessible to everyone.

We will ensure that every person making a complaint is taken seriously and involved throughout the process to ensure they receive a timely and robust response that addresses areas for improvement and apologises when we have made mistakes.

Patients and carers will be encouraged to feedback on their experience of the complaints process to enable us to continue to improve the service we provide.

6.2 Staff engagement

“Engagement is about creating opportunities for employees to connect with their colleagues, managers and wider organisation. It is also about creating an environment where employees are motivated to want to connect with their work and really care about doing a good job...”

Professor Katie Truss¹

Strengthening engagement is regarded as critical to the Trust’s future and is a core component of our organisational development plan *Passionate about People* which was published in 2013.

Kings Fund research in 2012 found that the more positive the experiences of staff within an NHS trust, the better the outcomes for that trust. The study found that engagement had significant associations with patient satisfaction, patient mortality and infection rates.

Objective 2a: Support the environment for a healthy culture with shared values permeating throughout the organisation

Passionate about People sets out Whittington Health’s aim to have a healthy culture and a workforce that shares the Trust’s values. A place where we think and act like one organisation and where our staff feel engaged and part of our trust.

The Trust’s culture is reflected in our vision and strategic goals. Our staff were involved in the development of these goals and in work defining the Trust’s values in 2011. A revision of these values is being discussed around the themes of innovation, compassion, accountability, respect and excellence.

- We will work to embed the agreed values within the organisation. They will define the quality of care Whittington Health expects and staff will be encouraged to put them at the heart of everything they do.

Objective 2b: Enable our employees’ views to be heard, seeking their feedback, listening, empowering, and responding to make a difference to their working life

There is an increased focus in the Trust to develop our staff across the organisation to support sustained high performance.

1. Gatenby, M., Rees, C., Soane, E. and Truss, C (2009) Employee engagement in context. London: Chartered Institute of Personnel and Development

From November 2013 to January 2014, the Trust carried out its own bespoke staff engagement survey, *Your voice, your future*, to find out what it was like to work at Whittington Health which was sent to every substantive member of staff. This was to give increased insight to compliment the annual staff survey results where the response has historically been low.

The survey was completed by 1,626 members of staff – a response rate of 40 per cent. A set of five questions to measure our overall employee engagement was included within the survey. The combined results gave an overall engagement score of 60 per cent. The corporate results have been reported to staff through a number of channels including a webinar and road shows. Individual areas have received their own results. Five top corporate actions have been identified: to improve leader visibility and communication with staff, clarify the Trust's future direction, change management behaviours to inspire and motivate staff, increase staff commitment by seeking and acting on feedback and understand the underlying cause and act where staff have reported excessive workload.

The survey's results together with the responses of the 2013 NHS Staff Survey will shape the development agenda over the next two years. We are implementing a range of actions to ensure the staff feedback leads to improvements to employee's working lives at the Trust.

- We will continue to give our employees a voice and act on their feedback through the national NHS Staff Surveys, regular Trust surveys and the Staff Friends and Family Test (FFT)
- The Trust will aim to raise the engagement score year on year, in line with benchmark organisations. Progress will be monitored by the executive committee and reports to the Trust Board

Objective 2c: Inform employees of the vision and the direction of the organisation enabling staff to understand how their roles play a part in the Trust's success

According to David MacLeod and Nita Clarke's landmark report to the Government: *Engaging for success: enhancing performance through employee engagement*, a key driver for employee engagement is for leadership to provide a strong strategic narrative which outlines an organisation's story, its purpose and vision, enabling employees to understand how their work fits in

The Trust's own survey highlighted that there was some uncertainty around the long term vision and direction of Whittington Health. Of staff who responded, 39 per cent of staff were unsure whether senior management had a clear vision for the future of the Trust and 17 per cent felt they didn't – representing more than half of the staff who responded.

- We will develop 'our story' - the narrative around our vision and strategy – and work to ensure that all staff are aware of our aims and direction from the moment they start working for Whittington Health and throughout their employment

Objective 2d: Ensure managers invest, empower, recognise, value and reward staff

Another key theme from the MacLeod report was the role of 'engaging managers' in successful staff engagement. They were people who appreciated their team's efforts, treated people as individuals, organised work efficiently resulting in them feeling valued and supported in their jobs.

The value of recognition and reward in motivating staff is recognised in the Trust in a number of ways including our monthly and annual staff excellence awards.

- We will continue to support managers to become 'engaging managers' through good leadership and management training.
- We will ensure staff are taught the skills to effectively coach and mentor their teams.
- We will continue to ensure awards and exceptional achievement receive a high profile and recognition across the organisation

6.3 Engagement with the community and key stakeholders

Objective 3.1: Engage more effectively with our community through an ongoing dialogue with our local population and key stakeholders to ensure their views are listened to and reflected in improved services, their development, future plans and redesign

January 2013 was a defining moment for Whittington Health when the Trust failed to communicate with key stakeholders on its estates strategy. Since then it has carried out 'a listening exercise' and learnt many lessons.

The NHS is important to all of us and of interest to many. Now more than ever before, with the challenges the NHS faces – with people living longer, advancements in drugs and budget constraints – changes are inevitable.

- We will commit to making stakeholder engagement part of our everyday business to improve care for patients
- We will invest time in developing strong relationships with key stakeholders through a number of agreed ways including:
 - i. One to one conversations – to build relationships with representatives of groups or individual stakeholders
 - ii. Regular conversations – these would be organised conversations e.g. scheduled in an annual calendar of events or at stakeholder meetings, or as part of a particular project e.g. quality accounts.
 - iii. Specific conversations – e.g. over proposed service change, these would involve discussion at an early stage of a project and throughout.
 - iv. We will continue to pursue different types of conversations and approaches to engagement to meet the needs of our stakeholders
- In carrying out the above activities, we will meet our obligations under Section 242 of the NHS Act 2006 to engage our stakeholders in the planning, development and operation of our services through the approaches outlined above and as part of formal consultation where necessary
- We will ensure the scope of any change is clearly outlined and the reasons for it.
- We will work closely with local Healthwatch to ensure as wide engagement as possible
- We will seek out vulnerable groups to identify their needs, concerns and any potential barriers

Objective 3.2: Have an on-going relationship with our stakeholders so they feel involved, considered and can make a difference

Effective stakeholder engagement is about building sustainable relationships with our stakeholders.

- We will work to build strong relationships with our stakeholders through listening and being open and honest – to ensure they feel important partners of Whittington Health. In doing so, we will seek to understand their agendas to improve mutual understanding and trust.
- We will regularly communicate and share our vision, our goals and the work we do – in plain English, through a number of channels
- We will try to avoid any surprises, informing as far as possible any issues that are emerging.
- We will give timely feedback on progress, outlining the options available before a solution is agreed and the impact their views have made on services
- We will support people to feel safe to feedback on our services.

Objective 3.3: Work towards an increased and more interactive trust membership which is reflective of our community, provides opportunities to be involved in trust activities and supports them to live healthier longer lives

As an NHS Trust aspiring to achieve foundation trust status, we have a shadow council of governors and a membership scheme of more than 10,000 members, (6,300 public and 4,000 staff).

- We are committed to strengthening our relationship with our membership to build ownership in Whittington Health - through regular updates on the trust and on health issues, and by putting on health-related activities and events that are relevant to their lives and those of their families.
- We will recruit and work to increase and sustain a membership base that is representative of the diverse nature of our community as well as age, gender and geographical spread

7. Delivering the strategy

Responsibility for delivering patient engagement is outlined in full in the Patient Experience Strategy 2014 (see Appendix 1). Every member of staff is responsible for ensuring patient experience, demonstrating the Trust's values and learning from patient feedback. Our divisions are responsible for ensuring improving patient experience is central to their agenda and to incorporating feedback into their plans. The patient experience committee and team are responsible for promoting the patient engagement element of this strategy, supporting managers and developing initiatives which facilitate patient feedback and involvement.

On staff engagement, the organisational development team is responsible for promoting the Passionate about People strategy, providing the mechanism at a corporate level for employee's views to be gathered and ensuring a process is in place for it to be acted upon and reported to the Trust Board. Individual services and managers are responsible for

listening to their staff and developing their own action plans following Trust-wide engagement surveys. The trust management group in conjunction with the communications team is responsible for informing staff of the organisation's vision. The OD team under leadership and talent is responsible for developing and providing staff development programmes. All managers are responsible for investing in their staff and recognising the work of their teams.

The responsibility for engagement with the community and other key stakeholders rests at all levels across the trust. Each individual service is responsible for approaching and listening to the stakeholders relevant to their areas. Every division and service is responsible for ensuring that their annual business plans and planning processes take into account stakeholder engagement. Advice and support will be given from the patient experience and communications team. Community engagement on corporate plans is the responsibility of the chief executive and executive directors in conjunction with the communications team. Membership engagement is the responsibility of the trust secretary/director of communications.

8. Monitoring, measurement and consultation

Patient engagement will be included as part of quarterly patient experience reports to the patient experience committee. An annual patient experience report will be presented to the quality committee. The action plan will be revised annually and approved by the patient experience committee. The Trust Board will be informed of progress on patient engagement through the quality committee and an annual report to the Trust Board on stakeholder engagement.

Progress on implementing the staff and community engagement components of the strategy will be reported to the trust management group and, as above, through an annual report to the Trust Board. Action plans will be revised annually.

Measures exist for staff and patient engagement activities, for example, staff and patient surveys. The Trust will explore different ways to measure the success of engagement with the community and other key stakeholders including introducing regular trust surveys to gauge stakeholder opinion, stakeholder mapping, participation at trust events, membership numbers and levels of engagement, media monitoring and social media analysis. The Trust will develop annual joint engagement plans with community groups and other stakeholders

9. Next steps

This strategy outlines a framework for more effective stakeholder engagement across three key areas patient, staff, community and other key stakeholders. The Trust is committed to doing things differently.

We will develop action plans in consultation with our patients, staff and community on the 'regular' conversations they would like to have and to explore other approaches we can adopt to build stronger relationships for the future.

Appendix 1: Patient experience strategy and action plan

Patient Experience Strategy 2014

April 2014



Introduction

The Patient Experience Strategy outlines Whittington Health's commitment and approach to patient engagement. This document forms part of the Whittington Health, Stakeholder Engagement Strategy 2014, which provides an overarching approach to improving care for patients in Whittington Health and includes patients, staff and the community.

Whittington Health is committed to transforming experience of care by translating patient feedback into rethinking and improving our services and the way that we provide them. We need to get the basics right and learn from other industries where failing to provide good customer service is the difference between success and failure. This means being more open and accountable and involving individuals throughout the patient journey and listening to what our patients, staff and the public are saying and take their advice on how we can further improve our services.

Changing how patients and service users experience care will be the ultimate demonstration of our success and we are therefore dependent on every member of our staff, irrespective of role or seniority, contributing to the transformation of the care experience and ensure the people who use our services remain at the centre of all that we do. Improving services for patients is the right thing to do and the reason most NHS staff do their job so passionately.

The core purpose of Whittington Health is to provide the highest quality patient experience with care delivered by competent and compassionate staff which means putting the patient and service user at the heart of everything we do. We know that the people who use our services are the reason for the existence of our organisation, which has no life, no purpose and no value without them. This makes the patient and service user the most important person¹.

Our Trust Board understands the impact that the culture of our organisation has on the way that our staff delivers care and are committed to holding the organisation to account for improving the quality and responsiveness of the services and demonstrating this accountability to our local communities.

We want our patients, service-users, carers and families to receive excellent, non-repetitive care that is delivered in the right place at the right time by the right person. We want to ensure that we involve our patients and local communities in our five year vision of being an outstanding provider of high quality, joined up healthcare in partnership with our local GPs, councils and local providers.

Like the changes of the past centuries, those we face now will present both opportunities and challenges. To achieve our vision, we will need to focus on our priorities, work in partnership with local GPs both as providers and commissioners, and use the abundance of talent and experience in our staff and in our patients.

¹ Whittington Health Strategy 2012-16 (2012) <http://whittnet/document.ashx?id=5772>

What is patient experience?

In February 2012 the NHS National Quality Board (NQB) published the **NHS Patient Experience Framework**, agreed by the National Quality Board in October 2011. This definition of patient experience guides the measurement of patient experience across the NHS. This framework outlines those elements which are critical to the patients' experience of NHS Services.

Whittington Health is committed to ensuring that every patient has a positive experience in these areas.

NHS Patient Experience Framework

- **Respect for patient-centred values, preferences, and expressed needs**, including: cultural issues; the dignity, privacy and independence of patients and service users; an awareness of quality-of-life issues; and shared decision making;
- **Coordination and integration of care** across the health and social care system;
- **Information, communication, and education** on clinical status, progress, prognosis, and processes of care in order to facilitate autonomy, self-care and health promotion;
- **Physical comfort** including pain management, help with activities of daily living, and clean and comfortable surroundings;
- **Emotional support** and alleviation of fear and anxiety about such issues as clinical status, prognosis, and the impact of illness on patients, their families and their finances;
- **Welcoming the involvement of family and friends**, on whom patients and service users rely, in decision-making and demonstrating awareness and accommodation of their needs as care-givers;
- **Transition and continuity** as regards information that will help patients care for themselves away from a clinical setting, and coordination, planning, and support to ease transitions;
- **Access to care** with attention for example, to time spent waiting for admission or time between admission and placement in a room in an in-patient setting, and waiting time for an appointment or visit in the out-patient, primary care or social care setting.

Background and key guidance

The profile for patient experience has increased in recent years and there are a number of reports which inform our understanding of what patient experience is and how to make it excellent.

Lord Darzi's report 'High quality care for all' (2008) highlighted the importance of the entire patient experience within the NHS, ensuring people are treated with compassion dignity and respect within a clean, safe and well managed environment. This was then followed by the publication of '*Understanding What Matters: A guide to using patient feedback to transform services*' (2009).

Making Experiences Count (2009) set out a new approach for NHS Trusts and social care organisations when responding to complaints by moving away from the current rigid set of processes to a more open, flexible and personal approach focused on people and their experience.

The Equality Act (2010) replaces all previous anti-discrimination legislation and includes a public sector equality duty requiring public bodies to have '*due regard to the need to eliminate discrimination and to advance equality of opportunity and foster good relationships between people who share certain characteristics and those who do not*'. The Act provides an important legal framework which should improve the experience of all patients using NHS Services.

The NHS Confederation's report *The Heart of the Matter* (2010) describes patient and public engagements needing to be integral to every NHS organisation. It describes good engagement as focused on culture rather than structures/techniques, integral to all activity, strategic, clear and coordinated, open and transparent, well-resourced and supported, inclusive and representative, flexible, collaborative - building partnerships, sustained, outcomes based and focused on improvement.

A consultation document published in May 2012 *Liberating the NHS: "No decision about me, without me"* proposes a model of shared decision-making all along the patient pathway irrespective of patients' conditions, their clinical pathway or progress along it. The model indicates where patients would be expected to have more say in decisions about their care in primary care; before a diagnosis; at referral to secondary care; and after a diagnosis had been made.

Research by the Kings Fund in 2012 found that the more positive the experiences of staff within an NHS trust, the better the outcomes for that trust. The study found that engagement had significant associations with patient satisfaction, patient mortality and infection rates. Positive two-way engagement is essential to ensuring that staff understand, are motivated and feel able to contribute to the direction of the Trust.

Central to the Francis Report (2013) was that cultural change was needed - shared by all - that put patients at the heart of everything we do in the NHS.

The NHS Constitution states that NHS services must reflect and be coordinated around and tailored to the needs and preferences of patients, their families and their carers. It commits to 'engage staff in decisions that affect them and the services they provide, individually, through representative organisations and through local partnership working arrangements. All staff will be empowered to put forward ways to deliver better and safer services for patients and their families'.

Professor Don Berwick's report on safety *A promise to learn – a commitment to act: Improving the safety of patients in England* (2013) has among four recommended guiding

principles:

- Engage, empower and hear patients and carers throughout the entire system, and at all times.
- Foster whole-heartedly the growth and development of all staff, including their ability and support to improve the processes in which they work

Among its ten recommendations, it states that patients and their carers should be present, powerful and involved at all levels of healthcare organisations from wards to the boards of trusts and that all organisations should seek out the patient voice as an essential asset in monitoring the safety and quality of care. As part of its recommended shift in leadership behaviour, it stresses that the patient voice must be heard even when it's a whisper and calls on leaders to seek out and listen to colleagues and staff.

The latest NHS England's planning guidance *Planning for patients 2014/15 to 2018/19* on driving continuous improvement and making its vision a reality includes among its values: 'we prioritise patients in every decision we take and we listen and learn'.

The local context

In April 2011 Whittington Health merged with the provider services of Haringey and Islington to form one of the first integrated care organisations in the UK, bringing together acute and community health services for the benefit of the local population. This major reorganisation was in response to the need to provide more and better care in the communities where people live².

We provide both district general hospital and community services to 500,000 people living in Islington and Haringey as well as other London Boroughs including Barnet, Enfield and Camden. Our 4,000 staff care for people across North London at The Whittington Hospital and from 30 locations in the community.

As one organisation providing both hospital and community services, we are known as an "integrated care organisation". This means we can bring high quality services closer to home and speed up communication between community and hospital services, improving our patients' experience particularly for people who need different levels of care.

Key to our approach is partnering with patients, carers, GPs, social care, mental health and other healthcare providers.

We are considered one of the safest trusts in England, for the last three years consistently recording among the lowest death rates, a key measure of patient safety.

Our organisation also has a highly-regarded educational role, teaching more than 600 undergraduate medical students, nurses and therapists throughout the year, and providing arrange of educational packages for postgraduate doctors and other healthcare professionals.

²Whittington Health Integrated Care Strategy (2011)

http://www.whittington.nhs.uk/Documents/Doc_05_10299.1_YK_Whittington_IC_Strategy_16_Nov_2011_ver_97%5B1%5D_10299.pdf

The communities we serve are diverse in both socio-economic status and ethnicity. Public health profiles for Islington and Haringey, when benchmarked nationally, show that both areas are challenged by income deprivation, drug misuse, violent crime and child poverty. Disease prevalence and health inequalities within Islington and Haringey are above the national average. Our community suffers from obesity, alcohol and smoking related diseases, in common with our population profile.

Objectives

The objectives are to:

- a) Build a culture that puts our patients and people who use our services at the heart of everything we do
- b) Ensure patients and their carers are involved at all levels across the organisation
- c) Listen, learn and act on patient feedback to drive continuous improvement
- d) Enable confidence in our services through an effective and responsive complaints process

Priorities and Aims

The Trust is committed to improving the experience of patients, families, friends and carers. As part of that process it is necessary to identify the areas of the experience which are to be focused on. Using the NHS Patient Experience Framework and to fulfil our objectives, the following priorities have been identified.

1. Patient-centred values and priorities

Each person should be treated with dignity and respect reflecting the patients' own values and priorities. This would include respecting cultural or religious difference, their view of privacy and their specific needs as they express them.

2. Involved in decisions

One of Whittington Health's strategic goals is "no decision about me without me". In order for patients to be involved about decisions they need to be informed, educated and asked their opinion.

3. Physical Comfort

As far as possible patients should be pain-free, and have their comfort needs met (food, drink, toileting, hygiene needs). They should be as independent as possible and inpatients can expect a quiet ward to sleep in. The environment they receive their care in should also be clean; dust and infection free.

4. Emotional Comfort

Every patient should be treated with kindness and compassion. They should have a place to talk about their worries and fears and be given as much information as possible to alleviate those fears. Friends and family should also be helped to be involved so that they too can be supportive.

5. Access to Care

Patients should be able to access care at a place and time that works for them. Waiting times should be minimised and attention should be paid to joining up the services being provided. Particular needs should also be considered, ensuring that each person is able to access the care that they need at the right time and in the right place.

Our aim is to achieve success in each of the above areas by listening to patients, learning from it, implementing change which leads to improvement as a result and then sharing it with other services to maximise the benefit. The goal is to embed a culture of continuous improvement within the organisation.

The attached action plan outlines how we will measure each of these priorities, targets, leads and reporting arrangements.

Delivering the Strategy

Patient Experience: the responsibility of all

Patient experience is the responsibility of every member of staff, at all levels and in every staff group

Individuals

Every member of our staff, irrespective of role or seniority is responsible for:

- Exhibiting behaviours which are consistent with the Trust's values
- Challenging behaviours or practices which undermine the values
- Providing an excellent customer service to patients, their families, their carers and visitors to our services.
- Supporting patients, their families and carers to give feedback about their experiences under our care using Trust's surveys and the PALS and Complaints Service.
- Actively learning from feedback, resulting in service improvements.

Divisions / Directorates

The Division / Directorate's Leadership are responsible for:

- Ensuring that the improving patient experience is central to the agenda of the division.
- Facilitating each staff member to understand and work towards this agenda.
- Implementation of the patient experience and involvement action plans.
- Incorporating patient experience feedback into existing planning and performance management.

Corporate

The Patient Experience Committee and the Patient Experience Team are responsible:

- Promoting the patient experience strategy
- Developing initiatives which facilitate patient feedback and involvement
- Supporting clinical leaders and operational managers within the Divisions and Directorates to implement the strategy and develop patient experience improvement programmes

- Supporting and monitoring delivery of patient experience and involvement action plans
- Providing the Trust Board with regular reports on progress via the Quality Committee.

How will the strategy be monitored?

The Head of Patient Experience will provide quarterly patient experience reports to the Patient Experience Committee which includes a progress update in relation to the strategy action plan.

The Head of Patient Experience will provide an annual patient experience report to the Quality Committee. Where gaps or concerns are identified actions will be agreed and monitored by the committee.

Where gaps or concerns are identified actions will be agreed and monitored by the respective committee.

The action plan will be revised annually and approved at the Patient Experience Committee.