

<b>FFT &amp; Patient Insight</b>	<b>Shortlisted entries by category</b>
<b>Champion(s)</b>	<b>This category recognises an individual or team who has made the most outstanding contribution to the successful use of FFT and/or other feedback to drive improvement in any NHS-funded service</b>
Central Manchester NHS Foundation Trust	Perfect Dining Week at Central Manchester University Hospitals
Derby Teaching Hospitals NHS Foundation Trust	Making Your Moment Matter
Nottingham University Hospitals NHS Trust	Think Drink Project
<b>Accessibility</b>	<b>This category covers services that have made a particular effort around gathering and acting on feedback from people who might otherwise be excluded due to their age, language, literacy, physical or mental condition</b>
Leicestershire Health Informatics Service	Friends and Family Test (FFT) Mobile App Solution, Including Patient Experience and Equality & Diversity!
The Ipswich Hospital NHS Trust	FAB - Frailty Assessment Base
<b>Staff</b>	<b>This category is for NHS trusts who participate in the Staff FFT and can demonstrate how they act on that feedback</b>
Bolton NHS FT	Integrated Staff & Patient Metrics
Northumbria Healthcare NHS Foundation Trust	Compassion Based Training - Maternity Services
Tees Esk and Wear Valleys NHS Foundation Trust	Staff FFT Initiative
<b>Primary Care</b>	<b>This category covers GP and NHS-funded dental services where the FFT and/or other patient feedback is being used to improve services</b>
Leicester City Clinical Commissioning Group	Engaging with Asylum Seekers and the Homeless to Commission a New Primary Care Service
Pulborough Medical Group (PMG)	Initiative to Design Educational Sessions Supporting Non Clinical Staff (Practice Receptionist and Admin Staff) in Decision Making
<b>Other NHS-Funded Services</b>	<b>This category covers hospital services, ambulance and patient transport services, community and mental health trusts where the FFT and other patient feedback is being used to</b>



	<b>improve services</b>
East London NHS Foundation Trust	Collect, Review, Do
Staffordshire & Stoke on Trent Partnership NHS Trust	Using FFT for Improvement
West Leicestershire Clinical Commissioning Group	Designing Non-urgent Patient Transport Services

## Summaries of shortlisted projects

<b>Central Manchester NHS Foundation Trust</b>	<b>Perfect Dining Week at Central Manchester University Hospitals</b>
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Patient experience feedback provides a rich source of data to support continuous improvement of the Trust's services. Patient feedback is sought continuously by the Trust through a range of formats and findings inform improvement activity at strategic and local level.

The intention of the Perfect Dining Week was to deliver a perfect personalised dining experience to all patients at every meal throughout the week and beyond.

This project was the first of its kind at Central Manchester to look in detail at all aspects of the food service and delivery, working in partnership with the external organisation which provides this, as well as all levels of staff in the organisation, both clinical and non-clinical.

The cross-divisional working allowed colleagues to understand each areas' individual responsibilities for the delivery of food and drink services, as well as highlighting issues and concerns in a safe and receptive environment which promoted the ability to change what had been in place. Staff engagement as a result was very high, with each of the Hospital's divisions taking part, and having 'champions' to help with the momentum of the event, as well as incident reporting as the week progressed.

As a result of the project, a Trust wide review of the process and quality standards for the Breakfast service were identified, as well as a review into the ordering process for Bonne Santé and Bulk meals which were provided on the main hospital site. A re-launch of 'protected meal times' is also planned as a result of patient feedback as well as changes to the portion sizes for children and young adults in the Children's Hospital.

Finally, a Patient Environment of Care Steering Group has been formed and will plan a 6-12 month programme to enhance and improve on the patient dining experience.

<b>Derby Teaching Hospitals NHS Foundation Trust</b>	<b>Making Your Moment Matter</b>
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Where did it all begin? We wanted to understand the things that make the difference to our patients and we called this Making 'Your Moment' Matter. So that we can continue to promote compassionate care, we decided to develop five simple pledges for our patients and their families. The pledges are based on results of a consultation involving patients, the public, staff, Governors and Trust members (around 3,000 in total). The consultation led us to five top things people would always expect from us, which we translated into pledges as follows: • We will treat you as a person, not just a patient, with dignity and respect at all times. • We will do everything we can to give you the best treatment. • We will understand your needs by listening, empathising with you, and keeping you informed. • We will make the place you are treated in clean, safe and caring. • We will give you information in a way you can understand so you can make decisions about your care. The patient experience team, led by the Associate Director of patient experience and facilities management developed a 2 year awareness/training programme that was implemented to ensure across the Trust and was embedded with all our staff and they owned this approach and strove

to make the patient experience a positive one. These, now famous across the Trust, five pledges are consistently referred back to in senior and clinical presentations and are displayed across the Trust as our “5 Making Your Moment Matter Pledges” (MYMM).

To build on this two-year campaign the patient experience team are in the early stages of delivering a training package that builds on MYMM called MYMM ‘Local’. This package uses the five pledges but looks at the successes and challenges areas face locally and what their patient and staff data say about their ward/area. This will result in actions for staff and teams and will empower them to take control of these actions and be accountable for them.

<b>Nottingham University Hospitals NHS Trust</b>	<b>Think Drink Project</b>
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The project is a simple but innovative project which aims to minimise pre-surgery fasting times for patients to improve patient experience and outcomes and marks a shift from the traditional culture of “nil by mouth after midnight”. Complications of excessive fasting are a patient safety issue; minimising fasting times reduces dehydration, hypoglycaemia and potentially reduces the incidence of electrolyte imbalance and acute kidney injury.

Implementation has been made possible by the inclusivity of all staff, students and patients through education and training. This has been achieved by developing and adopting specific eating and drinking guidelines and an approved drinks list and incorporating ‘Think Drink’ moments in theatre briefings in order to enhance decision making and communication.

Education and training of staff, students and patients has been undertaken across the whole of the organisation by credible and enthusiastic champions to promote engagement.

The success has been measured by improved feedback and audit data; fasting times have reduced from 9 hrs to 3.5 hrs.

More importantly for sustainability, there appears to have been a cultural shift.

Wards are more aware of prolonged fasting, and theatres are more comfortable with shorter periods of fasting.

Other organisations across the NHS have shown interest in the project, challenging long held perceptions is not easy and requires persistence and credible champions.

<b>Leicestershire Health Informatics Service</b>	<b>Friends and Family Test (FFT) Mobile App Solution, Including Patient Experience and Equality &amp; Diversity!</b>
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LHIS developed an online and offline mobile app FFT solution (off-line where no internet connection), a web desktop application and a way of collecting paper responses into the same database, providing flexibility for service users to interact. The addition of branded QR codes, Patient Experience Questionnaires, Equality Diversity Monitoring and feedback reporting tools.

The objective was to increase submissions and make FFT more accessible. All decisions were made collaboratively with the Trusts patient experience leads.



Regular communications such as project updates and marketing resource is included.

The Trust who have seen an average of 300% increase in submissions.

Administrators can be notified of extreme responses i.e. 'Extremely Unlikely/Extremely Likely', for appropriate action to be taken if necessary.

Embedding FFT into the Trust has had a positive impact on the service user as they feel they are being listened to and valued around the care they receive. It has also had a massive positive impact on service user's mood.

The initiative can easily be rebranded for different healthcare settings. GP practices are live with our FFT using kiosks in waiting rooms. LHS are now promoting it to acute, dentists, pharmacy, opticians.

<b>The Ipswich Hospital NHS Trust</b>	<b>FAB - Frailty Assessment Base</b>
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The service – FAB – Frailty Assessment Base - brings together the whole system to address the frailty needs of older people in once place by a multi-disciplinary team; reducing admissions, increasing confidence, enabling patients to go home. FAB has proved to be successful in its ambitions to make an impact on individuals and the system. Based on evaluation of evidence, best practice; involving key stakeholders and led by senior clinicians, specialists in their fields, FAB enables the pooling of expertise within a clear framework and objectives to improve the patients experience, reduce admissions and increase the system's ability to manage frailty. FAB was piloted and has been so successful it is now (12 months later) being relocated to a specially designed and refurbished area with increased capacity. Recognised at the HSJ Awards, the project has communicated its ethos and success widely which provides evidence and ideas for others to use. The positive outcomes for patients and across the system has demonstrated its sustainability which will now continue to grow

<b>Bolton NHS FT</b>	<b>Integrated Staff &amp; Patient Metrics</b>
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Early work in 2015 to correlate staff metrics and patient metrics was recognised when we were runners up in the Staff FFT category of the first NHS FFT national awards. It was also featured as a good practice case study by NHS Employers (March 2016).

We have continued this work to incorporate the use of iPads on our hospital wards to capture live patient & staff feedback. Using our Staff FFT question set, we have been able to prove that specific elements of our staff experience have a more significant influence on the patient experience. This has been a significant breakthrough in understanding the nature of the relationship between the two at local level. It has enabled us to identify the factors we need to focus more on as part of our efforts to continue to strengthen staff engagement.

<b>Northumbria Healthcare NHS Foundation Trust</b>	<b>Compassion Based Training - Maternity Services</b>
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In September 2014 we identified variation in the quality of the care experience for one of our maternity sites.

We analysed all the free text comments given by 201 women in Friends and Family cards, complaint feedback and posts on social media. We also conducted face to face interviews with 30 women who had recently experienced care on the unit.

Analysis of all free texts comments revealed a much higher proportion of negative themes than we were used to - with only 62% of statements about care being positive and 38% negative.

Within the 137 statements about care that were negative – 67 of these (49%) were associated with relational aspects of care. It became clear where we needed to focus our improvement efforts.

Our improvement programme was supported at the highest level with on-going patient experience results tracked through Safety and Quality Committee and Board. Results illustrate how compassion training, delivered by a highly skilled practitioner, has completely transformed the experience of care for women on the unit.

There is a noticeable difference in staff's attitude: enhanced buoyancy, enthusiasm and a higher 'feel good' attitude among the team and a strong sense of pride in the care they now offer.

<b>Tees Esk and Wear Valleys NHS Foundation Trust</b>	<b>Staff FFT Initiative</b>
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Following the success at the NHS England FFT Awards in 2016 we felt a further submission was necessary to show case the areas we have introduced since the event and how we are working to further embed the use of the Staff FFT results within our teams.

The Trust's Executive Management Team (EMT) in June 2016 agreed to several recommendations that have helped increase both the awareness and use of this valuable feedback. In April 2016 a quality improvement event took place with eighteen delegates in attendance from across the Trust and across disciplines. These included HR representatives, clinical team managers, admin support and housekeepers. We requested nominations from the Locality Managers as the decisions made on the day ultimately impacted everyone and we needed the input from those who regularly complete the survey to be involved. The event was a huge success and eleven recommendations were developed. A report was submitted to the EMT meeting and all the proposals were agreed. The detail of the recommendations and supporting evidence of why these were implemented are outlined in the application.

<b>Leicester City Clinical Commissioning Group</b>	<b>Engaging with Asylum Seekers and the Homeless to Commission a New Primary Care Service</b>
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Some of Leicester City CCG's most rewarding engagement activity to date has been for the asylum seeker and homeless primary care services which took place in two phases; between September 2015 and May 2016.

In two separate engagement periods patients from these marginalised communities were actively involved in shaping the future plans of the health services they access,



using a wide range of different methods to reach out to individuals who often struggle to have their say.

With the use of a wide range of networks which included street pastors, charities, voluntary sector and provider organisations we reached out to service users using surveys, workshops, face to face discussions, an interview booth and drop in sessions. Working with patient representatives to access these communities we were able to gain an in-depth level of understanding of the complexities faced by individuals which we would not have previously considered. A video compiled of key interviews from both communities was presented to the board bringing individual patient stories to life.

The project is already being used internally as a success story, demonstrating the power of the patient voice and highlighting the work we have done to engage with these harder to reach communities.

<b>Pulborough Medical Group (PMG)</b>	<b>Initiative to Design Educational Sessions Supporting our Non Clinical Staff (Practice Receptionist and Admin Staff) in Decision Making</b>
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We saw the PACE SETTER Award as an opportunity to reassess and engage our services for young people and children so we can improve upon them in a patient-centred way.

At our practice, for our engagement with families, we undertook a five-hour session of telephone interviews comprising over 1.5% of population by the lead GP. This coupled with engagement with our staff lead us to focus on 2 initiatives:

Ensuring our current appointment systems whilst timely were also robust and safe so that staff and patients could be confident that patients were being seen in the right time frame and in the right place. Therefore we focused on training our non-clinical staff (receptionists) on the key features of patient contact that would raise concerns and led to a more prompt review or advise to call 999. To simplify this process symptoms were ranked into Red, Amber or Green categories by the receptionists (with the doctors only allowed to listen in) based on the risk of a severe problem. (See Workshop Slide set attached)

On talking to our young people it became clear that a significant proportion had been deterred from attending appointments due to unfamiliarity with the practice and process of having an appointment at the surgery. The message from young people was very clear that the preferred forum for sharing information regarding this was online. This led to the development of a 'walk through' video showing the practical and key aspects of attending an appointment, from what to do with a prescription to issues around confidentiality. This project led on to a dedicated sister site for young people with useful information available related to their concerns and needs. (Link to video is: <https://coastalwestsussexccg.nhs.uk/pace-setter-pulborough-medicalgroup-pulborough>)

The panel letter received when we received the PACE SETTER Award states "Your application was particularly strong in the RAG Educational Receptionist Training Exercise (using the RAG status, similar to the high volume condition pathways in use). The way this was further corroborated by the thorough patient engagement exercise, which underpins this Award, is highly to be commended. This idea and the lessons learned in designing and implementing it will likely be of considerable interest to many other practices so this is great and innovative too. "



<b>East London NHS Foundation Trust</b>	<b>Collect, Review, Do</b>
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East London Foundation Trust's (ELFT) 'Collect, Review, Do' approach to patient experience embodies our action orientated approach to quality assurance. It provides the structures and systems to empower staff to own the feedback of those who have used their services, making small improvements that have a big impact. This initiative's innovative nature is not only attributable to the use of technology at all stages to improve data quality, but also the quality improvement methodology it is grounded in. Feedback is now accessible in a tailored manner to all members of the organisation and all action is based on statistical indications of change, ensuring an evidenced-based approach to patient experience across the Trust. The combination of these factors and the use of distributed, networked leadership throughout the organisation to drive this forward has led to a bold step toward a sustainable action-based approach to patient experience.

Early wins have led to the transferring of this work to other assurance functions within the Trust, however the work involved in this project is unprecedented and measurements of success will evolve as changes in the culture of the organisation are achieved.

<b>Staffordshire &amp; Stoke on Trent Partnership NHS Trust</b>	<b>Using FFT for Improvement</b>
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The Trust has captured FFT for the last four years and in 2015/2016 identified a 33% increase in the reporting for users 29,408 and carer responses of 7,451. Areas of innovation have been continually implemented to expand the methodology so the model can be transferred and disseminated across 142 Community Health and Adult Social Care Teams e.g. district nurses, AHPs, dental services, Social Workers, Sexual Health Services, and Community Hospitals. As a Trust, we are able to demonstrate reliable outcomes in our performance through the set monthly sampling which is accurately reflecting the Trusts FFT score of 97%. The Trust captures data in many different formats to gain sustainability and to ensure that people who have a disability, impairment, or sensory loss get information that they can access and understand, the communication support that they need in accordance to the accessible information standard. Health or Adult Social Care Professional identify the appropriate survey on their initial assessment to meet the individuals persons communication needs e.g. easy read / picture, large print, electronic surveys, telephone, interpreters, or an alternative language survey. From the collection of monthly data we continually monitor to ensure that individuals are not treated differently or less favourably, on the basis of their specific protected characteristic, including areas of race, gender, disability, religion or belief, sexual orientation and age.

The Trust captures experience outcomes at Trust Wide, divisional and at team level. Alongside the FFT, four local experience questions have been developed with users, carers, operational teams and CCG Commissioners. The FFT and four local experience questions are incorporated in the Trusts monthly contractual





requirements for every operational team. An early warning system has been developed which immediately escalates when users and carers are providing negative feedback on any of our health and Adult Social Care Community. Suggestions for improvements are captured monthly from our users and carers. Learning outcomes from experience is reported through our said We did in the Trusts monthly, quarterly and Trust Board reports which is published in the public domain through health Centre, Community Hospital notice boards, team portfolios, face book, twitter and on the Trusts user and carer experience web pages. Users and carers suggestions of improvement are aligned and triangulated with the Trusts complaints and PALs investigation outcomes. The Trust has implemented an Independent Complaints Review Panel which is independently chaired by members of the voluntary sector. The purpose of this panel is to review the Trusts organisational outcomes and learning from the feedback for our users and carers experience. The Trusts bimonthly User and Carer Forum review all the trends and themes and implement task and assurance groups to work in partnership with the operational teams. From the triangulation of experience data a deep dive, quality visit or Mystery Shopper initiative is triggered for operational teams who are under performing to gain further s detailed analysis of the users and carers feedback. Every month the highest scoring operational teams who have received positive feedback are acknowledged by receiving gold, silver or bronze experience awards from the Director of Nursing and Quality and this is published internally and the outcomes are monitored by the Trust Board. The outcomes from our user and carer experience outcomes are included within the Directors quality visiting programme.

<b>West Leicestershire Clinical Commissioning Group</b>	<b>Designing Non-urgent Patient Transport Services</b>
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NEPTS is integral to the NHS for eligible patients. Their experiences of the NHS end when they are back in their home, rather than when they leave an NHS building. To successfully commission NEPTS that are safe, appropriate and timely, we needed an understanding of what mattered most to patients and stakeholders by hearing their experiences. We believe no qualitative research into NEPTS had been previously done into how it impacts on the lives of people and their ability to keep well. Led and managed by a programme board consisting of a multi-disciplinary team, we communicated with our wide stakeholder base; with their support collected and analysed the problem from a '5D perspective' providing holistic business intelligence informing our NEPTS specification and influencing patients' discharges from hospital. The business intelligence formed a 'golden-thread' through our specification including performance measures and once awarded will also shape the contract, measured using a person-centred approach to the services sustained through the contract life. The successful project is used as a benchmark and blue print in our organisation for co-designing services and the learning can be transferred across all health and social care services.