Measuring and Improving Patient Experience at Northumbria Healthcare NHS Foundation Trust
Jessica Mallach – Head of Quality Improvement and Patient Experience
Why I fear becoming a patient.

“......to be made helpless before my time,
   to be made ignorant when I want to know,
   to be made to sit when I wish to stand,
   to be alone when I need to hold my wife’s hand,
   to eat what I do not wish to eat,
   to be named what I do not wish to be named,
   to be told when I wish to be asked,
   to be awoken when I wish to sleep.”

Don Berwick  2009
“Workers and leaders can often best find the gaps that matter by listening very carefully to the people they serve: patients and families.”

Don Berwick – 2003
The weakest link in quality tripod?
The evidence

Organisations that are more person centred have better clinical outcomes and are safer.

Engaging people in their own healthcare can:
• improving people’s knowledge
• enhancing people’s experience of services
• impact on service use and cost, and
• impact on people’s health

Individuals’ anxiety and fear can delay healing.
Important lesson
Make staff experience your priority too.

- Improving HR processes alone is associated with an 8% improvement in mortality rates (West, 2006)

- The link between staff satisfaction and mortality holds true for both clinical and non-clinical staff, strongest correlation with nursing staff (Pinder 2013)

- The NHS could release as many as 3.4m additional working days each year if it reduced its sickness absence record by a third – a potential saving of £555 million (Boorman review 2011)

- A 5% increase in staff working in real teams is associated with a 3.3% improvement in mortality rates – that would equate with about 40 lives saved in an average acute hospital. (West, 2013)
Through highly engaged staff

National staff survey data shows leading NHS scores for –

• Team working
• Relationships with line managers
• Ability to contribute to quality improvement

“I like working for an organisation where I’m listened to, and allowed to make the changes we need to make care better for patients”

94% of staff at Northumbria believe that their role makes a difference

Labour turnover remains very low
Ambition

• To improve patients’ (and families’) experience of care in hospital

• To support staff to provide the sort of care they would like for themselves and their families
VOICE

Use insights from patients and families to improve care
Our focus on measurement.

• Timely
• Owned
• Actionable
• Specific
• Talked about
Responding to patient feedback

• Feedback from more than 50,000 people every year

• Measuring what matters most to patients in a variety of ways and at different points of care

• Right time’ data giving site, specialty, and individual consultant data, externally validated to feed through appraisal system

• Real time measurement fed back to clinical teams within 24 hours
Transparency

Be open and honest about current state, expectations, and actions needed for improvement.

If you’re going to be naked it’s good to be buff.
Our story of moving the dot

Number of staff believing high quality patient care is the No1 priority of the trust.

43% in 2007 rising to 86% in 2015
A safer organisation

• Delivering a 50% reduction in patient harm within 3 years
• 95% mrsa reduction over 6 years and 81% reduction in trust apportioned c-difficile rates over 5 years
• 80+% reduction in orthopaedic surgical site infection within 4 years
• 40% reduction in hip fracture mortality since 2010
• Compliance with sepsis 6 bundle improving from 10% in Aug 2014 to 60% by May 2016

Opening the first specialist emergency care hospital in the UK in 2015 - described by Bruce Keogh as a “glimpse into the future”
Offering better patient experience

• 2011 Outpatient survey – 5\textsuperscript{th} best in the country.

• 2013 National cancer survey – 6\textsuperscript{th} best in the country. Within top 10 for 4 out of last 5 years.

• 2014 A&E experience results – top decile (11\textsuperscript{th}).

• 2015 Inpatients – joint best in North East region and within top 10 nationally.

• 2016 Trust of the Year at the National Patient Experience awards.

• 2017 - CHKS – Trust of the Year.
Organisational level
Real time improvements (n= 34,000)
Commissioning for quality.

Overall Patient Experience Scores – Northumbria Healthcare

<table>
<thead>
<tr>
<th>Year</th>
<th>%</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009/10</td>
<td>76.9%</td>
<td>111th</td>
</tr>
<tr>
<td>2010/11</td>
<td>78.7%</td>
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</tr>
<tr>
<td>2011/12</td>
<td>80.3%</td>
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<td>2012/13</td>
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<td>2013/14</td>
<td>82.7%</td>
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<td>2014/15</td>
<td>80.3%</td>
<td>20th</td>
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<td>2015/16</td>
<td>82.8%</td>
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# CQC National Inpatient Survey 2015

<table>
<thead>
<tr>
<th>Rank</th>
<th>Trust</th>
<th>The Emergency / AE Department</th>
<th>Waiting List &amp; Planned admissions</th>
<th>Waiting to get to a bed on a ward</th>
<th>The hospital and ward</th>
<th>Doctors</th>
<th>Nurses</th>
<th>Care and treatment</th>
<th>Operations and Procedures</th>
<th>Leaving Hospital</th>
<th>Overall views of care &amp; Services</th>
<th>Overall experience</th>
<th>Average Score</th>
</tr>
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<tbody>
<tr>
<td>=1</td>
<td>The Royal Marsden</td>
<td>n/a</td>
<td>9.5</td>
<td>9.1</td>
<td>9.0</td>
<td>9.3</td>
<td>9.2</td>
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<td>9.4</td>
<td>8.9</td>
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<tr>
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<td>9.6</td>
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<td>8.9</td>
<td>8.7</td>
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<td>8.7</td>
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<td>8.6</td>
<td>8.7</td>
<td>9.1</td>
<td>9.1</td>
<td>8.5</td>
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<td>5.9</td>
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<td>5.9</td>
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</tr>
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</table>

Out of 149 Trusts, Northumbria is ranked joint 10
Site level
A new model and a new experience

<table>
<thead>
<tr>
<th>Trust Wide - Real Time Domains July 2014 - June 2016</th>
</tr>
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<tbody>
<tr>
<td><strong>Coordination</strong></td>
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<tr>
<td>July 14 - June 15 (5713)</td>
</tr>
<tr>
<td>90.7%</td>
</tr>
<tr>
<td>94.3%</td>
</tr>
<tr>
<td>81.3%</td>
</tr>
<tr>
<td>93.4%</td>
</tr>
<tr>
<td>94.7%</td>
</tr>
</tbody>
</table>
According to 6848 patients interviewed (2016)

- Our care has become more coordinated & consistent, with evidence of better team working
- We’re more likely to involve patients in decisions about their care and treatment at the level they want
- Overall rating of both our doctors & our nurses has improved – with patients reporting higher levels of trust
- We’re better at doing all we can to manage pain
- We’re more likely to show kindness and compassion
- Our overall rating of care has changed for the better
Service level
Since the real time programme started in June 2010 out of 8520 Orthopaedic patients we have interviewed 5196, giving us a 61% response rate.
Orthopaedic Real Time Domain Average Scores - Overall

All Orthopaedic Real Time Domain average Over time

<table>
<thead>
<tr>
<th>Year</th>
<th>Score</th>
<th>Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>89.5%</td>
<td>237</td>
</tr>
<tr>
<td>2011</td>
<td>93.6%</td>
<td>638</td>
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<td>2012</td>
<td>95.1%</td>
<td>960</td>
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<td>2013</td>
<td>96.7%</td>
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<td>2014</td>
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<td>2015</td>
<td>96.7%</td>
<td>704</td>
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<tr>
<td>2016</td>
<td>97.5%</td>
<td>629</td>
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</table>
Orthopaedic Real Time Domain Average Scores - Trauma

Trauma Orthopaedic Real Time Domain average Over time

- 2010 (237) 89.5%
- 2011 (453) 94.1%
- 2012 (513) 94.3%
- 2013 (422) 95.6%
- 2014 (448) 96.3%
- 2015 (273) 95.8%
- 2016 (211) 96.0%
Orthopaedic Real Time Domain Average Scores - Elective

Elective Orthopaedic Real Time Domain average Over time

<table>
<thead>
<tr>
<th>Year</th>
<th>Score</th>
<th>Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>92.6%</td>
<td>185</td>
</tr>
<tr>
<td>2012</td>
<td>95.9%</td>
<td>447</td>
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<td>2014</td>
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<tr>
<td>2015</td>
<td>97.3%</td>
<td>431</td>
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<tr>
<td>2016</td>
<td>98.2%</td>
<td>418</td>
</tr>
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</table>
Ward level
Ward 1, NSECH as at 11/05/2017

96% of patients surveyed would highly likely or likely recommend this ward to their families and friends.

Number of patients on new medication 11

Number of respondents 28 (56%)
Comments from patients.

It is fantastic here. This is my first experience of being an in-patient and everyone has been excellent and I can't fault anything. The staff put you at ease and are on the ball with medication. They are all friendly.

The staff are all very kind and caring - and careful. I have been very much treated with dignity and respect. I feel the staff are a confident team; I just have to ring the bell and they come immediately - even at night.

The staff work together excellently. I have given loads of input and they listen to me, which makes a big difference. I can't fault any of the staff and I can't praise them highly enough. As soon as I get home, I am going on the internet to give them a good review.
Individual consultants
ORTHOPAEDICS Outpatient Survey, to March 2017

Did you have enough time to discuss your health or medical problem with the doctor?
**Patient safety improvements in hip fracture care**

These figures show the huge improvements that have been made in hip fracture care across our hospitals to make patient care safer and to make you feel proud of the care you deliver.

- **97%** of patients believed everything was done to effectively control pain.
- **90%** of patients now receive surgery in 36 hours - the best rate in the country.
- **80-90%** of patients now receive additional feeding each day, with the help of nutrition assistants and volunteers.
- **31%** reduction in 30 day mortality.

**SSI down 68%**

- **98%** out of 100 patients scored cleanliness.
- **100%** of medically fit patients are mobile by day one following their surgery.
- **25%** on the day of their operation (previously this was less than 4%).

**Proud!**

- **88%** improvement in best practice tariff (from 2% to 90%).

**Building a caring future**

- **9/10** patients would be likely to highly recommend Northumbria Healthcare to their friends and family.
Dignity over the last 10 years

Northumbria
NHS England
Mean
What we’ve learnt

• The soft stuff isn’t soft
• Frame the issues in ways that engage many - move them towards a shared purpose and new future
• Not a choice between stories or data but both
• Build internal systems that recognise values and behaviours
• Be realistic about change and prepare for the long haul
• Be flexible and keep refreshing the organisational story
• Protect the frontline – find the joy in improvement
"Feedback from patients and relatives was consistently positive about all aspects of care..."
Thank you for listening
Any Questions?