

**PATIENT EXPERIENCE STRATEGIC PLAN
2023 - 2028**



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INTRODUCTION

NHS Lothian is dedicated to putting patients, their families and carers and our workforce at the centre of all we do.

Working as a whole system, the journey through the health and social care system will be one that engages with individual beliefs and values and aligns actions with individual wishes and needs while considering together how best to offer care.

To support this Person-Centred commitment we worked in partnership with both our staff and with patients and the public to develop this Patient Experience Strategic Plan.

The Strategic Plan describes how staff and care givers understand their responsibility in ensuring each patient not only receives excellent clinical care, but that it is delivered in a manner that treats them as an individual, recognises their needs and cares for them with empathy and compassion. We recognise that people receive care and treatment in a variety of settings including in their own homes.

It provides a clear plan that will continuously improve patient experience: one that will highlight priorities and provide a framework to measure impact and progress across NHS Lothian.

STRATEGIC CONTEXT

NHS Lothian has chosen to tackle the long-term challenges of rising demand, rising costs and limited resources in healthcare by making quality the focus of how we run our services.

The **Lothian Strategic Development Framework** lays out what we want to happen across Lothian's Health and Care system over the next 5 years, up to and including the financial year 2027-28. The vision for the system is that:

- Citizens live longer, healthier lives, with better outcomes from the care and treatment we provide.
- We connect health and social care services seamlessly, wrapping around the citizen in their home.
- We improve performance across our system, with better experiences for citizens and those who work for and with us.

The **Quality Strategy 2018-23** describes NHS Lothian's strategic aim for Quality as:

- Put in place robust systems to deliver the best models of integrated care across primary, secondary and social care.
- Ensure that care is evidenced-based, incorporates best practice, fosters innovation and achieves safe, seamless and sustainable care pathways for patients.
- Design our healthcare systems to reliably and efficiently deliver the right care at the right time in the most appropriate setting by the right person.
- Involve patients and carers as equal partners, enabling individuals to manage their own health and wellbeing and that of their families.



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Person-centred care and the person's experience of that care or treatment are therefore central to the quality approach in Lothian.

The Patient Experience Strategic Plan complements NHS Lothian's **Work Well Strategy** which focuses on staff experience and wellbeing and the **Public Engagement Framework** which seeks to ensure the continued development of our health and care system in Lothian is informed by engagement with those who use our services.



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WHAT DO WE MEAN BY 'PATIENT EXPERIENCE'?

Patient experience refers to how the process of receiving care or treatment feels for the patient, their family and carers. Each experience is unique to the individual.

We have defined a positive **Patient Experience** as:

“ensuring people are receiving care or treatment in a comfortable, caring and safe environment, delivered in a calm and reassuring way, having information to make choices, to feel confident and in control, are spoken with and listened to as an equal and being treated with honesty, respect and dignity”.

This definition sits at the heart of NHS Lothian’s **Values** and ways of working that are designed to benefit everyone working in the organisation and, most importantly, to benefit our patients, respecting their wishes.

- Care and Compassion
- Dignity and Respect
- Openness, Honesty and Responsibility
- Quality
- Teamwork.

WHAT ARE OUR PATIENT EXPERIENCE AIMS?

We are committed to ensuring our services are user-focused and to providing effective clinical care and treatment which results in a positive experience for patients and for people who use our services.

We will ensure:

<p>People receive treatment in a comfortable, caring and safe environment</p>	<ul style="list-style-type: none"> • The clinical environment is modified in ways that ensure it is more personalised whilst still complying with relevant guidance • Care planning takes into account the reality of the patient's environment especially in community and home settings
<p>Treatment is delivered in a calm and reassuring way</p>	<ul style="list-style-type: none"> • Leaders and staff role model calm and reassuring behaviours, in line with the NHS Lothian’s organisational values and behaviours • Carers and advocates are encouraged to be present during care and treatment if required - e.g. Welcome Visiting, John's Campaign • Distraction techniques (environmental, sensory etc,) are utilised wherever possible
<p>People have information to make choices, to feel confident and in control</p>	<ul style="list-style-type: none"> • Person centred care plans are in place that enable patients, their families and carers to be an active participant in all elements of care • 'Handover' activities (either verbal or written) between clinicians include patients • Actions are taken to promote Shared Decision Making as part of Realistic Medicine approach
<p>People are spoken with and listened to as an equal</p>	<ul style="list-style-type: none"> • Discovery conversations are used to identify "What Matters" to the individual at an early stage in a patient's pathway/journey • Staff are supported when involved in difficult conversations and can access appropriate communication skills training
<p>People are treated with honesty, respect and dignity</p>	<ul style="list-style-type: none"> • Staff are polite and courteous in their communications and actions and demonstrate respect for dignity, choice privacy and confidentiality • Feedback is encouraged and where things have gone wrong an apology and full explanation will be provided



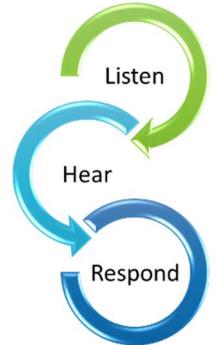
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HOW WILL WE DO THIS?

We will:

-  Listen to what is important to patients, their families and carers
-  Encourage patients, thier families and carers to tell us when things go right or wrong
-  Use the lived experience of patients, their families and carers to shape and improve the way we provide care.



‘What Matters to You?’

Asking “what matters to you?” is about listening and hopefully understanding what matters to a patient within the larger context of their life. When staff are aware of and prioritise what is important to patients it can greatly improve their outcomes.

Asking “what matters to you?” helps to establish a relationship between people giving and receiving care.

The ‘What matters to you?’ question can be asked in many different ways, for example:

- What are the things that are important to you at this moment?
- What are some of the things you would you like to achieve as a result of this support?
- When you have a good day, what are the things that make it good?



We will:

Focus on ‘What Matters to You’ from a patient, their family and carers’ perspective and implement change as a result.



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Including Everybody

We recognise that there are many people receiving care and/or treatment who may find it difficult to engage, and provide feedback, for several reasons.

When possible, support and assistance should be offered enabling the patient, their family or carer to participate in providing feedback from their experience.

We will:

Reach out to specialist services, Public Health, Health Promotion, local authority partners, Third Sector organisations and interpretation and translation services to support people to participate in providing feedback from their experience.



We are committed to encouraging feedback and to supporting patients, carers and their families to tell us when things go right or wrong.

Care Opinion

Care Opinion is a national social enterprise which enables the public to tell their stories of their experience of health and social care. It has been running for 14 years and is an open and anonymous online feedback system, with the aim of public service improvement. It has continued to grow nationally and internationally year on year.



The benefits of Care Opinion are:

- people can share honest feedback easily and without fear
- stories are directed to wherever they can help make a difference, and
- everyone can see how and where services are listening and changing in response

We will:

Increase the use of Care Opinion throughout the organisation and use the information provided to make the necessary changes to services.



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Local Feedback mechanisms

We want to make it easy and straightforward for patients, their families and carers to share their experiences with us. In addition we want to make sure we use the experiences shared to help improve our services and inform others.

We will:

- Develop and embed local systems for easily capturing and measuring patient, family and carer experiences across our organisation
- Make sure our staff have the tools, skills and confidence to capture patient, family and carer experiences
- Make sure staff use patient experience information alongside other quality data to inform service development

Complaints

The NHS Complaints Handling Procedure (CHP), implemented in April 2017, saw the introduction of a 3-stage process to support a more consistently person-centred approach to complaint handling. The change placed greater emphasis on early resolution of complaints, valuing the feedback we receive, accurately recording it and learning from the experience to drive improvements in care.

We will:

Continue to support our staff to resolve complaints as close as possible to the point of service delivery and to respond thoroughly, impartially and fairly by providing evidence-based decisions based on the facts of the case.



Care Experience Improvement Model

The Care Experience Improvement Model (CEIM) is a simple framework that supports health and social care teams to make improvements that are directly related to feedback in a person-centred way.

The CEIM guides health and social care teams to take a conversational approach to gathering qualitative care experience feedback from people for whom they provide care and support. Teams can then reliably develop, embed and maintain a process and culture to systematically identify and make meaningful improvements.

We will:

Test the Care Experience Improvement Model with a view to rolling it out more widely throughout the organisation.



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Dealing with Adverse Events

We acknowledge that things can and do go wrong in the provision of health and care. Adverse event management is one part of NHS Lothian's integrated approach to risk management and continuous improvement through learning and changing practice.

We will:

Ensure that:

- Adverse events and near-misses are reported and reviewed in a timely and effective way, in partnership with patients, their families, carers, and staff.
- Learning from review is identified, shared and used to inform improvements to services.

CREATING THE CONDITIONS

We will ensure that a connected supporting infrastructure is in place that enables the organisation to deliver on its ambition of providing a positive experience for patients. The components of this infrastructure include:

Leadership and Behaviours

- To bring the culture to life the patient experience ambitions must be demonstrated in the day-to-day behaviours of all staff. **We will** ensure that leaders at all levels in the organisation are empowered to work in a way that is aligned to the organisation's values and behaviours.

Evidence

- **We will** ensure that our work to deliver a positive patient experience is based on best available evidence and standards.

Information

- **We will** develop and implement an agreed set of patient experience indicators and associated measurement plan to demonstrate the impact of any changes and any resulting improvement.

Knowledge and skills

- **We will** ensure that staff and care givers are provided with the appropriate knowledge, skills and confidence to deliver a positive patient experience every day and at the same time continuously improve that experience.

HOW WILL WE DELIVER THE PATIENT EXPERIENCE STRATEGIC PLAN?

We recognise that in order to deliver a positive experience for people in our care, the whole organisation requires to work together as a single system in pursuit of this aim. No single part of the system 'owns patient experience' and fundamental to this Plan is collaborative working across all departments and teams including those in our acute, community and mental health services, the 4 Health and Social Care Partnerships and corporate services.



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A number of corporate departments have a role to play in supporting Service Areas to deliver against our patient experience commitments. These include:

- Patient Experience Team
- Quality Improvement Support Team
- Lothian's Accreditation and Care Assurance Standards (LACAS) Team
- Clinical Education Team
- Interpretation and Translation Service

Quality Management System

The Quality Strategy sets out the common features of a high functioning quality focused organisation which has at its core, the systematic application of Quality Management. The goal of this Quality Management System is to achieve consistent, high-quality care with minimal morbidity, mortality, discomfort, and positive experience whilst meeting or exceeding all six dimensions of quality (safe, effective, patient centred, timely, effective equitable care).

The key elements of a Quality Management System are shown below.



We will:

Apply the principles of Quality Management to ensure effective implementation of the Patient Experience Plan.

Excellence in Care

Excellence in Care (EiC) is a national approach which aims to ensure people have confidence they will receive a consistent standard of person-centred, high-quality care no matter where they receive treatment in NHS Scotland. It focuses on 4 essential requirements:

- Person Centeredness
- Compassion
- Fundamentals of Care
- Communication, both verbal and written, with patients, their families and between staff.

EiC contributes to a national quality management approach which ensures that all NHS boards have consistent, robust processes and systems for measuring, assuring, and reporting on the quality of care and practice.



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We will:

Fully engaged with EiC, at the heart of which is the recognition that caring for vulnerable people is most effective if patients, families and staff work together as a team.

Delivery Plans

This Strategic Plan is a key component of our corporate and business plans for the coming years. There are annual Corporate Objectives in place supported by Service Operational Plans, with our staff objectives and personal development plans also feeding into achieving the aims we have set out.

Service Plans

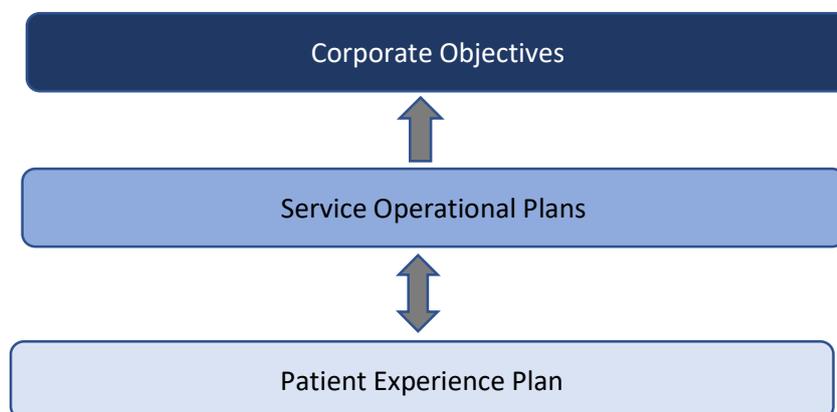
Each Service, via their annual Operational Plans, will outline how each area is prioritising and delivering on the patient experience aims.

Progress on implementation of these plans will be monitored through the appropriate management structures throughout the Services and also reported through appropriate governance arrangements to the NHS Board.

Patient Experience Plan

The Patient Experience Team's role is to provide strategic direction, leadership and specialist expertise in patient experience and all forms of patient feedback to improve Person-centred Care and to ensure system wide learning and improvement. The Team is part of the Corporate Nursing Directorate reporting through the Deputy Nurse Director to the Executive Director of Nursing, Midwifery and Allied Health Professionals.

The Patient Experience Team has developed specific plans to support the delivery of the commitment to providing the best patient experience possible. This plan covers the management of complaints and other feedback processes, patient experience monitoring and reporting systems, sharing and learning and staff support including education and training.





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HOW WILL WE MEASURE PATIENT EXPERIENCE?

We will use a range of approaches to measure patient experience. These will include, but are not limited to, the following measures.

We will:

Care Opinion:

- measure the number of stories published each month and seek to increase these annually
- measure the number of active subscribers (those who receive alerts and can respond) and seek to increase these annually
- measure the “criticality” of stories using the Care Opinion criticality definitions
- report using the Care Opinion reporting function e.g. Visualisations

Complaints:

- report monthly complaints data for each Service area
- provide quarterly complaints reports for each Service Area against the 9 Key Performance Indicators as set out in the Complaints Handling Procedure (CHP)

GOVERNANCE AND ACCOUNTABILITY

NHS Lothian has a Healthcare Governance Framework in place to provide assurance to all stakeholders that the quality of all aspects of care in NHS Lothian is person-centred, safe, effective, equitable and maintained to a high standard.

With regards to Patient Experience, the Healthcare Governance Committee provides assurance that complaints and patient feedback are handled in accordance with national standards/guidance, and lessons learned from their investigation and resolution, including reports from the Scottish Public Services Ombudsman and Mental Welfare Commission.

The Committee requires assurance from management and reaches conclusions on the level of assurance through:

- Monitoring and reviewing outcomes and processes across NHS Lothian, and taking action to ensure that the appropriate structures, processes and controls are in place and operating effectively
- Enabling co-ordination and whole system learning activities across NHS Lothian, especially the sharing of good practice
- Delegating authority to groups or sub-committees to undertake the detailed consideration and resolution of specific matters on behalf of the Committee



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Roles and responsibilities

There is an absolute recognition that patient experience is everyone’s responsibility, and that every single member of staff in NHS Lothian has a role to play.

NHS Mel (2000)29 circular refers to addressing clinical governance at four levels and these equally apply to patient experience. These levels are shown below:

Role	Responsibility	Activities
Overseeing role	Healthcare Governance Committee and associated reporting structures	<ul style="list-style-type: none"> • Checking that the appropriate structures are in place to undertake the activities that underpin patient experience. • Assuring the NHS Board that the arrangements are working by providing the full board with regular reports on the operation of the system. • Bringing to the attention of the full board specific reports on any problems that emerge.
Delivering role	Management structures throughout the organisation	Ensuring suitable local arrangements relating to patient experience are in place and are integrated with existing structures. Any structures and processes put in place must ensure that the underpinning activities described above are an integral and integrated part of the mainstream business of the organisation.
Supporting role	Corporate Teams and Departments employed in activities underpinning patient experience	Supporting the implementation of the Patient Experience Strategic Plan.
Practicing role	All staff	Ensuring each patient not only receives excellent clinical care, but that it is delivered in a manner that treats them as an individual, recognises their needs and cares for them with empathy and compassion.

We will:

Ensure that roles and responsibilities relating to Patient Experience are clear through the organisation and that actions arising from implementation of the Patient Experience Strategic Plan are monitored, and responsibility allocated, to ensure completion.



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Reporting

It is essential that we communicate how we have implemented the Patient Experience Strategic Plan and, as a result, have developed or improved services; from large scale proposals to small team-based projects. Not only will this inform our patients and public of the importance of their roles, it will allow us to make improvements that matter most, resulting in a truly improved patient experience.

We will:

- Publicise the results of feedback we have received, both to staff and to the community
- Publicise what we have changed because of the feedback
- Raise awareness of current patient experience improvement projects and their outcomes

This information will be made available throughout the organisation in a variety of formats.

In addition we will produce an annual Complaints and Feedback report following guidance set out by the Scottish Government and ensure it is published on the NHS Lothian's internet pages.



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REFERENCES

The Lothian Strategic Development Framework

[Lothian Strategic Development Framework for website 08042022.pdf \(nhslothian.scot\)](#)

NHS Lothian Quality Strategy

[QualityStrategy5YearPlan.pdf \(nhslothian.scot\)](#)

NHS Lothian Work Well Strategy

[Work Well Staff Wellbeing Strategy \(nhslothian.scot\)](#)

NHS Lothian Public Engagement Framework

[NHS Lothian Public Engagement - A New Framework.pdf](#)

What Matters to You?

[What matters to you?](#)

Care Opinion

[Care Opinion](#)

NHS Lothian Complaints Management Policy

[Tell us about your experience \(Compliments, concerns and complaints\) \(nhslothian.scot\)](#)

Care Experience Improvement Model

[Care Experience Improvement Model \(CEIM\) | Healthcare Improvement Scotland - Care Experience Improvement Model \(ihub.scot\)](#)

John's Campaign

[John's Campaign \(johnscampaign.org.uk\)](#)

Realistic Medicine

[Realistic Medicine – Shared decision making, reducing harm, waste and tackling unwarranted variation](#)

Excellence in Care

[Excellence in Care \(healthcareimprovementscotland.org\)](#)