Introduction

This paper provides additional and supporting information to accompany the presentation by Tim Guyler, Programme Director for Better for You, Nottingham University Hospitals NHS Trust (NUH).

Background

NUH’s current strategy for public and patient involvement (PPI) was developed in 2008 as a three-year rolling programme. The strategy is due to be updated and reviewed later this year for the years up to 2016. NUH’s vision is to be the best acute teaching trust in the country by 2016 and involving and listening to the needs of patients and our local communities is a vital part of our plans to realise this vision.

The PPI strategy is designed to deliver the following seven objectives:

- To promote patient and carer involvement, in partnership with health care professionals.
- To ensure access to good quality patient and public information.
- To involve the public in planning, monitoring and developing accessible health services to improve the quality of care.
- To support patients and the public to develop their knowledge and skills so that they can contribute to service policy and planning.
- To promote active participation between the Trust and other statutory agencies and voluntary organisations.
- To support staff to develop their awareness and understanding so they can contribute to PPI.
- To ensure effective monitoring and evaluation of PPI and to include equality data on gender, ethnicity and disability.

Some of the key developments as a result of the strategy have been:

- All clinical and corporate directorates have annual programmes of work to ensure active involvement and engagement of patients, carers and the public in each of their areas of responsibility.
• Training for patients and public volunteers on a range of topics ranging from infection control to sitting on staff interview panels.
• Real-time patient feedback – we are currently rolling out a new system of electronic feedback handsets, which enable the results from patient questionnaires to be communicated in real time to the relevant ward/department. The results are also available via a dedicated online “dashboard” to all staff in the Trust. These results track the Trust’s progress towards improving key elements of the national Patient Survey.
• Implementation of partnership working agreements with Local Involvement Networks (LINks), with areas such as nutrition and dementia care the most recent reports completed.

Use of patient feedback to improve services, as illustrated by the work of the Visually Impaired Patient and Public Involvement (VIPPI) group which was explored by the JHSC in the latter part of 2010.

**Patient feedback to improve services**

From the many examples of our work across NUH, we have selected just one from our Better for You programme to present to the Committee. This is used as an illustration of the ways that we are changing what we do and how we do it, based around the needs of patients. This example is focusing on patients with diabetes, who come to NUH for their specialist care for the disease, but also as patients with other health needs unrelated to their diabetes. We are working to improve the quality of both aspects of care, with Better for You projects looking at the specialist diabetes service and a project called “Think Glucose” which is now being rolled out across all wards, to improve the quality of care for in-patients who have diabetes. The Think Glucose project is directly answering the needs of patients by:

• Reducing the time they spend in hospital for in-patient care (unrelated to their diabetes), so that it is equivalent to patients undergoing the same treatment who do not have diabetes
• Introducing a new policy to support diabetic patients to administer and control their own medication when they are in-patients, just as they do when they are at home
• Increasing the awareness and skills of all staff, so that they have a greater understanding of the needs of patients with diabetes and how best to support them when they are in hospital

**The Better for You programme**

Better for You is our dedicated, whole hospital change programme, designed to transform the quality of care by focusing on the way we work.

The programme is based on tried and tested methodology, adapted from Lean principles used predominantly in industry. A number of national programmes using Lean principles have been developed in the NHS to focus on particular areas of service such as the operating theatre or the hospital ward. NUH was one of the first organisations to implement these NHS “productive” series of improvements, with all of our wards undertaking the “Productive Ward” programme, one of the impacts of which was to almost double the time ward staff spent directly caring for patients.
Our Better for You programme has taken these principles and is developing and applying them in every part of our hospitals. This includes front-line services as well as corporate functions such as human resources and finance and supporting services such as imaging, pharmacy and cleaning.

The first Better for You project started in 2009, in our Emergency Department and the programme has now expanded to over 150 projects, each working to improve quality, safety, efficiency and consistency in their services. Better for You is a long-term commitment to improving our services, part of our plans for realising our vision by 2016.

One of the features we believe sets Better for You apart is that it is based upon authentic staff and patient engagement. The starting point for every project is gaining a detailed understanding of what both staff and patients currently feel about our services, what their needs are and how the service could be transformed to better satisfy those needs. In most cases this involves undertaking specific activities and providing opportunities for not only talking to and engaging with patients, but understanding exactly what it feels like to be "in the patient's shoes".

Through the use of existing tools and techniques, developed as part of our PPI strategy outlined above, and also by empowering front-line staff to adopt new approaches to understanding the services from every perspective, Better for You is able to develop solutions which are best able to meet the needs of patients. By delivering Better for You through staff and patient engagement, the changes we are introducing are more robust and sustainable.

Some of the improvements Better for You is delivering, directly based on patient feedback include:

- 300% improvement in the performance of our radiology call centre (used by patients to book appointments for x-rays and other tests);
- Enabling patients to recover from routine surgery quicker, reducing the time needed in hospital and allowing them to return to normal activities sooner. For example, colorectal surgery reduced from an average of 10-14 days to 3-4 days;
- Speeding up correspondence between hospital, GP and patient from an average of 8 weeks, to an average of 24-72 hours;
- Improving our processes for admitting patients, including admitting patients direct to the appropriate specialist wards, ensuring assessment within 30 minutes of arrival for respiratory patients, for example.

We are here for you

Running alongside Better for You is “We are here for you”, our programme to develop and embed core values for NUH and the behaviours we expect of our staff and colleagues.

The two programmes are complementary and each one integral to our plans to achieve our vision. Better for You is focusing on how we work as an organisation and, We are here for you, sets the values by which we work.
Through “in your shoes” sessions, values surveys and “values into action” workshops, we worked with over 100 patients and 1,000 staff to define our organisational values and to set up the We are here for you programme. In 2010, we presented an overview of We are here for you to the Committee. In the 12 months since then we have made considerable progress including:

- Patient representatives included on interview panels for clinical roles;
- Almost 7,000 staff trained in “We are here for you” values and behaviours;
- New toolkit and dedicated intranet site for managers, to help enhance core skills and competencies;
- Annual NUH awards – nominated by patients, public and staff for outstanding contributions to quality of care. Nominations for the 2011 awards are open until September.

Engagement and involvement from across NUH

There are a number of other ways in which patients and the public contribute directly to both the development and delivery of services at NUH:

- **Trust Membership**
  
  Our application to become a Foundation Trust early in 2012 was submitted last month. In advance of this, over 10,000 members of the public and staff have signed up to become Members of the Trust. From this membership, if our application is successful, the Foundation Trust Board of Governors will be elected representing the local communities that we serve. The role of a Governor includes providing a link to the wider community and representing local views as part of helping to shape the strategic direction and service developments at NUH. The Board will be made up of 22 public Governors, 9 each from the City and County council areas and 2 each from Derbyshire and the rest of England and Wales. There will also be 7 staff Governors. We are running Governor awareness sessions on 21 July and 5 August to explain the process to all Members. We have recently surveyed our Membership about their priorities as part of the preparatory work for our 2012/13 Annual Plan.

- **Volunteers**
  
  We have a thriving and proactive volunteer programme, which enables local people to get directly involved in the day to day activities of NUH. We have two types of volunteer - individuals who offer their services directly and are appointed and managed by our voluntary services department. We also have individuals who work for external organisations, such as the League of Friends, which have an agreement to provide voluntary services to NUH. Our volunteers undertake a range of roles including:
  
  - Hospital ward roles
  - Meet and Greet
  - Patients’ Library
  - Emergency Department
  - Eye Clinic
  - Cancer Services
We are currently piloting a scheme to help patients at mealtimes, using specially trained volunteers.

- **Hospitals Charity**
  The NUH charity raises money to support patients at NUH. All the money that is raised by the public, or that comes into the charity through wards and patient areas, goes directly to enhancing patient care. Many staff, patients and local communities dedicate their time to fundraising and promoting the charity, as well as working with the various wards and departments to put the money raised to the best possible use.

**Conclusion**

One of the measures we use to assess the impact of all of the work summarised in this paper, is the feedback from our patients about their experience of our hospitals. In the latest results published in April this year, the Picker Inpatient Survey 2010 found that 91% of NUH patients rated their care as good, very good or excellent – with 91% saying that medical staff worked well as a team. Other results included:

- 93% said wards were very or fairly clean;
- 90% who used toilets said they were very or fairly clean;
- 91% always had enough privacy when examined or treated.

The survey was carried out with 850 patients at NUH between September 2010 and January 2011.

Involving patients, carers and the communities we serve in improving the quality of our care is a fundamental part of the way we are working at NUH. We recognise that it is vitally important to continue to develop opportunities for all those with an interest in NUH to be involved and to have their voices heard. This paper covers some of those opportunities and we are continuing to work with our patients, communities and partner organisations to ensure that they are effective.