



**Chelsea and Westminster Hospital**  
NHS Foundation Trust

## **Trust Patient and Public Engagement and Experience Strategy 2019-2024**



## Trust Patient and Public Engagement and Experience Strategy 2019-2022

### 1.0 Introduction and background

- 1.1 In June 2015, the Trust launched an ambitious three-year Patient and Public Engagement and Experience (PPEE) Strategy, which was developed with staff and patient-public stakeholders. Over the last three years the PPEE Group has overseen the implementation of its objectives, which are noted in the annual report 2019.
- 1.2 This new five-year strategy (2019 – 2024) is a refresh of the previous strategy - it does not start from a 'blank sheet'. It reflects our trust PROUD values and a commitment to continuously strengthen patient and public engagement across the organisation.
- 1.3 The voice of patients must continue to be ever-present in all parts of our organisation. Patients, their families and carers, together with staff and the wider community, should be partners in the design, development and delivery of services. The support and contributions of patient-public stakeholders continues to be important, as we work together to find ways to provide high quality care and services in different ways, but with constrained resources.
- 1.4 The Strategy has been developed by the Patient and Public Engagement and Experience Team and through engagement with staff and volunteers, patient and public governors and Foundation Trust members and our local Healthwatch bodies.
- 1.5 This document describes:-
- Who our strategy is for
  - The framework for our strategy and;
  - Our aims
  - The current drivers and Trust's priorities - these will continue to inform and be central to the strategy
  - Our objectives – informed by the same Trust's priorities
  - An implementation plan for the first year

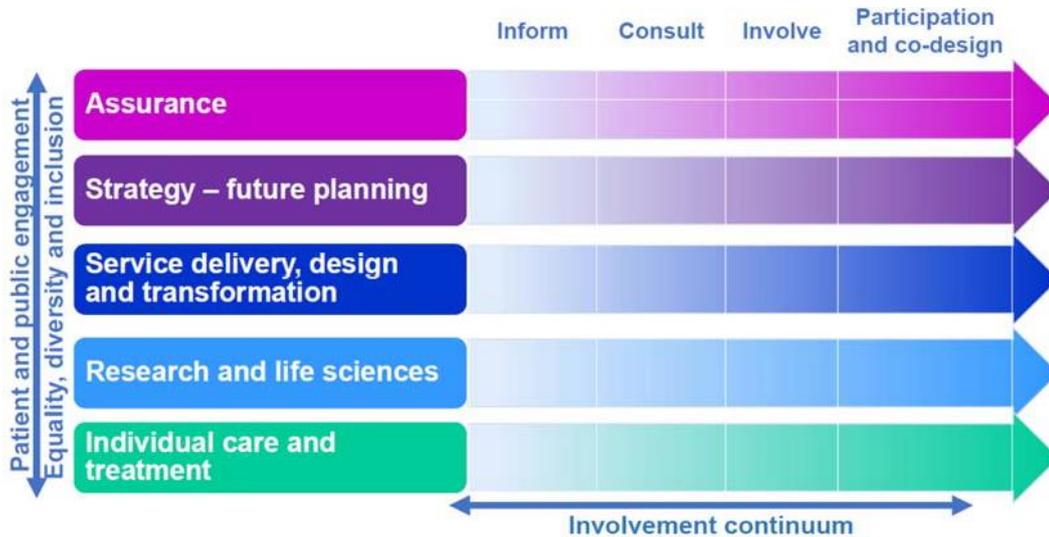
### 2.0 Who does our strategy apply to and who is it for?

- 2.1 The scope and the framework of this strategy encompasses **all trust sites, hospital and community services for adults, children and young people and maternity**. It applies to all patient-facing clinical and non-clinical services, and to departments whose roles may not be patient-facing, but whose work contributes to patients' experiences, such as education and workforce.
- 2.2 The Trust has a wide range of patient and public stakeholders and is committed to strengthening these. Our patient and public stakeholders' interests may be as current or future service users or as people who can help us to understand views and experiences of service users. Stakeholders also include local partners who influence the way we work, for example our commissioners or other local health and care providers. The diagram below reflects the stakeholders to whom this strategy applies. The extent to which each is involved depends on the purpose of patient and public engagement at the time.
- 2.3 This strategy supports and links to the wider public and patient engagement work across NW London integrated care partnership. This strategy focuses specially on Chelsea and Westminster NHS Foundation Trust and how we will increase the opportunities for engagement with our patients and the public.



### 3.0 The framework for our strategy and its aims

3.1 The framework for our strategy describes the five broad areas of activity (left hand column) in which the voices of patient-public stakeholders should be present and the 'involvement continuum' (along the top), which describes the 'level' or 'intensity' of involvement. Many engagement processes will touch some or all of the involvement continuum, depending on the purpose of engagement. Wherever there is opportunity, services will aim to 'co-design' their work with patient-public participants.



### 3.2 Co-design - What does it mean to be outstanding?

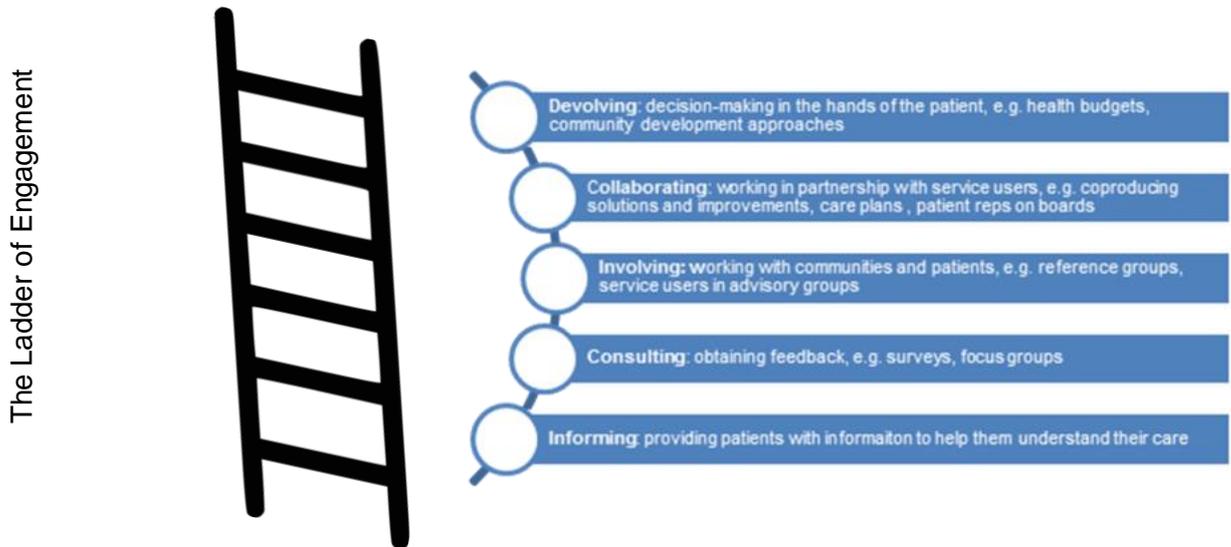
- The voice of the patient is present in all parts of our organisation.
- Patients, their families and carers, together with staff and the wider community are partners in the design, development and delivery of services.
- Care is personalised, so that people feel listened to, respected and cared for.
- Care is equitable, and we make a conscious effort to hear from and understand the needs of our seldom heard groups.

- Patients become more empowered and self-caring.

To achieve this we will:

We will:

- Undertake meaningful patient and public engagement to flexibly use the 'Ladder of Engagement' to involve, collaborate and coproduce improvements to quality with our services users, patients and communities.
- Continuously seek to better patient experience – from our art and environment programme, to our review of FFT scores, complaints and other patient experience measures.
- Listen to our patients; ensuring we hear from voices representative of our diverse patient populations – including seldom heard groups, using a variety of proactive methods including digital and online.



**3.3** Our approach to patient and public engagement must also take into consideration the **Equalities Act 2010** and the Trust ambition to ensure equality, diversity and inclusion are at the heart of all we do by:

- Providing Inclusive healthcare to our patients
- Pledging to be an inclusive workplace
- Our promise to work place equality

**3.4** This strategy has six aims which are:

#### 1. Individual care and treatment

Patients will feel supported by the full range of Trust services. Services will involve patients and carers in decisions about their care at all stages of the patient journey, whether in our hospitals or services and facilities in the community and patients' homes. The Trust will actively encourage feedback on how all services perform.

#### 2. Research

NIHR funded research taking place at Chelsea and Westminster NHS Foundation Trust will be designed, carried out and disseminated with a patient and public centred focus – patients will be involved at all stages including the design of studies to improve patient experience and to help disseminate results in a patient friendly way.

#### 3. Service delivery, development and transformation

The Trust will actively seek the views and involvement of patients, their carers and our Foundation Trust members. Their views will play a central role in monitoring and driving improvements in the quality, safety and efficiency of our services.

#### 4. Strategy

Patients, our Governors, Foundation Trust members, the local community and our stakeholders will have a greater opportunity to inform the development of Trust planning and strategic development.

#### 5. Assurance

The Trust Board of Directors and our Council of Governors will actively seek demonstrable evidence that Trust services are listening to, learning from and acting upon the views of patients, carers and stakeholders regarding the design, quality, safety and efficiency of the care and services we provide.

#### 6. Meeting our statutory and regulatory obligations

The Trust will continue to meet its statutory and regulatory obligations in respect to:-

- the involvement of patients and the public, under section 242 (duty to involve) of the National Health Service Act 2006 (as amended by the Health and Social Care Act 2012);
- Healthwatch and;
- Local authorities' health overview and scrutiny committees

### 4.0 National policy and strategic partnerships that influence our objectives

- 4.1 The NHS Long term plan (2019) heralded a new relationship with patients and the wider community, noting the *'need to engage with communities and citizens in new ways, involving them directly in decisions about the future of health and care services'*.

Much of the participation described in the NHS Long term plan points to empowerment and involvement of individuals and communities in health prevention and self-management of care. In addition, it highlights a need to develop opportunities for health-related volunteering and making it easier for the voluntary sector to work alongside the NHS. The development of volunteering at the Trust is addressed through the **Volunteer Services Strategy**. This strategy provides a framework for the involvement of patient- public stakeholders in the development and design of services, which may well include these approaches.

The national maternity strategy **Better Births** also describes the vision to work with service users setting out the requirement to have maternity voice partnerships MVPs to undertake co-design of services with a focus on reaching the views and voices of seldom herd groups.

### 5.0 The Trust's priorities that inform our objectives

- 5.1 The PPEE strategy will continue to support the implementation of the Trust's organisational strategy, which describes three priorities and a number of strategic objectives together with a number of important enablers, such as digital and workforce. We are committed to incorporating appropriate levels of patient and public engagement in these activities.
- 5.2 In particular, the implementation of the Trust's **Digital Strategy** and the development of digital solutions to create efficiencies and support improvements in care and service delivery will be underpinned by strong patient and public engagement.

Strategic Priority	Description
<b>Deliver high quality patient centred care</b>	Patients, their friends, family and carers will be treated with unfailing kindness and respect by every member of staff in every department and their experience and quality of care will be second to none.
<b>Be the employer of choice</b>	We will provide every member of staff with the support, information, facilities and environment they need to develop in their roles and careers. We will recruit and retain people we need to deliver high quality services to our patients and other service users.
<b>Delivering better care at lower cost</b>	We will look to continuously improve the quality of care and patient experience through the most efficient use of available resources

**5.3** The Trusts strategic ambitions and the priorities highlighted in the diagram above together with our on-going commitment to continually strengthening patient and public engagement in our organisation, are the key drivers behind the strategy's objectives.

## **6.0 Our objectives for the next 3 years**

**6.1** In addition to the Trust's priorities, the strategy's objectives have also been influenced by our determination to:

- Further embed patient and public engagement in our approaches to service and quality improvement, in particular the significant transformation plans relating to the development of the Trust's **Electronic Patient Record (EPR)**.
- Improve our use of existing sources of **patient experience data** to inform continuous improvement.
- Maximise the opportunity to align 'Trust-wide **patient experience priorities**' with on-going or future service improvement activities.
- Make greater use of existing methods of patient and public engagement, as well as **developing new ways to create dialogue** through **online and digital engagement** to inform service design, for example using social media and online platforms to reach wider audiences, not just as a tool for 'communication' but for 'participation' too.
- Continue to develop the knowledge and skills of staff to undertake good patient and public engagement.
- Continue to build on the Foundation Trust (FT) membership development activities of the 2015-18 strategy and maximise the opportunity to involve our governors and the wider FT membership.
- Support patient and public engagement when working together with health and social care partners.

**6.2** The objectives of this strategy are detailed below and each contributes to the delivery of two or more aims, as indicated by the coloured boxes below.

Given the organisations priorities and the legal duty to involve, the majority of patient and public engagement activities will be centred at on aims relating to '*individual care and treatment*' and '*service delivery, development and transformation*'.

### **Objective 1**

Our strategy will ensure that the patient voice is always at the centre of service re-design projects and implementation of quality improvement projects that directly affect the patient experience

Links to the following aims of this strategy:				
Individual care and treatment	Service delivery and quality improvement			

## Objective 2

We will develop and implement engagement plans to support the Trust's digital transformation agenda, including:-

- Digital Strategy
- Electronic Patient Record
- the development of the and other patient-facing digital developments, as necessary.

The plans will ensure the participation of a range of people who use our services, including adults, children and young people, their families and carers to ensure digital solutions meet the needs of our diverse patient populations.

Links to the following aims of this strategy:				
Individual care and treatment	Service delivery and quality improvement			

## Objective 3

The Quality Improvement and Patient and Public Experience Teams will work with colleagues to embed patient and public engagement in service improvement activities. We will adapt the existing quality improvement Hub to provide tools that correspond with the Trust approach to 'improvement'.

Links to the following aims of this strategy:				
Individual care and treatment	Service delivery and quality improvement			

## Objective 4

Services will use the findings of the Trust's patient surveys and other sources of patient experience feedback to identify areas for service improvement and also drive and track the progress of improvements against the Trust's patient experience priorities, which are reviewed annually.

Links to the following aims of this strategy:				
Individual care and treatment	Service delivery and quality improvement	Assurance		

## Objective 5

The patient and public experience team and Quality Improvement Team will support and develop staff training resources to help staff understand and apply the key components of effective patient and public engagement and this will include:-

- a) A Trust staff training and development event
- b) Working with colleagues to embed PPEE into existing courses and;
- c) develop a range of PPEE resources to complement current courses

Links to the following aims of this strategy:				
Individual care and treatment	Service delivery and quality improvement			

## Objective 6

NIHR-funded research activities across the Trust will continue to implement a Patient and Public Engagement and Experience strategy and share best practice on approaches to involving patients in the development and delivery of clinical research.

Links to the following aims of this strategy:				
Individual care and treatment			Research	

## Objective 7

We will continue to work with Foundation Trust Governors to implement the Foundation Trust Membership Development and Engagement Plan.

Links to the following aims of this strategy:				
	Service delivery and quality improvement			Strategy – future planning

## Objective 8

We will continue to work with health and social care partners to identify opportunities for and support a strategic approach to patient and public engagement.

Links to the following aims of this strategy:				
	Service delivery and quality improvement			Strategy – future planning

### 7.0 Implementing the strategy

7.1 As the vast majority of objectives relate to existing or planned Trust activities and Quality improvement programmes, each programme will need to develop appropriate patient and public engagement plans, which in turn will support the implementation of this strategy.

7.2 Appendix A includes a copy of the 2019-20 Patient Experience priorities – these will be reviewed annually, as noted in objective 4.

7.3 Appendix B includes a copy of the Foundation Trust Membership Engagement Plan

**8.0 Who is responsible for putting our strategy into action and how will we report our progress**

8.1 Everyone in the Trust is responsible for supporting patient and public engagement and the activities relating to the implementation of this strategy. There are many patient and public activities that take place across the Trust, which are too numerous to list in this strategy, which together with our policy, provides a framework for Trust staff.

8.2 The role of the PPEE Team is to programme manage the implementation of the strategy, but it is also responsible for delivering a small number of objectives, which will require contributions from a range of departments.

8.3 The following teams are sources of advice and expertise:

- PPEE Team
- Communications Team
- Company secretary and associated teams
- Patient and public governors

8.4 The Trust Patient and Public Engagement and Experience Group will be responsible for overseeing progress. It will be chaired by the Director of Nursing. The Group may commission 'working groups' to support the implementation of particular objectives.

8.5 The Council of Governors will continue to contribute to the implementation of the Membership Development and Engagement Plan. Progress will also be reported to the PPEE Group.

8.6 To monitor progress of the patient and public engagement strategy, a bi annual report will be presented to the Executive Management Board, the Quality Committee and the Board of Directors.

**8.0 Reviewing the strategy to ensure it continues to support our Trust priorities**

8.1 To ensure this five year strategy continues to support the Trust's priorities, it will be reviewed annually by the PPEE Group, which may propose revisions to existing or the development of new objectives. Any substantive changes will be approved by the Trust Management Executive.

## Patient Experience Priorities 2019-20

	<b>Actively seek and listen to feedback from our patients</b>	<b>Improve the experience of our services for patients</b>	<b>Address inequality in the experience of our services</b>	<b>Resolve issues and learn from poor experience</b>
	<b>Friends and Family Test</b>	<b>Promote sleep and rest</b>	<b>Understand inequalities</b>	<b>Complaints</b>
	30% response rate 90% recommendation score in all areas	Ensure that the ward environment is conducive to sleep and rest	Analyse the national survey data by protected characteristics to ascertain any inequalities in experience	90% Compliance with 25 working days response times
	<b>National Surveys</b>	<b>Protected meal times</b>	<b>Data Collection</b>	<b>PALS</b>
	Participate in the inpatients, children and young people, maternity, ED and cancer national surveys	Ensure that patients have a period of rest and are not routinely interrupted during meal times	Improve compliance with demographic collection for all patients	Work to early resolution of issues wherever possible
	<b>Local Surveys</b>	<b>Volunteers</b>	<b>Information access</b>	<b>Learning &amp; Assurance</b>
	Support wards and departments to develop local surveys specific to their needs	Expand the support offered by volunteers to all areas of the organisation, enhancing the patient and staff experience	Develop systems which reduce barriers to patients accessing information leaflets	Develop systems of learning across the organisation and demonstrate changes have been implemented

## Foundation Trust Membership Engagement Plan

	Actions	Success criteria	Target Date	Lead	Progress
Develop plans to ensure the constitution of the Foundation Trust membership is representative of the population served by the Trust					
1. To build and maintain a representative membership	a) To conduct targeted recruitment campaigns e.g. membership recruitment at local community roadshows	To recruit new members and measure the diversity of new recruits to assess the effectiveness and whether to take part in future roadshows	01.04.2020	Membership office	
	b) To continue recruiting new members via the fundraising patient mailing programme and to advertise membership in each issue of the Trust magazine	Continue to monitor the number of members recruited through this method	Ongoing	Membership office	

	Actions	Success criteria	Target Date	Lead	Progress
	c) To produce a new membership leaflet and revisit discussions with the Friends/Voluntary team about displaying leaflets internally. To consider displaying leaflets on stands and also at PALs, Sexual Health clinics	Measure how effective this method is by including 'internal leaflet' as an option when asking members how they heard about Trust membership, on the online application form	Ongoing	Membership office	
Develop mechanisms that maximise the involvement of members in Trust activities					
2. To improve involvement of members	a) To design an involvement survey to better understand the service areas that our members are interested in	To achieve the return rate of 5%	31/03/2019	Membership office / PPE team	
	b) To work with the PPE team to provide more opportunities for members to be involved in Trust activities i.e. taking part in PLACE assessment visits	Gain feedback from members towards the end of the year on how satisfied they feel about their level of involvement	31/03/2019	Membership office / PPE team	
Continue to build stronger relationships between the Trust and its stakeholders including Governors, Foundation Trust Members, community voluntary sector, local Healthwatch and Overview & Scrutiny Committees					
3. To improve communications and engagement with members	a) To continue sending the Trust magazine to members	Measure the open rate of the monthly newsletter over the 12 month period and include questions about the magazine and newsletter in the involvement survey	31/03/2019	Communications team / Membership office	
	b) To continue to send ad hoc email communications to members and revisit the welcome letters sent to all new members	Gain feedback from members towards the end of the year on how well the Trust communicates information	31/03/2019	Membership office	

	Actions	Success criteria	Target Date	Lead	Progress
	c) To work with the PPE team to identify the various patient forums available and to improve links with community and patient groups by attending forums to engage with members	Monitor the number of governors who attend to describe their role in representing patient and public interests and promote membership	31/03/2019	Membership office / PPE team / Governors	
	d) To support staff governors to raise their profile and to foster greater levels of engagement between staff members and governors	Increased awareness of staff governors and improvement in staff participation in 2019 elections	Ongoing	Staff Governors / Membership office	
4. To improve the data stored on members	a) To ensure that the personal information that we store on members are up to date by asking members to provide their personal information in the involvement survey	Increased number of members with complete personal information	31/03/2019	Membership office	
	b) To consider making demographic questions on the online membership application form mandatory, but also include a 'rather not say' option	Reduced numbers in the unknown category	31/03/2019	Membership office	