



NHS Orkney<Committee name> Agenda Item <number>

Date of Meeting	<enter date>
Paper Number	<Ref no linked to agenda>
Title	Patient Feedback Annual Report 2013 - 2014
Purpose of Report	<p>To present the Annual Report in respect of patient feedback received by the Board during the year ended 31 March 2014.</p> <p>Please note the new format of this report.</p> <p>This follows guidance received from the Scottish Health Council following their analysis and report: Review of NHS Boards' Annual Reporting on Feedback, Comments, Concerns and Complaints 2012/13, which revealed that Boards' first annual reports on complaints and feedback, covering the period 2012-13, varied significantly in terms of format and content. During the Scottish Health Council's visits to Boards earlier this year, many Boards requested more structured guidance to help them produce the 2013-14 reports.</p> <p>This report has been reviewed and produced in line with this guidance.</p>
Recommendations	To note the Patient Feedback Annual Report
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Patient Feedback Annual Report 2013 - 2014

Introduction

Empowering people to be at the centre of their care and listening to them, their carers and families is a shared priority for everyone involved with healthcare in Scotland. There has been an increasing focus on the need for feedback, comments, concerns and complaints to be encouraged and valued as a vital source of information. This further tells us what is working well, or not working well, in services and enabling identification of necessary improvements.

Patient Feedback is a significant source of information to the Board and can be collected in many different ways including: complaints; compliments; comments; suggestions; patient satisfaction surveys; face to face and in groups. Patient Feedback provides the raw material for a research driven programme of continuous improvement to patient experience. Based on the feedback and its findings, services can be re-designed and improved. Changes can be monitored and fed back to stimulate further research and service development.

Section 1

Encouraging and Gathering Feedback

- 1.1 NHS Orkney collects feedback in the form of complaints, comments, concerns and compliments. We welcome and encourage all feedback and where appropriate, use this to focus on improvements and change. We know from the number of compliments and positive feedback we get throughout the year that generally our patients and their carers or families are very pleased with the care they receive. But we also are very aware that we could sometimes do better and therefore the feedback we gather is invaluable to letting us know where improvements can be made.
- 1.2 The following methods are means by which our patients and their families can provide us with feedback on our services:
 - Complaints – both formal and informal. These can be made in writing, by email or over the telephone to the Patient Experience Officer. We will also meet face to face with anyone who wishes to discuss their complaint with us;
 - Our website has a feedback form linked to the complaints page which can be used for making a complaint. The page also provides information on how to leave feedback;

- We have Feedback Leaflets available throughout the hospital which can be posted in the blue Comments Boxes which are located in various departments and services;
- Our website also has a link to Patient Opinion, an independent, not for profit organisation which allows patients or their families to leave anonymous feedback about their experiences. Alternatively a link is available, also on the website, which will provide information on the Patient Advice and Support Service at the Citizens Advice Bureau. Again, an independent organisation who can help complainants with any advice and support they may need to leave feedback about an NHS service;
- We post on NHS Orkney's Facebook and Twitter pages at intervals to encourage patients to tell us of their experiences;
- We have introduced Patient Stories at our Involving People Committee and at the NHS Board meetings and we now routinely ask patients who make complaints if they would like to share their story with us;
- Patient Satisfaction Surveys are becoming more frequent within our wards and departments. Neurology, Day Surgery Unit, Community Nursing and the Renal service carry out annual surveys;
- We have recently purchased two Apple I pads which we are going to use to collect real-time feedback on Patient Opinion and by asking patients to take part in actual time surveys;

- 1.3 All feedback, whether good or bad, is acknowledged and responded to by the Patient Experience Officer. Patients have taken the time to provide us with information on their experiences and we ensure they know we are very thankful for this.
- 1.4 We encourage our patients to talk to us by ensuring our staff are aware of the various methods of leaving feedback. We have provided posters, leaflets, "Can I Help You" guidance and information on Patient Opinion and PASS to our GP Practices, Dental Practices, Corporate Management Team, Senior Managers and Senior Charge Nurses.
- 1.5 Information on advice and support from PASS is available throughout the hospital and this was recently recognised in a walk-round with the PASS local officer. We have also, in the last few months, begun to include PASS information with our Inpatient Appointment letters.
- 1.6 In the year 2013-2014, we received a number of stories on the Patient Opinion website. Ten anonymous feedback posts were submitted to the website. They ranged from compliments to staff and services to concerns about confidentiality and waiting times.

Unfortunately, Patient Opinion is not widely used in Orkney. We regularly post a link or share any stories on social media and this sometimes does result in more activity on the website. On the times we have shared a story through social media, the post has been viewed around 320 times as opposed to around an average of 150 views on other posts we have not shared.

As mentioned above, we are hopeful that the introduction of the IPads and real-time feedback on Patient Opinion will encourage increased usage of the website.

Section 2

Encouraging and Handling Complaints

2.1 Hospital and Community Services:

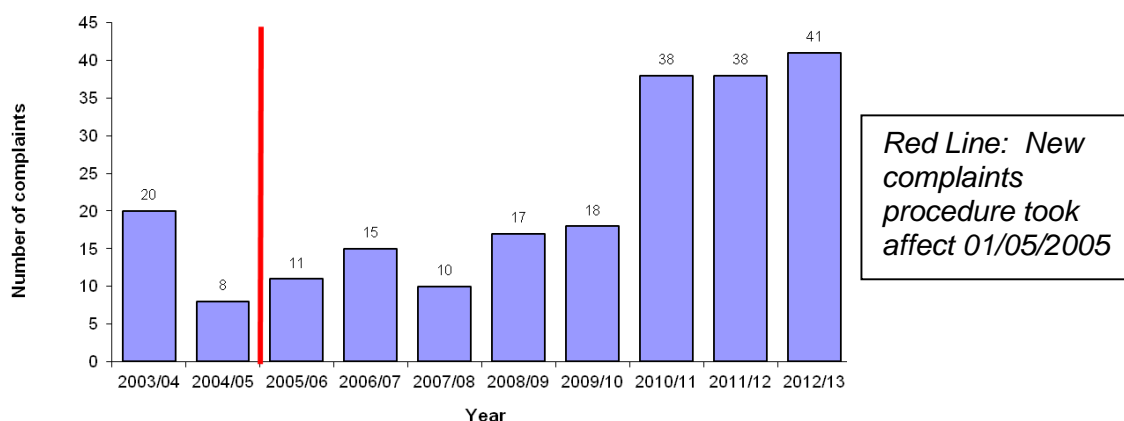
NHS Orkney is committed to responding to complaints in an open and honest way. We welcomed the introduction of the Patient Rights (Scotland) Act in 2011 which gives everyone the right to make a complaint or leave feedback and that they are supported to do so.

Table 1 below shows the number of formal complaints and the number of recorded informal patient contacts received by the Patient Experience Officer during the period 1 April 2013 to 31 March 2014. Table 2 shows the number of formal complaints recorded in the last 10 financial years by NHS Orkney up to 31st March 2013. As you can see 38 appears to be a consistent figure over the last few years.

Table 1 - Formal Complaints and Patient Contacts received April 2013 – March 2014

Formal Complaints Received	38
Complaints Withdrawn	1
Recorded Concerns / Comments / Enquiries / Informal Complaints	95

Table 2- Formal Complaints Statistics for NHS Orkney: April 2003 - March 2013



2.2 Outcome Decision:

Of the 38 complaints investigated, 15 were not upheld, 12 were partially upheld, 10 were fully upheld and one complaint was withdrawn.

2.3 Emerging Trends:

A number of trends emerged throughout the complaints:

- Staff Attitude
- Nursing Care
- Clinical Care
- Waiting Times

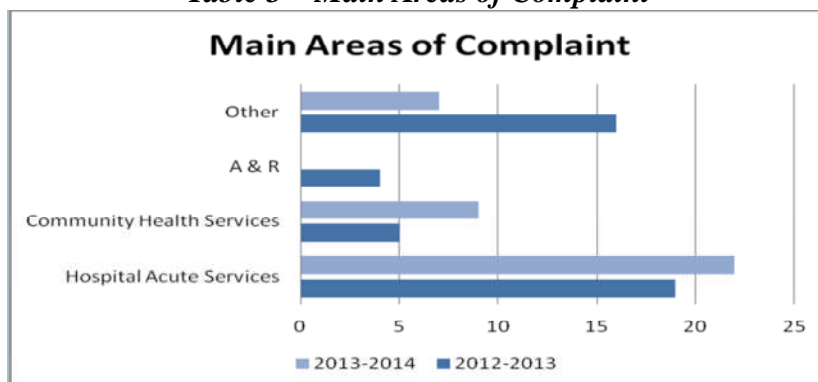
The four main themes above are identical to those reported last year.

2.4 Service Areas:

We received 22 complaints (58%) relating to Acute Hospital Services. Nine complaints were received about our Community Health Services and the remaining complaints related to a number of areas including Administration, Community Mental Health Services, Maternity and Salaried GP's.

Again, this is very similar to last year and the chart below shows the similarities.

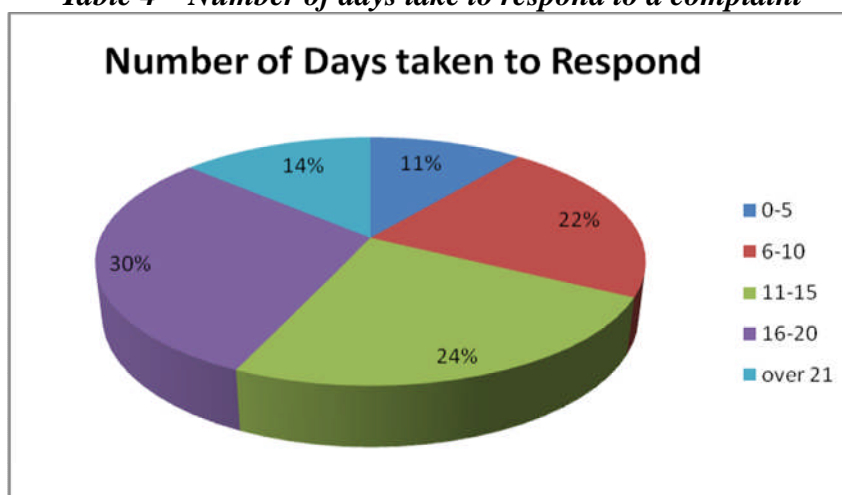
Table 3 – Main Areas of Complaint



2.5 Response Times:

Complaints must be acknowledged in writing within three days and investigated within 20 working days or as soon as reasonably practicable. In 2012/2013, NHS Orkney achieved a 70.7% response time within the 20 days and 97.6% of our complaints were acknowledged within 3 days. In 2013/2014, we have a much improved response rate of 86.5% of our complaints responded to within the timescales.

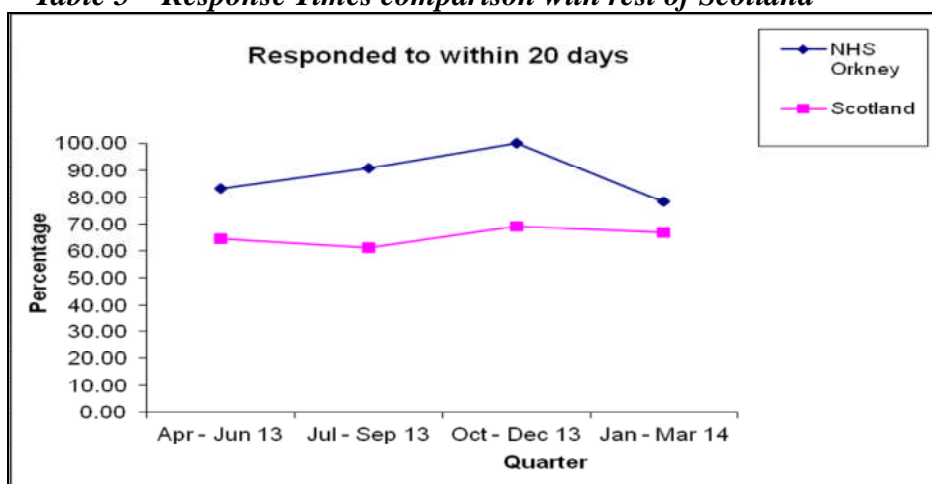
Table 4 – Number of days take to respond to a complaint



Five out of the 37 complaints were not responded to on time and one complaint was responded to on 20 days. The main reasons for delays in responding were:

- Staff involved in investigation on leave;
- Staff involved in responding on leave;
- Complex cases resulting in complex investigations.

Table 5 – Response Times comparison with rest of Scotland



We also reached an extremely positive 100% response rate for acknowledging our formal complaints within 3 working days.

2.6 Alternative Dispute Resolution:

During the year 2012/2013, NHS Orkney attempted to resolve one case using the Scottish Mediation Service. The mediation related to an ongoing complaint from 2011/12 however is reported in this year's Annual Report.

A Mediator from the Scottish Mediation Network visited Orkney and facilitated the mediation between a complainant and a GP. Feedback from the session from both parties was mixed however, the Patient Experience Officer felt the process had gone well and was certainly worth an attempt to reach a conclusion and bring some closure for the complainant.

2.7 Primary Care Services:

Since the introduction of the Patient Rights Act and the Can I Help You Guidance in 2012, there has been more emphasis on GP Practices monitoring and recording complaints. Each practice must now submit a quarterly complaints report which includes information on response times and themes. The practices also detail any improvements or changes made and these are then reported to our Involving People Committee as part of the Patient Experience quarterly report.

There were four complaints received directly by the Board about General Practices in Orkney. These were forwarded to the appropriate practice for investigation.

A total of 20 GMS complaints have been received and investigated. The practices also received many expressions of thanks, cards and gifts during the same period.

The main issues about which patients complained to their GP's were:

- Unhappy with the Care given
- Length of time taken to refer patient

- Prescription delays
- ❖ Optician services recorded no complaints in the year 2013-2014.
- ❖ Community Pharmacies reported one complaint during the year 2013-2014.

With such small numbers, we cannot report individually on practices as the complaints may become patient identifiable.

Practices routinely contact the Patient Experience Officer for help and support in dealing with complaints.

2.8 Other NHS Organisations:

In this last financial year, NHS Orkney received a total of six complaints relating to NHS Grampian and one about NHS24.

NHS Grampian very kindly provided NHS Orkney with information on feedback received from Orkney patients. A total of 29 formal complaints had been received, mostly relating to waiting times and clinical treatment. A small number related to staff attitude or behaviour, equipment and premises.

2.9 MSP / MP - Constituents' Concerns Raised:

There are occasions when patients contact their MSP in the first instance to make a complaint, raise a concern or enquiry. During the period 1st April 2013 – 31st March 2014, the Chief Executive received six written expressions of concern or complaint which had been addressed through an MSP.

The Chief Executive also meets with Orkney's MSP on a regular basis and some complaints from constituents are received informally by this means.

2.10 Patient Advice and Support Service (PASS):

The PASS offer advice and support for all NHS users and can help patients if they have any comments or complaints about any aspect of the health service. The Patient Experience Officer provides information on the service to complainants so that they may use the service if they feel unable to raise concerns themselves. During the year 2013-2014, the PASS provided advice and support to 17 clients who made a complaint, raised a concern or an enquiry about the NHS. This is a decrease from the 27 clients supported in the previous year.

2.11 Scottish Public Services Ombudsman (SPSO):

During the year 2013/2014, the Ombudsman investigated only one complaint from a patient who was unhappy with the response they had received from NHS Orkney through the complaints procedure. This is a decrease from 2012/2013 when six complaints were investigated by the Ombudsman.

Table 6 – Complaints investigated by SPSO

	Number of Issues Raised	Outcome
Complaint 1	1	Upheld

The complaint investigated by the Ombudsman resulted in the issue raised being upheld. The complaint was that staff at Balfour Hospital failed to provide

appropriate clinical treatment following a road traffic accident. The Ombudsman upheld this complaint and recommended that:

- ensure that the failures identified are raised as part of the annual appraisal process of relevant staff;
- apologise for the failures identified during the investigation.

Two Primary Care complaints were also investigated by the Ombudsman. These related to clinical treatment and diagnosis. Neither of the complaints were upheld.

2.12 **Complaints Handling Satisfaction Survey:**

NHS Orkney conducted a small survey of people who had made a complaint during the 3rd quarter of 2013/2014. Eleven complaints were received in this quarter.

Seven completed surveys were returned (64%) which was a very good return rate.

A number of questions were asked relating to the process and how those who had made a complaint felt about the response and outcome.

Of most note was:

- *just over half those who responded did not raise their complaint with staff in the ward/area/department before making a formal complaint;*
- *just over half responded that they did not know how to go about making a complaint*
- *100% of respondents stated it was more important to receive a full response to the issues than an earlier reply*
- *When asked about whether they felt all their concerns had been addressed, there was a very mixed response. Two responded positively that they had been satisfied with the response offered, three patients responded in the negative and two patients neither agreed nor disagreed with the statement.*
- *All those who took part in the survey responded positively that the response had been written in a clear format which was easy to understand.*

A further survey has been distributed for quarter four however the responses have not been received, or there is a poor response and we are unable to provide any detail on this.

The survey provided some valuable information into our complaints handling process and from this we are regularly offering meetings with the Director of Nursing at an early stage in the complaint to try and alleviate any concerns patients or their families may have.

2.13 **Compliments**

As with previous years, NHS Orkney receives a significant number of compliments. These are predominantly sent to our wards and departments in the forms of letters, cards, flowers, chocolates and biscuits.

After a number of years of improved reporting of compliments, unfortunately during the year 2013-14, we failed to routinely record these. Although some departments remembered to report, many did not and therefore a true record of the number of compliments cannot be provided.

The challenge of collecting and recording the positive feedback weighed up against the day to day running of busy wards and department is one that NHS Orkney has recognised. We will therefore review how this can be achieved in a more regulated and less timely manner for our staff.

Section 3

The culture, including staff training and development

- 3.1 It has always been a challenge to reassure our staff that a complaint is not a bad thing. Often people react defensively and are upset by any negative feedback that they or their department has received.
- 3.2 The introduction of the Patient Rights Act and the literature that we have distributed to our staff and patients has helped to make us more aware of how important feedback is.
- 3.3 We used our Staff Conference to provide information and highlight the use of Patient Opinion, how to signpost patients who wish to make a complaint and the local Patient Advice and Support Service.
- 3.4 The Patient Experience Officer was invited to provide a complaints training session at the Stromness Practice. The complaints process was discussed in detail along with how frontline staff, where possible, should attempt to assist with a complaint in the first instance. The session covered most issues relating to complaints and feedback. Although the Practice is independent and therefore responsible for their own complaints, they were interested to learn from and share experiences. The Patient Experience Officer was able to clarify a number of areas in which the practice were unsure of guidelines, etc and also signposted staff to the Learn Pro Feedback and Complaints e-Learning module.

We were also asked to attend and present a complaints training session to the Band 6 nurses. This was a very positive experience with extremely good feedback on the session. Although, as with the Stromness Practice session, this was not a formal training session, the complaints process was discussed in detail along with how frontline staff, where possible, should attempt to assist with a complaint in the first instance. The session concluded with an interesting question and answer session.

Here are some examples of some feedback from the session:

- *Really interesting , have looked a Patient Opinion since*
 - *Interesting and informative very well presented*
 - *Feel this talk should be given to staff in all areas & bandings*
 - *Will definitely address concerns as hopefully this will reduce complaints but more importantly give the patient a better journey*
 - *Good presentation from Julie which led to good discussion*
- 3.5 NHS Orkney also has the online Feedback and Complaints e-Learning modules on our Learn-pro (online training system) available to all our staff. In January 2014 only three members of staff had undertaken the training however by April 2014 the number of staff who have passed the module has risen to 27. This is encouraging to hear.

The Scottish Government have piloted and have now released a further training resource. The module is aimed at staff who have a more involved role in the investigation of a complaint. This will be another valuable resource to help our staff investigate and report on complaints and feedback. All managers involved in undertaking complaints investigations have been provided with a link to the module and encouraged to undertake the programme. There is also a link to the modules from the NHS Orkney Blog.

Section 4

Improvements to Services

- 4.1 When any aspect of a complaint is upheld, the service identifies what improvements can be made. These are monitored by the Patient Experience Officer when, at the end of each quarter, an Improvements Monitoring form is sent to the Investigating Officer for completion. This provides details of what went wrong and what has happened.
- 4.2 Here are some examples of improvements made over the last year:
- Revised monitoring arrangements at patient safety briefings to ensure all staff are aware of patients who may need additional support with nutritional needs;
 - Changes made to appointment letters;
 - We now use nhs.net to send patients text messages regarding cancelled dental appointments if we cannot make contact by telephone;
 - Dental charging process changed to ensure proof is provided for all patients exemption status
 - Changes made to maternity appointment system to ensure patients with similar names are not confused;
 - Cancer referral pathways and processes have been reviewed by Macmillan staff, along with our colleagues at NHS Grampian to ensure patients do not experience unacceptable delays in their referral.
- 4.3 Informal feedback and complaints are logged and recorded by the Patient Experience Officer and improvements and actions are reported quarterly to the Involving People Committee and Corporate Management Team. Trends are noted and discussion undertaken when appropriate on how these can be managed.
- 4.4 Where appropriate, complaints of a significant event value are escalated to the Medical Director. In the year 2013/14 only one complaint was considered serious enough to give consideration to Significant Event Analysis however this related to treatment from another board and was therefore forwarded to the Feedback Team at NHS Grampian.
- 4.5 More importantly, any improvements, actions or changes that are identified through the complaints process, either formally or informally, are shared with the complainant in our response. An apology is given regardless of the outcome. The patient has felt strongly enough to make a complaint which equates to the fact that they did not have a good experience. We make every effort to ensure that patients are fully aware of how the investigation has taken place, what we have identified and how we will make improvements.

Section 5

Accountability and Governance

- 5.1 Our Involving People Committee meets quarterly and members are provided with an update at their meeting of all Patient Experience information. This includes detailed information on complaints and feedback.

Non-Executive Directors are encouraged to engage and challenge the content of the report and regularly ask for assurances that we have made changes or improvements.

- 5.2 Quarterly reports are also submitted to the Corporate Management Team.
- 5.3 NHS Orkney Board members receive a Patient Experience update in the form of a six monthly report and an Annual Report.
- 5.4 Information on improvements, changes and responses are provided to all of the above committees.
- 5.5 In the financial year 2013/2014, two NHS Orkney non-executive Directors attended a Complaints Masterclass in Edinburgh.

Section 6

National Person-Centred Health and Care Programme

- 6.1 We are pleased to report that a number of initiatives have been undertaken within NHS Orkney.

- 6.2 **“Hello, My name is...”**

Dr Kate Granger is a doctor who is terminally ill with cancer. She writes an online blog and started a campaign some time ago #hellomynameis. Her experience of the healthcare system was that not every member of staff who approached her introduced themselves.

With this in mind, Elaine Peace, Director of Nursing introduced labels for staff to wear on one of our wards to encourage them to introduce themselves to patients.

The impact of this initiative has been reviewed with staff and patients providing feedback. The initial findings are that staff did not welcome the stickers feeling they were poor quality, keep falling off, were a waste of money and that wearing three badges was not appropriate. It was unfortunate that the concept of the idea was overshadowed by their feelings about the stickers.

Patient feedback was more positive with around 50% of patients feeling this was a good idea and welcoming the stickers so they knew who the staff member was.

- 6.3 **Nurse in Charge Badges**

We have recently introduced yellow “Nurse in Charge” badges which are worn simultaneously with our new name badges by the nurse who is in charge of the ward during the shift. The badges are passed on at change of shift. It should be noted that it may not be the most senior member of staff on the ward wearing this badge as it is the appropriate nurse in charge who will wear the badge.

- 6.4 **Sleep Kits**

The Sleep Kits have arrived and work is underway to pilot these in Assessment and Rehab. They will include a short patient questionnaire to gauge how successful they have been.

6.5 Patient Opinion Funding for iPads, Photo Boards and New Feedback Posters

As mentioned in an earlier section, we are delighted to be able to report that we have received a small allocation of money from the Scottish Government through the Patient Opinion initiative, to purchase two iPad Air tablets, photo boards for our wards and new posters advertising feedback and complaints signposting.

We hope to use the iPads to gather real-time feedback on the wards and in the community using Patient Opinion and also through apps or patient experience questionnaires.

The Photo Boards have arrived. We will begin taking staff photographs as soon as possible.

We have devised new posters which advertise all the ways in which patients, families and carers can provide feedback within NHS Orkney. These are currently in the final stages of design and will be sent to the printers in the near future.

6.6 Hospitality Kits

Elaine Peace, Director of Nursing, has instigated the use of hospitality kits in A&E and Acute ward for patients who find themselves unexpectedly in hospital overnight. We are currently sourcing and pricing these and have applied to the Endowment Fund for funding towards purchase. We await the Fund's decision.

6.7 Compliment "Bubble" Sheets

We have introduced posters in staff rooms and offices which highlight the positive comments we receive about our staff and services. These have been very well received.

6.8 Patient Stories

We have recently recorded another patient story. This will be used with the staff involved for training purposes but also with a view to sharing at a future meeting. To encourage patients to share their story, we are reviewing our acknowledgement letter which is sent to complainants to ask if they would be willing to take part in our patient story initiative. It is hoped this might result in increase in the number of patients highlighting their experiences with us.

6.9 Photo/Name Boards

As mentioned above, we have been awarded some financial assistance to purchase photo boards which will be placed outside the main wards in the Balfour Hospital.

The boards have now arrived and we are currently seeking staff permission to use photographs we already have stored in HR. Once we have this information we can proceed with completing the boards and arranging for them to be put in place.

6.10 Person Centered Health and Care Collaborative Learning Events

Two Learning Events have taken place in the last financial year and members of staff, a non-executive Board Member and representative from the Scottish Health Council have attended the events.

These are very helpful events for staff involved in the Programme to hear what other Boards are doing, to meet other staff working on person centred projects and to be involved in the breakout sessions.

A small team has been formed under the guidance of the Director of Nursing. We are working towards ensuring our staff and our services become truly focused that our patients, families and their carers are at the centre of health and care services provided in Orkney.

Summary and Conclusions

- Formal Complaints have slightly reduced from last year, but are exactly the same in numbers as 2010/11 and 2011/12;
- General Feedback including suggestions, concerns and comments has increased significantly this year by 36%;
- Emerging trends from 2013/14 are identical to the previous year. This should be a point of note and be further discussed at the appropriate committees;
- Our response times have improved and this year, we acknowledged 100% of our complaints within 3 working days;
- Only one complaint was independently reviewed this year by the SPSO;
- Since the introduction of the NES Feedback and Complaints Training module, an increase in numbers of staff have undertaken the online training;
- Informal training sessions with the Patient Experience Officer have been successful and should be encouraged in other departments;
- Corporate Management Team members should be encouraged to undertake the new NES Complaints Training modules for Investigating Officers;
- Complaints and Feedback received from our patients and their families, where appropriate, results in improvements and changes such as reviews of cancer referral pathways, changes to appointment letters and review of patient monitoring systems;
- NHS Orkney now has a small team, led by Elaine Peace, Director of Nursing, focussed on taking forward the work of the Person Centred Health and Care Collaborative.