

# Patient Experience and Engagement Strategy

## 2023-2025



“At University Hospitals Dorset NHS Foundation Trust, we are committed to improving the experience of all that are involved in our services, this includes our patients, carers and families.

We work in partnership with our staff and patients, and alongside community partners across Dorset to identify opportunities to improve our services.

We listen to our patients' feedback and ensure we understand what matters to them. When care has not met expectations, we are committed to addressing what could be improved.”

**Professor Paula Shobbrook**

Chief nursing officer,  
University Hospitals Dorset



“This strategy builds on the work of our legacy organisations and sets out the trust's intention to ensure that people have the best possible experience of person-centred care, while in the care of University Hospitals Dorset.

It describes the vision for the trust on patient experience and the expectations of staff to continuously improve in response to patient and service user feedback.”

**Dr. Matthew Hodson MBE**

Deputy chief nursing officer,  
University Hospitals Dorset



# Why this is important

**Experience of care, clinical effectiveness** and **patient safety** make the three key components of quality care in the NHS. Delivering high quality care means improved outcomes for patients and greater staff satisfaction (NHS England, 2017).

At University Hospitals Dorset (UHD) we have committed to putting the 'Patient First' and improving their experience is one of the trust's strategic aims.

This Patient Engagement and Experience Strategy is aligned to the trust's Quality Strategy and NHS Dorset's Together - Working With People and Communities Strategy, 2022.

The UHD Patient Experience Group (PEG) will monitor the progress of this strategy and provide assurance to the Quality Committee.

Each care group will share learning based on feedback and discuss best practice at the PEG, and a report of activity will be provided in the trust's Annual Account.

Our staff will be supported to deliver the key principles of this strategy while demonstrating our trust values. By embedding a culture of continuous improvement, driven through patients' feedback about our services, we will achieve our ambition of delivering high quality, person-centered care, for all who use our services.

## Our key principles

- Listen to our patients, carers and families
- Use feedback to inform continuous improvement
- Work with patients and community partners across Dorset to inform transformation of services



# Your hospital, your care, addressing health inequality

Different groups in our community can be subject to avoidable differences in healthcare due to things such as income, where they live, ethnicity, sexuality or those who have health or social concerns that might make them more isolated from their communities (Kings Fund, 2022).

At UHD we need to understand the variances in access, experience and health outcomes and work with colleagues across Dorset to ensure inequality is reduced.

Patient engagement is a term used to describe involvement of patients and carers in the following:

- their own care
- service redesign
- setting priorities

To understand what patients need from hospital services we need to harness their views and experiences. Working collaboratively with other health and care providers in the Dorset system, we are able to ensure services are joined up for patients.

UHD works with engagement leads across Dorset and shares and receives insights on what patients have said about their experience and future needs. We have an active programme of work on reducing health inequalities for the population of Dorset and are seeking to build on this in 2023-25. We plan to further engage with those most at risk of health inequalities to shape future work.

## The benefits of working together include:

- Improved understanding
- Improving services, safety, and help people to be more healthy
- Go beyond our duty to involve
- Reduce health inequalities
- Make things fairer for everyone

NHS Dorset, 2023



# Where are we now?

We have contact with over **751,000\*** people each year through our outpatient hospital services, including appointments, emergency department attendances and day cases.

We care for a further **64,000\*** patients each year on our wards.

During 2022-2023 financial year we received **984** complaints.

Over **5,000** people used the patient advice service to provide feedback, make enquires and send compliments to staff.

\* Figures from 2021/2022 rounded down to nearest thousand

We gather feedback through various methods including text messaging, volunteer facilitated feedback, QR codes and through our website and external sources such as 'Care Opinion'.

We use patient feedback from the national Friends and Family Test (FFT), national patient surveys, local surveys, focus groups and complaint themes to make changes.

We have a Patient Engagement Network where patients are involved in designing and redesigning services. We have patients as members of quality improvement and trust groups ensuring patients voices are heard. We have volunteers whose role can include acting as a Patient Safety Partner in line with Patient Safety Incident Response Framework. (NHS England, 2023)

We record, watch and listen to patient stories at Board meetings. We also use patient stories when we are discussing changes in selected procedures or policies, and for improvement projects.

Our governors are elected volunteers who represent members of the community to ensure their voices are heard. They act as an ambassador of the trust. The governors host community information and health events where they speak with members of the public. They often visit areas of deprivation where people at most risk of health inequality may reside.



# What do we want to achieve?

We know there is variation in the way that teams use patient feedback about their experience at UHD. This means we are not consistently able to understand the views of our patients and their family and carers.

We want all staff to be able to easily access and understand what patients feel about the service they deliver. We want to see that departments are empowered to continuously improve based on feedback from the people who use their services.

We have a responsibility to engage with the community in such a way that people who may be at risk of health inequality are able to say what they need from NHS services to level up equality.

Our ambition is to be in the top 20% of all NHS trusts in the country for patient experience. This will be monitored and measured through the CQC National Inpatient Survey.

We want to be rated as 'outstanding' by the CQC for the 'caring' domain.

We want to see a 25% reduction in the number of complaints we receive and a 25% increase in compliments made about staff.

To achieve this, we have set some patient experience **CARE** Priorities.



## Our vision

**All patients at UHD receive high quality care, which results in a positive experience for them, their families and carers. Every team is empowered to make continuous improvement by engaging with patients in a meaningful way, using their feedback to make change.**

# Our values, trust and patient experience **CARE** Priorities

## Our trust's strategic Priorities for 2023-2024:

- See our patients sooner
- Be a great place to work
- Improve patient experience by acting on feedback
- Save lives by improving patient safety
- Use every NHS pound wisely
- Start on our Patient First journey
- Work as one team, fit for future changes

Listening to, and importantly acting on, feedback will help achieve all the strategic Priorities set out above. Patient insights often highlight cost saving, efficiency and safety improvements.

Including patients as part of our team ensures inclusion and that patient-centred care is at the heart of what we do.

Involving patients, families and staff is essential following a patient safety incident. We will work with the trust risk team to ensure these insights are acted upon and improvements made for safety and experience.

As part of the Patient First journey, our patient experience **CARE** Priorities further expand on the trust Priority of 'improving patient experience' by acting on feedback.

## **C**ontinuous Feedback **A**reas for Improvement **R**ecognising People **E**xcellent Partnerships

These **CARE** Priorities link to our trust values. The following pages describe what activities and measures will be taken to achieve these Priorities.

**We are** caring  
**one team**  
**listening to understand**  
**open and honest**  
**always improving**  
**inclusive**

**We CARE**

Our staff tell us that they don't always know what patients think of the services they provide. Not all departments gather enough feedback from the Friends and Family Test (FFT) to understand what their experience is to make improvements.

## Priority 1

# Continuous Feedback

We will increase the volume of feedback we receive from our patients and ensure this is easily accessible and understandable by all staff.

The Friends and Family Test

"We need your feedback"



### We will achieve this by:

- 1 Increasing the number of FFT Text messages that are sent and include more departments across all our hospitals.
- 2 Increasing the number of methods we use to gather FFT by:
  - Increasing use of QR codes on leaflets and letters
  - Increase volunteer assisted feedback
  - Design and place feedback stations across the trust
- 3 Ensure that staff have feedback that is easy to access and that this is displayed in each department, for all staff to see and understand.
- 4 Develop innovative ways to gather feedback from young children.
- 5 Make improvements based on feedback and share changes.
- 6 Develop a compassionate engagement framework to listen to patients, carers and families involved in patient safety incidents.

We are **listening to understand**

We **CARE**



Changes are already made to the way services are delivered based on feedback. However, we see familiar themes through complaints and patient experience feedback that appear to not be addressed fully at department level.

## Priority 2

# Areas for Improvement

We will ask our patients what they need from our services to enable continuous improvement through a regularly monitored survey.

### We will achieve this by:

- 1 Increasing the use of the 'Have your Say' (HYS) survey.
- 2 Ensuring that HYS questions are meaningful and provide information that departments require.
- 3 Include the NHS National Survey Programme scale of 1-10 to measure satisfaction with the service our trust provides.
- 4 We will monitor improvement through trust-wide assurance monitoring by 15 steps challenge, peer review and ward accreditation.
- 5 Departments will publish 'You said We Did' to demonstrate change in response to feedback.
- 6 Appoint Patient Safety Partners to support our patient safety and quality improvement programmes.

We are **always improving**

We CARE

There are areas of severe deprivation in the community we serve. The people most at risk of health inequality are less likely to provide feedback. The trust does not routinely analyse feedback against health inequality mapping, e.g. socio-economic insights.

## Priority 3

# Recognising People

We will engage with the local community and ask them 'what matters to you?' and use this information to make change. We will take measures to include all members of our community, especially those who are at risk of health inequality.

### We will achieve this by:

- 1** Outreach into the community, attend parent and child groups, community meetings, carers forums and also through the programme of engagement work of our trust governors.
- 2** Provide accessible digital feedback links that can be translated into multiple languages and be read aloud.
- 3** Use links to faith leaders, Healthwatch and the Dorset Public Participation Group to hear from the community, especially those at risk of health inequality.
- 4** Analyse feedback received against groups at risk of health inequality.
- 5** Ask specialist clinical teams to act as a conduit to groups e.g. learning disability, homelessness and Mental Health.
- 6** Ask the members of the trust - 'what matters to you?'

We are **inclusive**

We **CARE**

We do not routinely use information that has already been gathered by community partners. This is a missed opportunity to use insights that will help to triangulate information the trust receives.

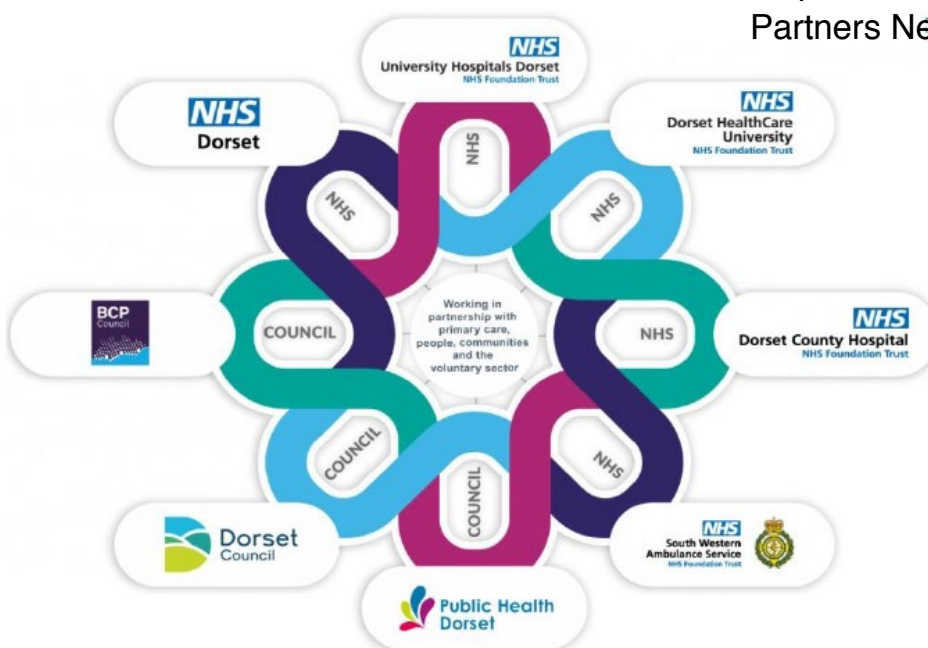
## Priority 4

# Excellent Partnerships

We will use information and insights gathered from different sources, including community partners from the Dorset ICB, to inform continuous improvement and research.

### We will achieve this by:

- 1 Being an active member of the NHS Dorset Engagement leads network.
- 2 Help with centralising and indexing insights shared across Dorset.
- 3 Be involved in community networking events with system partners.
- 4 Engage with members of the Dorset Public Participation Group and Healthwatch using their diverse membership to act as a link to community insight.
- 5 Support our patient safety partners to be part of the Dorset Patient Safety Partners Network.



We are **one team**

We **CARE**

# How our patients inform the transformation of our trust

There is a compelling future vision for the transformation of services at UHD which has and will see significant benefits for patients.



The Royal Bournemouth Hospital (RBH) site has been developing the major emergency care centre for east Dorset with its new emergency department, alongside a new maternity and children's unit and a new critical care unit with larger capacity. Emergency cases will be focused on the RBH site with increased consultant and specialist team cover seven days a week. This will reduce numbers of patients transferring between hospitals, put less demand on ambulances and hospital services, and achieve better outcomes for patients.

The Poole site is developing as the major planned care hospital for east Dorset with increased theatre and day case capacity, and a new Urgent Treatment Centre - open 24/7. Having a dedicated site for planned care means our patients should see fewer cancellations to their

procedures due to emergency pressures. The overall plans also offer increased patient safety and getting patients to the right place first time/at the right time.

There are also ambitious plans for our Christchurch Hospital site that will help support our ongoing treatment of our patients, including a new charity funded Macmillan Unit as well as a senior living community.

UHD works with engagement leads across Dorset and shares and receives insights on what patients have said about their experience and future needs. We have an active programme of work on reducing health inequalities for the population of Dorset and are seeking to build on this in 2023-25. We plan to further engage with those most at risk of health inequalities to shape future work.

**We seek to ensure our changes have had robust patient engagement and we aim to deliver:**

## **1 Transparent communication for how we engage the public with the changes:**

Clear and transparent communication is fundamental to engaging patients during service changes. We have a comprehensive communication plan that includes easily understandable information about the changes, their reasons, and the expected benefits.



These are communicated through various channels, such as newsletters, social media, community meetings, and patient information sessions, to disseminate information widely.

## 2 Patient education and empowerment

Provide educational materials that empower patients to understand the changes and make informed decisions about their healthcare. This could include informational pamphlets, online resources, and workshops. Ensuring patients are well informed fosters a sense of empowerment and active participation in their healthcare decisions.

## 3 Establish patient advisory groups

Create patient advisory groups or involve existing patient advocacy organisations in the planning and decision-making processes. These groups can serve as a valuable sounding board for proposed changes, offering insights into potential challenges and suggesting patient-friendly solutions. Actively seek input from diverse demographic groups to ensure representation from all perspectives.

## 4 Feedback mechanisms

Implement robust feedback mechanisms that allow patients to share their experiences, concerns, and suggestions throughout the service change process. Online surveys, suggestion boxes, and dedicated hotlines are effective tools for collecting feedback.

Demonstrate a commitment to responsiveness by acknowledging and addressing patient feedback promptly.

## 5 Co-design workshop

Host co-design workshops where patients, healthcare providers, and other stakeholders collaborate to shape the new service models. This participatory approach ensures that the patient perspective is integral to the design and implementation of changes. Patients can provide valuable insights into their unique needs and preferences, contributing to the creation of patient-centered services.

## 6 Patient navigators

Introduce patient navigators or advocates who can guide individuals through the changes and help address any concerns. These navigators can serve as a bridge between patients and healthcare providers, offering personalised support and ensuring patients feel heard and supported throughout the transition.

## 7 Celebrate successes and milestones

Celebrate successes and milestones achieved during the service change process. Share positive outcomes, stories of improved patient experiences, and any enhancements in healthcare delivery. Recognising and highlighting positive aspects of the transformation reinforces the value of patient engagement and encourages continued participation.



# Get involved

There are various ways you can get involved in the trust:

- volunteering
- becoming a member of the trust
- give your feedback if you have used the services of UHD

Please use a mobile phone to scan the code below or email **patientexperienceteam@uhd.nhs.uk** and let us know how you would like to be involved and we will help you.

## Become a UHD trust member

It is free to join, you will receive regular newsletters and information and be able to give your views on proposed changes.



## Give us your feedback

Have you or a loved one received care at University Hospitals Dorset? Tell us your story.



## Become a volunteer

We have various roles that help our patients and staff to enhance our patients experience. Volunteers also help with improvement projects.



# References

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**NHS Dorset, 2022. Together - Working With People and Communities.**

Available at [www.nhsdorset.nhs.uk](http://www.nhsdorset.nhs.uk)

**NHS England, 2022. Engaging Patients and Carers.**

Available at [www.england.nhs.uk](http://www.england.nhs.uk)

**NHS England 2023. Patient Safety Incident Response Framework.**

Available at [www.england.nhs.uk](http://www.england.nhs.uk)

**The Kings Fund, 2022. What are Health Inequalities?**

Available at [www.kingsfund.org.uk](http://www.kingsfund.org.uk)

With special thanks to Healthwatch Dorset and members of NHS Dorset Engagement Group, helping our community to shape and design this strategy.



If you would like this information in large print, easy read or in a different language please contact [patientexperienceteam@uhd.nhs.uk](mailto:patientexperienceteam@uhd.nhs.uk)

# Patient Experience and Engagement Strategy 2023-2025

**We CARE**

## **C**ontinuous Feedback

Increase opportunities for patients, friends, family and carers to tell us what is important to them.

## **A**reas for Improvement

Empower teams to make and monitor change based on patient feedback.

## **R**ecognising People

Listen to the community to understand what matters to them. Engage with those most at risk of inequality.

## **E**xcellent Partnerships

Working with other organisations across Dorset to ensure we have a joined up approach to engagement.

We are **caring** **one team** **listening to understand** **open and honest** **always improving** **inclusive**



# We are #TeamUHD

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