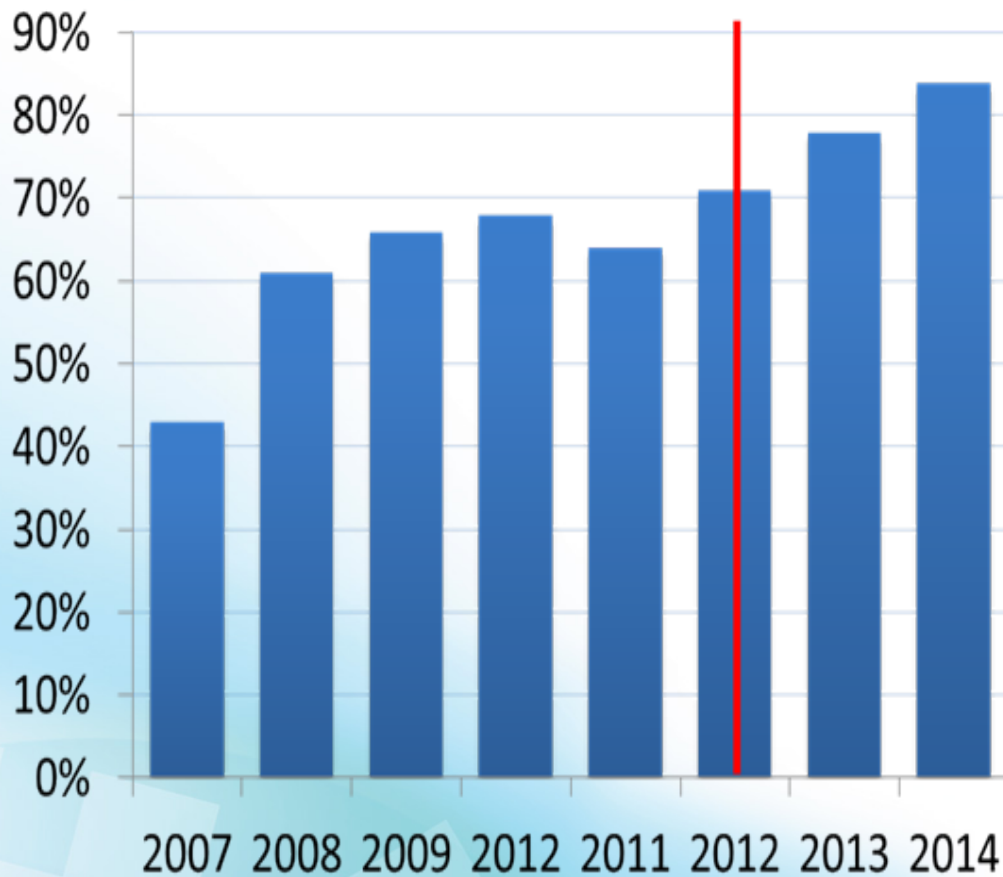


Number of staff believing high quality patient care is the No1 priority of the trust.



“You cannot make things happen, but you can create a space in which what you want is more likely to happen.”

– Chinese proverb

Why I fear becoming a patient.

*“.....to be made helpless before my time,
to be made ignorant when I want to know,
to be made to sit when I wish to stand,
to be alone when I need to hold my wife’s hand,
to eat what I do not wish to eat,
to be named what I do not wish to be named,
to be told when I wish to be asked,
to be awoken when I wish to sleep.”*

Don Berwick 2009

Ambition

- To improve patients' (and families') experience of care in hospital
- To support staff to provide the sort of care they would like for themselves and their families

Shine a spotlight on interactions.

“At times in medicine you feel you are inside a colossal and impossibly complex machine whose gears will turn according to their own arbitrary rhythm. The notion that human caring, the effort to do better for people, might make a difference can seem hopelessly naive. But it isn’t...”

(Gwande 2008)

Compassion

A three part human experience of :-

- noticing
- feeling
- responding

The evidence

Organisations that are more person centred have better clinical outcomes and are safer.

Engaging people in their own healthcare can:

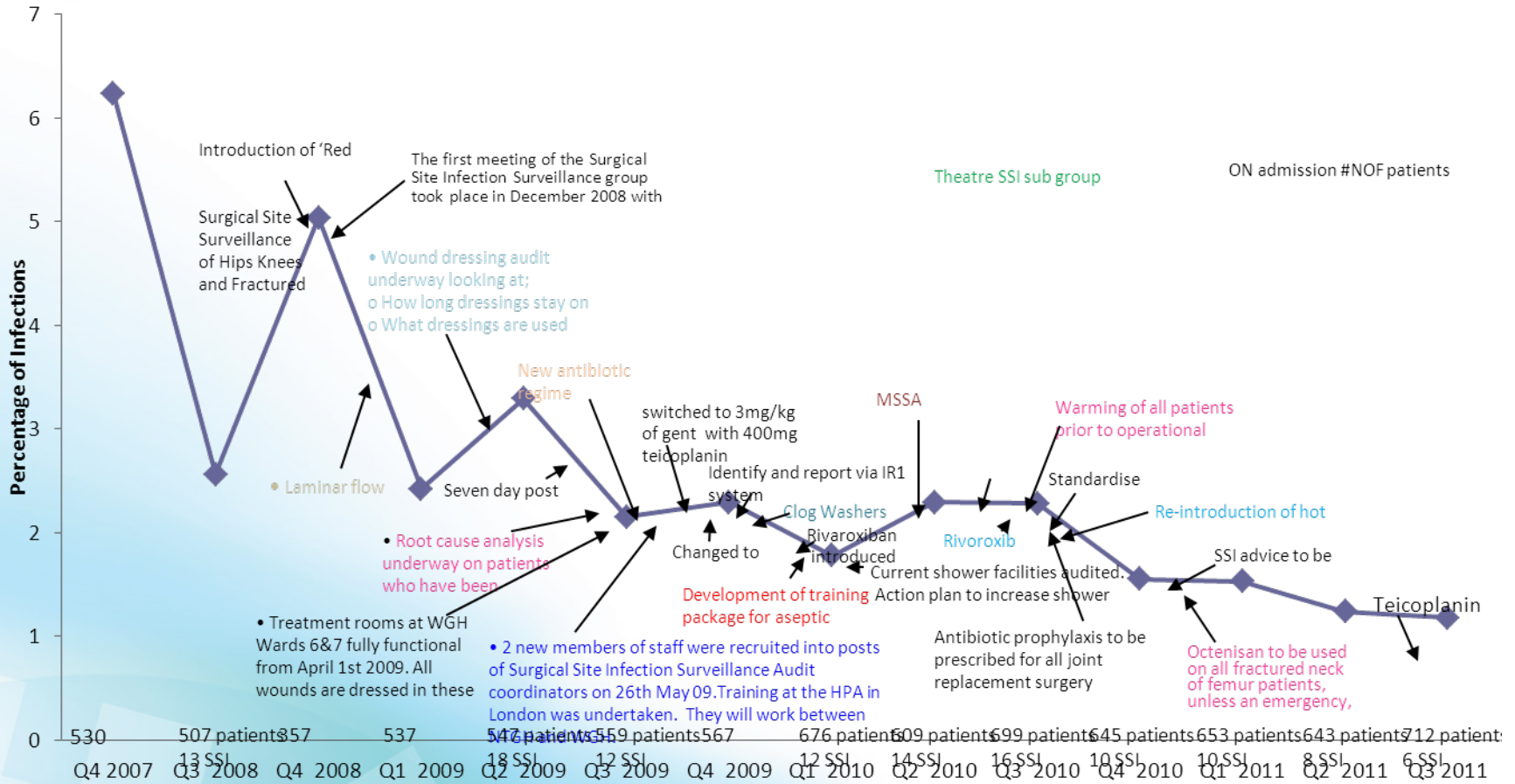
- improving people's knowledge
- enhancing people's experience of services
- impact on service use and cost, and
- impact on people's health

Individuals' anxiety and fear can delay healing.

**#1 . Leadership at all levels focused on
compassionate care and service improvement**

- Patients, staff and other key stakeholders actively engaged in quality
- Performance reviewed at every level
- Transparency, a cornerstone of our improvement
- Clinically lead, frontline change

A favourite slide.



#2. Use insights from patients and families to improve care

Responding to patient feedback

- Feedback from more than 50,000 people every year
- Measuring what matters most to patients in a variety of ways and at different points of care
- Right time' data giving site, specialty, and individual consultant data, externally validated to feed through appraisal system
- Real time measurement fed back to clinical teams within 6 hours

Health Quality Checkers Team



The Good Health for all Standards

These are the standards we will use to check your service

- I am involved in my care at all times.
- My care, treatment and support is planned to meet my needs.
- I get good care and feel safe.
- I get good care from staff who are trained and know how to do their job well.
- I get care from a service which carries out regular checks to make sure they are doing a good job.

8

Inviting older people onto our wards

“Compassion is the ability to see what needs doing right now and the willingness to do it right now “ – Brad Warner

**#3. Be open and honest with patients, families
and the public**

Transparency

Be open and honest about current state, expectations, and actions needed for Improvement.

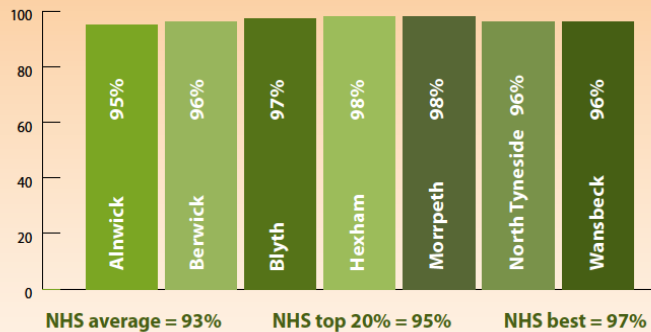
If you're going to be naked it's good to be buff.

Your voice...

What you told us about our outpatient services through our patient survey and how each of our hospitals performed



What you told us about the **DIGNITY OF CARE** YOU RECEIVED



What you told us...

'Being addressed the way I want to be addressed. Being asked, not told. Having people working with me. Respecting my choices, my decisions. And if I'm able to control my situation, being allowed to do that without being judged and being seen as difficult that is dignity.'

Northumbria Healthcare **NHS**
NHS Foundation Trust

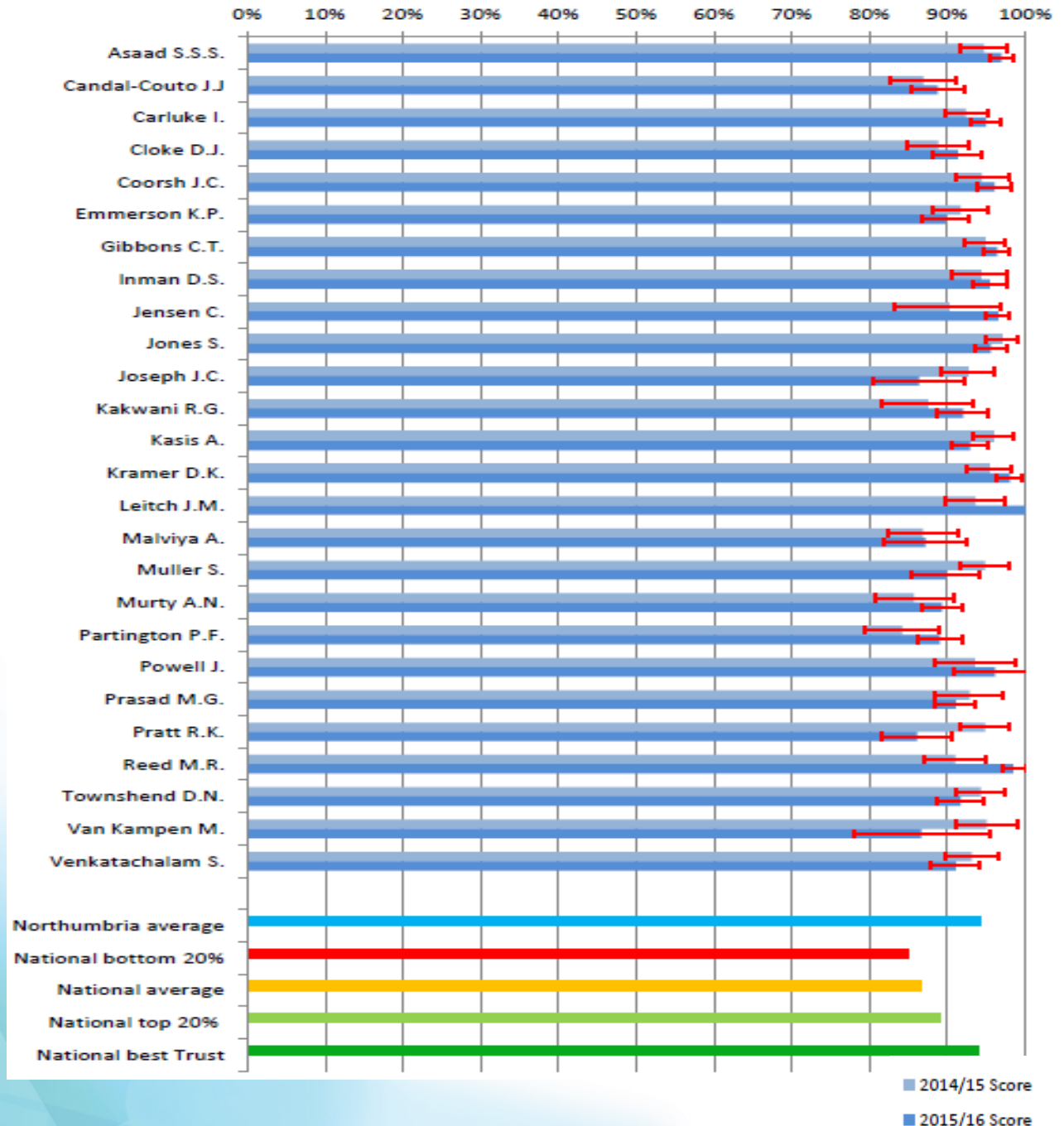
“ Being addressed the way I want to be addressed. Being asked, not told.

Having people work with me. Respecting my choices , my decisions.

And if I'm able to control my situation, being allowed to do that without being judged and being seen as difficult – that is dignity ”

ORTHOPAEDICS
Outpatient Survey, to
March 2016

**Did you have enough
time to discuss your
health or medical
problem with the
doctor?**



#4. Measurable improvement and sustained staff engagement

Our focus on measurement.

- Timely
- Owned
- Actionable
- Specific
- Talked about

A safer organisation

- Delivering a 50% reduction in patient harm within 3 years
- 95% mrsa reduction over 6 years and 81% reduction in trust apportioned c-difficile rates over 5 years
- 80+% reduction in orthopaedic surgical site infection within 4 years
- 40% reduction in hip fracture mortality since 2010
- Compliance with sepsis 6 bundle improving from 10% in Aug 2014 to 60% by May 2016

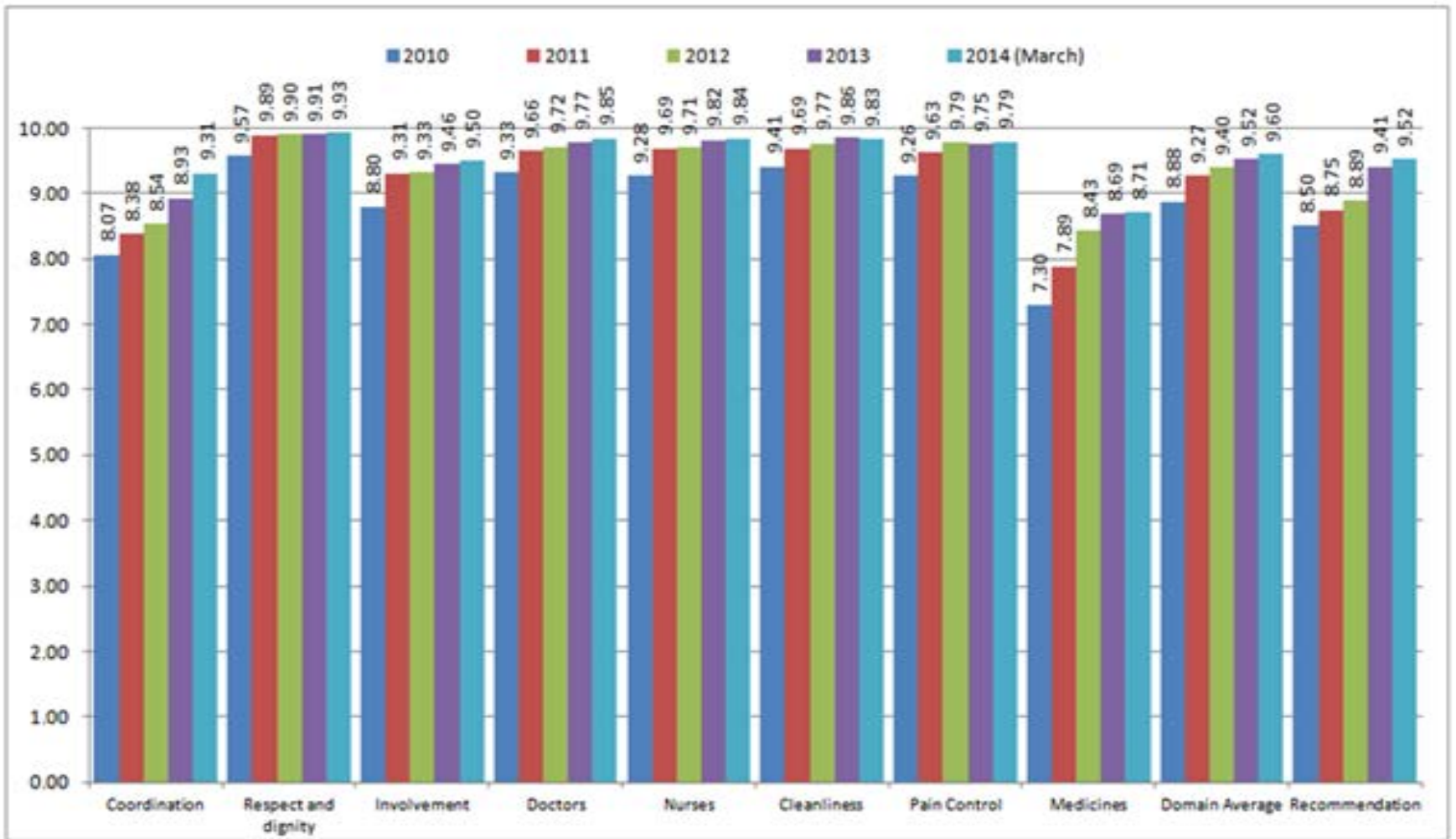
Opening the first specialist emergency care hospital in the UK in 2015 - described by Bruce Keogh as a “glimpse into the future”

Offering better patient experience

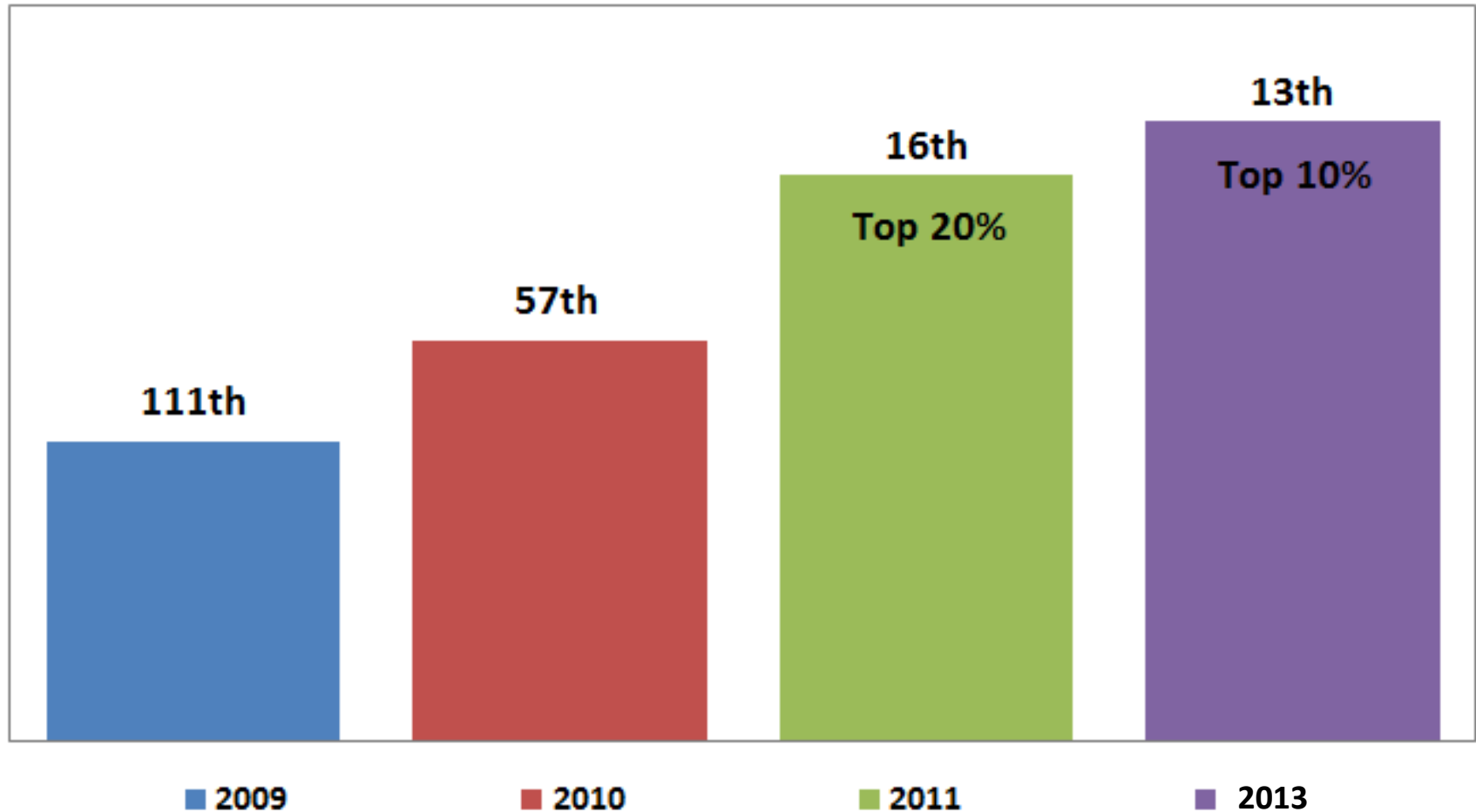
- Inpatients in 2013 – best in North East region and within top 10% nationally.
- 2011 outpatient survey – 5th best in the country.
- 2013 national cancer survey – 6th best in the country. Within top 10 for 4 years in a row.
- 2014 A&E experience results – top decile (11th).
- 2015 Trust of the Year at the National Patient Experience awards
- CHKS – Trust of the Year 2016 based on available national data

Organisational level

Real time improvements (n= 12,000)



Commissioning for quality.



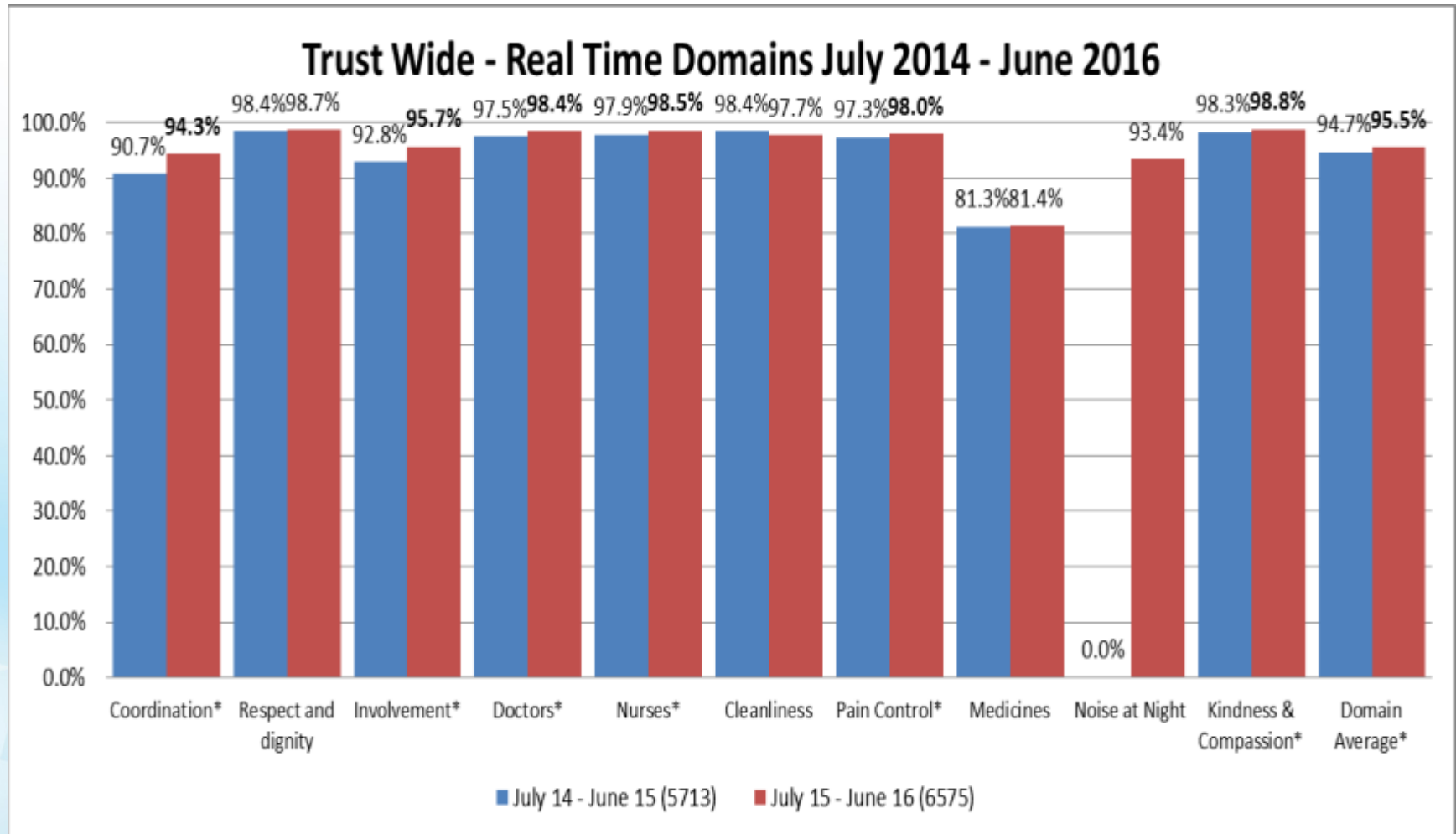
CQC National Inpatient Survey

Rank	Trust	The Emergency / AE Department	Waiting List & planned admissions	Waiting to get to a bed on a ward	The hospital and ward	Doctors	Nurses	Care and treatment	Operations and Procedures	Leaving Hospital	Overall views of care & Services	Overall experience	Average Score
=1	The Royal Marsden	n/a	9.5	9.1	9.0	9.3	9.2	8.8	9.2	8.4	6.8	9.0	8.8
=1	Queen Victoria Hospital	n/a	9.4	9.1	8.8	9.4	9.4	8.9	8.9	8.4	7.1	8.9	8.8
=1	Liverpool Heart and Chest	n/a	9.3	9.6	9.1	9.5	9.4	8.9	8.8	8	6.2	9	8.8
=4	The Clatterbridge Cancer Centre	n/a	9.5	9.6	8.9	9.3	8.9	8.7	8.6	8.2	6.9	8.7	8.7
=4	Papworth Hospital	n/a	9.2	9.4	8.9	9.3	9.2	8.7	8.8	8.2	6.4	8.9	8.7
=4	The Christie	n/a	9.4	8.7	8.9	9.3	9.2	8.7	9.2	8.1	6.6	8.9	8.7
=4	The Robert Jones and Agnes Hunt Orthopaedic Hospital	n/a	8.9	9.2	9.1	9.4	9.0	8.6	8.9	8.0	6.4	9.0	8.7
=8	Liverpool Women's	n/a	9.3	8.9	n/a	9.3	9.2	8.7	9	7.8	6.3	8.8	8.6
=8	The Royal Orthopaedic Hospital	n/a	9.0	8.7	9.1	9.3	9.0	8.5	8.8	8.0	6.5	8.7	8.6
=10	The Newcastle Upon Tyne Hospitals	9.4	9.2	8.6	8.7	9.2	9.1	8.5	8.8	7.7	5.9	8.6	8.5
=10	Northumbria	9.2	9.1	8.7	8.8	9.1	8.9	8.5	8.7	7.8	5.9	8.5	8.5

Out of 149 Trusts, Northumbria is ranked joint 10

Site level

A new model and a new experience



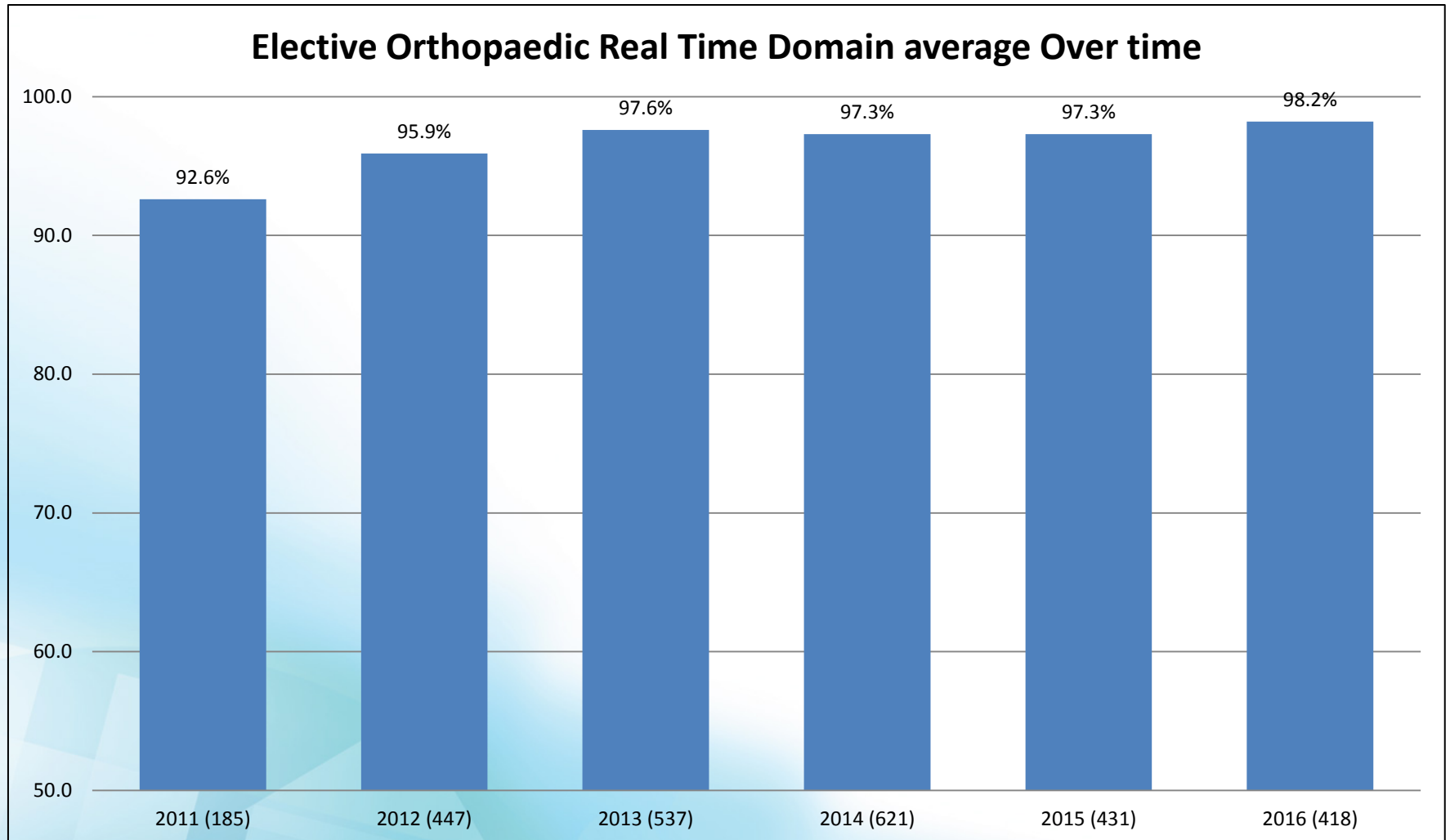
According to 6575 patients interviewed

- Our care has become more coordinated & consistent, with evidence of better team working
- We're more likely to involve patients in decisions about their care and treatment at the level they want
- Overall rating of both our doctors & our nurses has improved – with patients reporting higher levels of trust
- We're better at doing all we can to manage pain
- We're more likely to show kindness and compassion
- Our overall rating of care has changed for the better

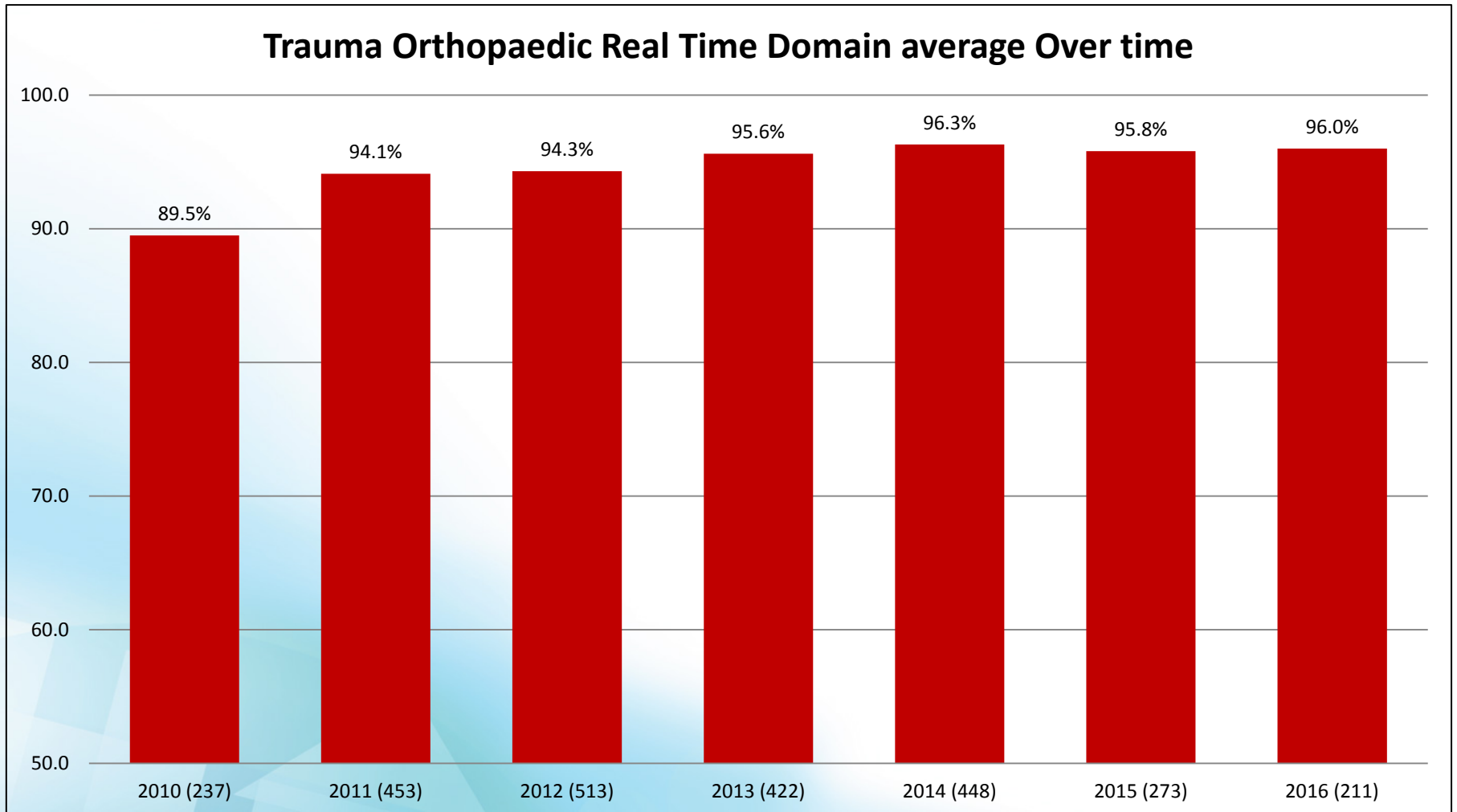
Service level

Since the real time programme started in June 2010 out of 8520 Orthopaedic patients we have interviewed 5196, giving us a 61% response rate.

Orthopaedic Real Time Domain Average Scores - Elective

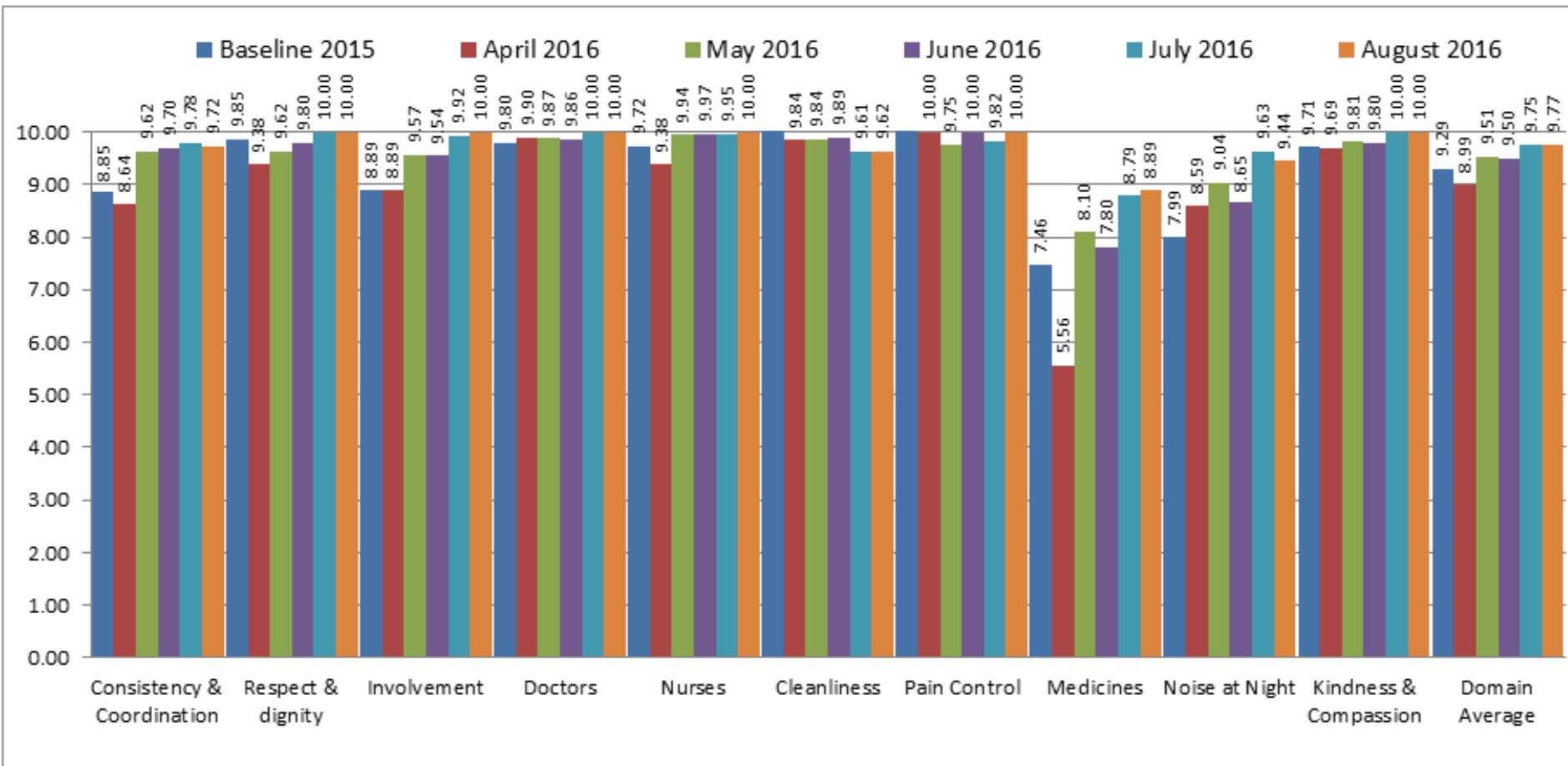


Orthopaedic Real Time Domain Average Scores - Trauma



Ward level

Ward 3, North Tyneside as at 09/08/2016



100% of patients surveyed would highly likely or likely recommend this ward to their families and friends.

Number of patients on new medication 3

Number of respondents 9 (45%)

I started my care at NSECH. I was in a lot of pain when I was transferred here. The doctors and the nurses have tried a few different things and I feel much better. Sarah the Occupational therapist is great. She has been to my house to see what needs done so that I can go home and not worry about getting around safely. She has organised for me to have a home visit tomorrow and I am delighted. Everyone is lovely. They are all very supportive and kind. I would recommend this ward.

I like the fresh air. There is a little area outside where the nurses will take me and let me sit and enjoy the sunshine. The cleaners are very thorough. They leave nothing to chance and clean everything over and over again. There is always someone around; in fact I don't think I have had to use my call bell as there is always a nurse popping their head in the bay to see if we are all ok. I would have no problems recommending this ward. I have been in a few different wards in this hospital and this is one of the best.

I do like the staff here. I can have a laugh and a bit of a joke with the nurses. They are extremely patient. There are quite a few patients on the ward that wander. The nurses walk them back to their bedside calmly and patiently. I don't like hospitals and when the doctors at NSECH said I was to be transferred to an elderly ward I wasn't very happy. Now that I am here I wouldn't want to go anywhere else. Nothing has been a problem and I wouldn't change a thing.

Learning from stories.

Emotion bonded with information becomes memorable, resonant and actionable.

#5. Celebrate kindness and compassion



What we've learnt

- The soft stuff isn't soft
- Frame the issues in ways that engage many - move them towards a shared purpose and new future
- Not a choice between stories or data but both
- Build internal systems that recognise values and behaviours
- Be realistic about change and prepare for the long haul
- Be flexible and keep refreshing the organisational story
- Protect the frontline – find the joy in improvement