

Experience strategy

Vision

Our vision is that everyone has the opportunity to share their experience of using and interacting with health services in Devon.

Objectives 2019/2020

- Ensure that the experience of people in relation to health services remain a central focus for CCG committees using case examples, stories and intelligence
- Develop an experience dashboard that ensures the CCG can demonstrate assurance that organisations and services it commissions comply with the duties and requirements set out in relevant legislation and contracts
- Establish experience as a key factor in commissioning decision making
- Build and nurture a diverse network of relationships to support effective experience processes across the NHS system.
- Lead the development of system wide people's experience via the Peninsula Improving Experience of Care network.
- The CCG can demonstrate instances where experience has been improved or changed through commissioning decisions or service redesign
- Deliver the patient advice and complaints team workplan.

Our approach

In his report, 'Using the Gift of Complaints' Keith Evans said that all staff, at every level, must be able to *"humbly wear our customer's shoes placing ourselves in their position in order to better understand what is going right and wrong"* Evans 2014 p3

Hearing the experience of people is a vital part of the clinical commissioning group's role.

Complaints, compliments, independent feedback and informal enquiries to our Patient Advice and Complaints Team play a vital role in hearing about experience, sharing good practice and improving experiences where we can.



Feedback on experience gives the CCG an insight into what the services we commission are like for the people that use and interact with them. In isolation however, experience feedback is only one element of understanding what services are like.

Commissioners take experience into account when making decisions and use information from multiple sources to understand a broad view of services. For example,

1. Providing a Patient Advice and Complaints Team for Devon that handles feedback from people and staff at a commissioning level (www.devonccg.nhs.uk/contact-us/patient-advice-and-complaints).
2. Through a process we call Quality and Equality Impact Assessment which enables us to assess the impact of decisions being made about services commissioned by the CCG.
3. Review of operational plans for service change via an Engagement Panel – overseen by lay members, senior communication and commissioning managers with input from people's experience when required.
4. From healthcare professionals via the PITCH (Peer Improvements Tips for Care and Health) process, (formerly known as Yellow Card) (www.devonccg.nhs.uk/contact-us/yellow-card).
5. Via 'experience stories' at our governing body meeting and quality assurance committee.
6. Through specific engagement events with communities, stakeholders, members of the public, patients and service users.

We also take an approach to experience that focusses on improving the service, and making every conversation count, we apply this via various methods including:

- Offering bespoke training, subject expertise and support to other organisations to prevent poor experience from happening in the first place and to learn from areas of poor experience.
 - The CCG co-ordinate the peninsula improving experience of care network, which brings together professionals to drive system wide change and learning in relation to experience.
 - Building on the principles of the #hellomynameis campaign, reminding everyone of the importance of an introduction.
 - Subject and locality expertise within the patient advice and complaints team.
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How we will do this

The CCG hears from people in many ways.

Methods of contact include; through the CCG's Patient Advice and Complaints team (PACT), through independent web sites like Care Opinion (www.careopinion.org.uk), through local Healthwatch Groups (in Devon there are 3 Healthwatch – Healthwatch Devon, Healthwatch Plymouth and Healthwatch Torbay), through feedback channelled through third party organisations (including satisfaction surveys and Friends and Family Tests conducted by provider organisations), through local, and social media channels, and through our health care professional feedback tool, Yellow Card, to be rebranded to Peer Improvement Tips for Care and Health (PITCH) during 2019/20.

Staff can also hear from people as a result of CCG organised opportunities for engagement.

The way in which we handle formal complaint and informal enquires in the CCG is outlined in our concerns and formal complaints policy
<https://devonccg.nhs.uk/download/concerns-and-formal-complaints-policy>

We also have a policy about how we apply redress in certain situations
<https://devonccg.nhs.uk/download/redress-policy>

Our serious incidents requiring investigation policy is available here:
<https://devonccg.nhs.uk/download/serious-incidents-requiring-investigation-policy>

Our various safeguarding policies can be found here:
<https://devonccg.nhs.uk/download/safeguarding-children-policy>

<https://devonccg.nhs.uk/download/safeguarding-adults-policy>

Experiences that are shared through local media (including social media) will be monitored and dealt with by the communications team except if the person wishes for their feedback to be handled as a formal complaint. Staff with concerns regarding such experiences must not respond to these without first seeking the advice and support of the communications team.

Information gained via these methods are stored centrally to enable reporting on themes and trends. Regular reporting on the experiences of people who use the services we commission, and the experience of health care professionals is taken to the CCG's quality assurance committee.

The Quality and Equality Impact Assessment (QEIA) process is a process for assessing the impact of decisions that the CCG or services it commissions may make. Within this assessment the experience of people is considered, and the impact assessed at both a commissioning and provider service level. The use of intelligence from complaints, feedback and PITCH reports are used to help form an assessment of the likely impact of the decision being discussed.



Provider services have their own experience intelligence, and this is also fed into the QEIA process to provide an informed view of the experience of people who use the services we commission.

Our Values

We have aligned our internal expectations in line with the CCG's visions and values.

One team

- We think corporately, but act locally
- We work together with staff, partners, patients, families, carers, communities and professionals to commission the right services for our population
- We share information, skills and resources

Respect for all

- We treat people with respect and compassion
- We listen to understand people's priorities, needs, abilities and limits
- We are open, honest and transparent
- We take our own health and wellbeing seriously

Quality in everything we do

- We develop safe, effective and accessible services
- We make decisions that are evidence-based, cost-effective and innovative
- We recognise achievements and celebrate success
- We take pride in our work and learn when things go wrong

Everyone is a leader

- We lead by example
- We demonstrate leadership and expect to be held responsible for our actions and performance
- We are accountable to each other, and to our population
- We are responsive, consistent and professional

One Team

Our team will:

- Take the approach that 'every contact counts'. Whichever part of the organisation a person contacts, our team should be able to listen to, empathise with and take appropriate steps to resolve the issue (this may include passing the issues to the relevant department).
- All CCG staff have a responsibility to listen to what people share with them and deal with individuals appropriately.
- If staff hear from individuals of experiences that may constitute a compliment, feedback, concern or complaint they should ensure that these are forwarded to the patient advice and complaints team and that the individual concerned is made aware of their right to have the issue raised investigated. Where this is

from a member of staff about their employment this should be directed to the human resources team.

Quality in everything we do

Ensuring quality is embedded in everything we do in relation to experience is achieved in the following ways:

- Every interaction that a people have with the CCG is polite and courteous, open and honest.
- Responses to formal complaints are clear, concise and of good quality (in line with the quality checking process standard operating procedure).
- Everyone who uses the patient advice and complaints service is given the opportunity to comment on their experience of using the service by being offered the opportunity to complete a feedback survey.
- Giving people who feedback to the CCG the opportunity to do so in a way that is convenient and easy for them.

Respect for all

We demonstrate respect for all in relation to experience in the following ways.

- All CCG staff must treat the informant and information with respect and dignity.
- All staff should be cognisant of their responsibilities under the Equality Act, when liaising with people. The Equality and Diversity Strategy contains further information and can be found on the CCG website:
<https://devonccg.nhs.uk/download/equality-diversity-and-inclusion-policy>
- Staff are entitled to carry out their duties free from the fear of harassment, abuse or bullying behaviour, where such behaviour is exhibited by colleagues people, it will be dealt with appropriately.

Everyone is a leader

- All CCG staff must ensure that the informant is aware of how the information they share will be used as per the Data Protection Act.
- All staff must treat information from people as confidential unless there is reason to share information, for example, safety of individuals, safeguarding or incidents.
- Staff that hear from individuals of experiences that may constitute a safeguarding issue have a duty to report the issue using the relevant safeguarding processes.



- If concerns raised feel serious enough to constitute a serious incident, the staff member should make contact with the safety systems team or the patient advice and complaints team to discuss their concerns and seek advice.
- The CCG expects that staff will use what they hear or collect regarding experiences to provide an evidence base when exploring any case for change.
- All CCG staff must acknowledge the contribution of people to commissioning decision-making. This can be verbally, by email, letter or other appropriate media.
- Where required, if contact becomes persistent and unreasonable staff should consider contact in line with the CCG's persistent and unreasonable contact policy <https://devonccg.nhs.uk/download/persistent-and-unreasonable-members-of-the-public-policy>

The patient advice and complaints team workplan provides specific objectives and development areas for 2018-2020 and can be seen in **appendix 1**.



Appendix 1 – Patient Advice and Complaints Team workplan

Patient Advice and Complaints Team NHS Devon CCG Work Plan 2018-2020

One Team

Explore the possibility of team specialisms and look to have plan in place by end of 2018

Train all team members on the Yellow Card / PITCH process

All members of team to become foundation members of the institute of customer service by the end of 2020

Team members to have a presence across all CCG localities by end of 2019

Explore training opportunities for staff on an ongoing basis

All team members to have an annual appraisal and regular one to one meeting (ongoing)

Look at team caseload and explore how this is done differently

Quality in everything we do

Provide a consistent, responsive and high-quality service for the whole of Devon through:

Streamlining processes, quality of responses and defining the PACT offer

Explore extended opening hours to help achieve a responsive service – acknowledging that feedback isn't just 9-5

Explore the use of more online services for users of PACT

Explore mechanisms for a more consistent approach to staff experience

Develop the PACT brand to increase visibility and explain the offer more consistently

Develop more robust links with PACT and internal CCG teams

Respect for all

Give opportunity for team members to attend meetings, committees and events

Develop a service user charter

Give time for team members own health and wellbeing, including opportunities for volunteering

Be open and honest in all that we do

Treat each other with respect

Raise concerns and issues promptly

Everyone is a leader

Develop a high quality and trusted training offer for system partners

Work with partners on adoption of uniformed processes and policies across Devon

Run 'open days' and shadowing opportunities for partners and internal teams

Develop relationships with general practice to support practices with advice and information

Work with partners to explore a 'one service' team for NHS feedback in Devon

Attend and play an active part in system and organisation engagement events