



NHS GRAMPIAN
HANDLING AND LEARNING FROM FEEDBACK
ANNUAL REPORT
2012/2013

Prepared on behalf of NHS Grampian by:

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1. Purpose of this report

The purpose of this report is to demonstrate that NHS Grampian learns and makes improvements as a result of the feedback, comments, suggestions, concerns and complaints it receives.

2. Key points

NHS Grampian's local processes and procedures continue to be developed to ensure that they fully meet the principles and policy intentions of the Patient Rights (Scotland) Act 2011 and to ensure that they

- encourage, welcome and view feedback, comments, suggestions, concerns and complaints as opportunities for ensuring the NHS provides person centred care.
- promote learning and improvements from all forms of feedback
- are effective, fair and consistently applied.
- are easily accessible to all and that information is available in other formats where this is appropriate.
- promote the additional independent support services such as the Patient Advice and Support Service (PASS), advocacy, communication, translation and alternative dispute resolution services.

3. Background

NHS Grampian values all feedback and is committed to ensuring that the information and learning gleaned from the feedback system informs the aspiration of continuous improvement and the further development of a person centred approach to service planning.

NHS Grampian receives feedback through a variety of sources. These include:

- Feedback Cards (available in all clinical areas with a prepaid, addressed envelope).
- Letters (addressed to the Feedback Service or the Chief Executive).
- E-mails to the Feedback Service email address (available on NHS Grampian's website, information leaflets and feedback cards), or the Chief Executive's email address.
- Phone calls to the Feedback Service.
- Letters and email correspondence from MSPs/MPs on behalf of individuals.
- Letters from the Patient Advice and Support Service on behalf of individuals.
- Letters from the Advocacy Service on behalf of individuals.

These methods of feedback are entered onto the Datix management information system, acknowledged in writing, and forwarded to the relevant manager to ensure their full investigation and detailed response.

NHS Grampian also receives Feedback through:

- Facebook.
- Twitter.
- NHS Grampian's email address.
- NHS Grampian's Website.
- Patient Opinion Website.

This feedback is acknowledged and forwarded to the relevant manager, but is not entered onto Datix. Individuals who give feedback in this way, are often re-directed to the Feedback Service. Feedback on experience reported via social media and Patient Opinion is reported through the governance structures of NHS Grampian.

Clinical areas also receive feedback directly (verbally and in cards/letters). The positive feedback is not currently entered on Datix or acknowledged in writing, but is usually displayed and shared with the clinical team. Complaints are forwarded to the Feedback Team.

4. Assessment

NHS Grampian appreciates;

- The importance of local ownership and accountability, in terms of governance, in dealing with and learning from complaints.
- The importance of adhering to national guidelines.
- The need to retain a central team to manage the feedback system, to ensure an overview of activity and for this team to be properly resourced.
- The need for managers and staff within the services to be clear of their roles and responsibilities in dealing with complaints - both formal and informal.
- The need for the Feedback Team and the DATIX team to work collaboratively to ensure the effective use of the information management system, and to provide advice and support to the services.
- The need to develop a more structured approach to applying the learning from complaints and monitoring success.
- The need to further enhance the monitoring and reporting systems.

The Feedback Team and its central support staff are now part of the Corporate Communications Directorate, under the leadership of the Corporate Services Manager.

5. Real Time Feedback

NHS Grampian has been collecting real time patient experience data as part of the collaborative work with NHS Tayside to improve the experiences of older people in acute care. Seven wards are collecting data from 20 patients each month. This data is reviewed by ward staff with the aim of identifying improvement activity.

In addition, the collection and use of real-time patient and staff experience data for improvement in all care settings for all patients is gradually spreading throughout the organisation.

6. Audit Activity

NHS Grampian has a database of clinical effectiveness projects, many of which contain data on patient satisfaction. More recently, such projects have moved away from satisfaction type surveys to surveys about experience. Currently, there are 167 projects on the database which have “person-centred” as a key word. Actions and improvements from these projects are also recorded on the database.

7. Sharing and Handling Feedback

When feedback or a complaint identifies an event, or events, that has had potentially major or extreme consequences, services often initiate a Significant Event Analysis (SEA). Once an investigation and analysis is complete, a meeting is usually held between the family and key individuals involved, to ensure an understanding of what occurred, identifying learning opportunities and actions required.

When a complaint identifies an event, or events, of minor or insignificant consequence, an investigation is performed by the service, to gain an understanding of what occurred and highlight any issues. Outcomes from these investigations are recorded on Datix and are usually referred to in the response letter.

When feedback (e.g. comments, suggestions, and compliments) identifies an event, or events, of minor or insignificant consequence, the feedback is shared with the appropriate individuals but is not usually investigated or responded to. On some occasions, service managers will investigate and respond to feedback, if they feel it is appropriate or relevant for them to do so.

The Corporate Services Manager is responsible for ensuring quality checks are completed on all responses produced by NHS Grampian. The responses are then sent to the Chief Executive for signing.

8. Learning from Feedback

NHS Grampian encourages feedback and passes all feedback to the relevant staff, to encourage sharing of patient experiences, and providing valuable learning opportunities. To ensure learning occurs from feedback, service managers must be able to demonstrate what the feedback tells them about their service, identify their learning opportunities for service improvement, and record actions taken as a result. We also need to ensure that learning outcomes are recorded on Datix, to allow production of a report evidencing learning and actions.

9. Next Steps

- Service Managers and Complaint Leads will be trained and supported to ensure learning outcomes are correctly and consistently recorded on the Datix Complaints and Feedback Module.
- Service Managers will be presented with, and trained to produce, reports on feedback trends, themes, outcomes and response performance.
- The Feedback Manager, Service Manager and Service Feedback Lead, will meet six monthly to discuss the report findings.
- Learning opportunities will be identified and proposed actions/actions occurred discussed and recorded.
- These meetings will allow update on progress of actions and discussion of the previous 6 months trends, themes, outcomes and response performance.
- This information will inform an annual Feedback Report to demonstrate their learning and improvements from the feedback received.

10. Training

A training role has recently been established to support the Feedback system. This post will work closely with Complaint Leads and Services Managers. This will raise awareness of effective handling and learning from feedback, as well as providing tailored sessions for individuals expected to lead investigations, prepare responses, arrange meetings with complainants and be proactive in utilising the lessons learned.

The Government is having technical difficulties providing the e-learning modules in a format that can go on to NHS Grampian's AT Learning system. By making these modules available through AT Learning, we will have a record of who has completed the training and what the test/module results are. We could also choose to make the training mandatory for certain staff groups and make appropriate links with e-KSF. The Scottish Government has promised to provide an update in July with their progress. May Crawford, NHSG Learning Co-ordinator is aware of the position and

preparations have been made to progress this training as soon as the material is available.

11. Support Services

NHS Grampian holds quarterly meetings with Patient Advice and Support Service representatives to ensure that patients are appropriately supported to give feedback. Activity/performance reports and case studies are shared and discussed at these meetings, to demonstrate how patients' needs are being met.

12. Conclusion

Services need to be aware and take responsibility for the importance of applying learning from their feedback.

The central Feedback Team is responsible for administering the system in line with national guidance, including managing the flow of information, issuing the responses in a timely manner and responding to SPSO investigations. It also provides the necessary advice and training across the organisation, to enable long term sustainability. The Feedback Manager acts as liaison between service teams and the central services (DATIX and Feedback Advisors) to facilitate greater levels of collaboration and to ultimately ensure that NHS Grampian has the information necessary to use the learning identified and make service improvements as a result of the feedback received.

Table 1: Complaints by Sector April 2012 - March 2013

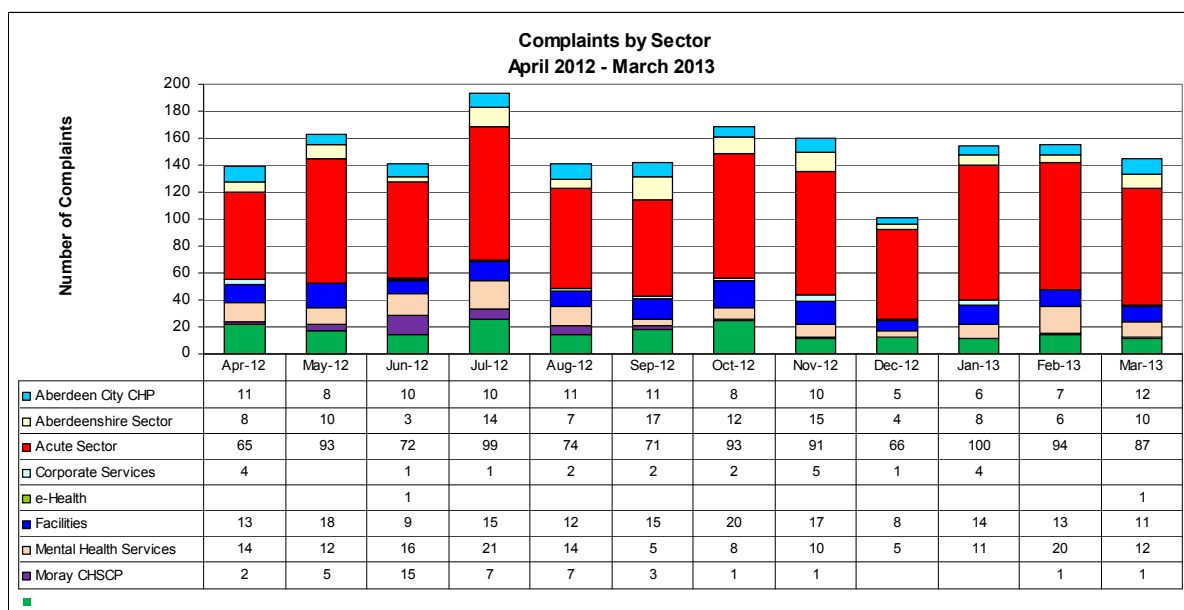


Table 2: Complaints by Severity April 2012 – March 2013

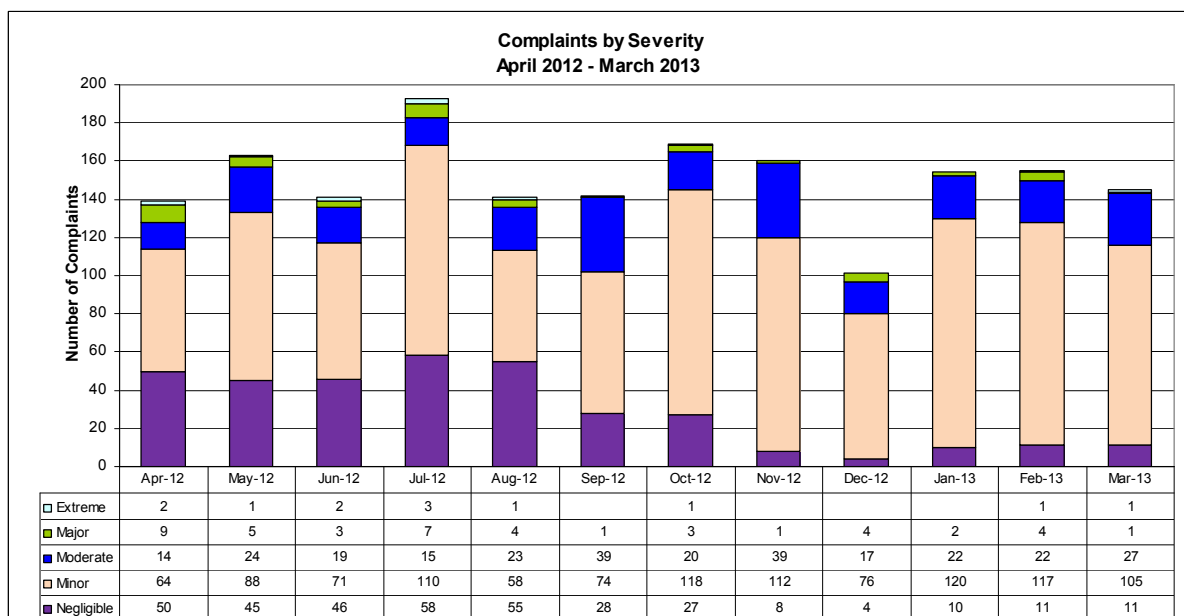


Table 3: Complaints by Sector and Severity April 2012 – March 2013

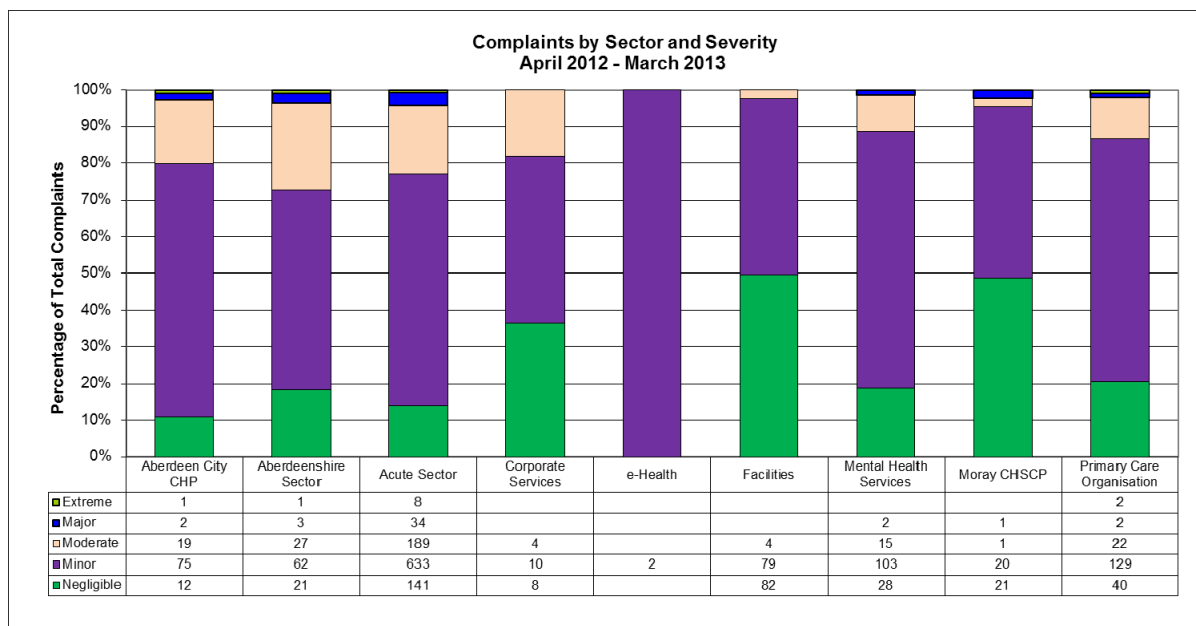


Table 4: Complaints by Outcome April 2012 - March 2013

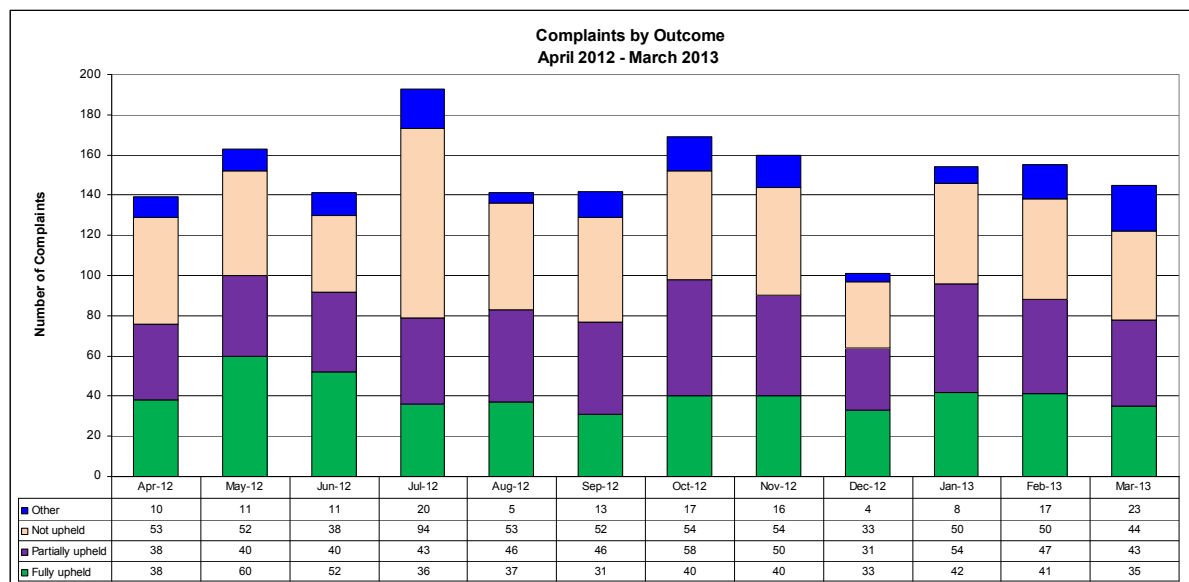


Table 5: Complaints by Sector and Outcome April 2012 - March 2013

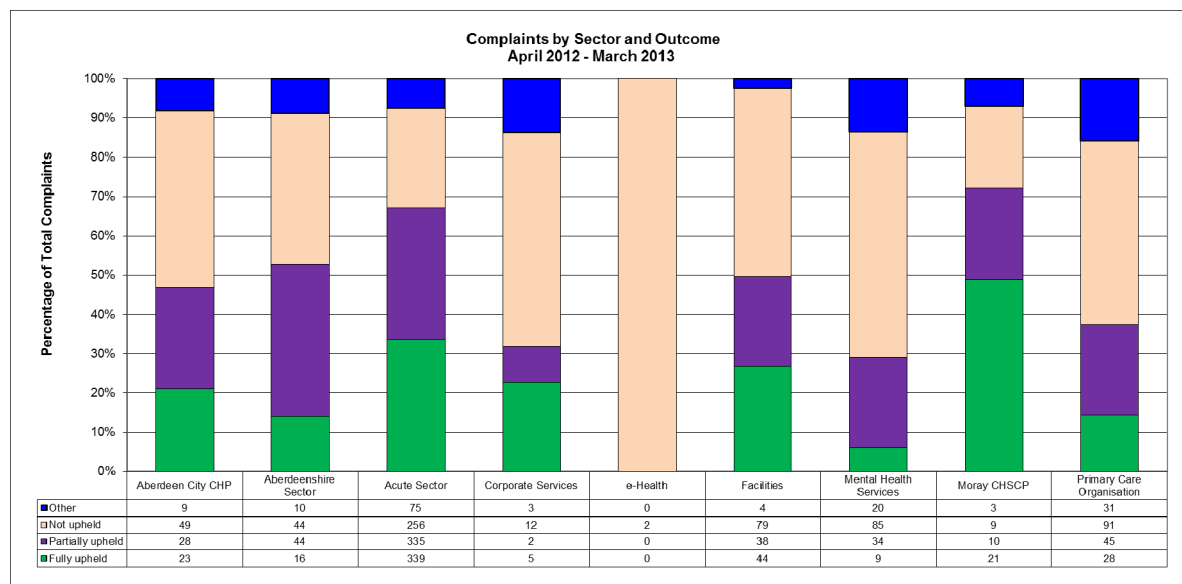


Table 6: Complaints by Category and Outcome April 2012 - March 2013

