

Patient and Family Experience

STRATEGY







FOREWORD

The Countess of Chester Hospital NHS Foundation Trust includes the Countess of Chester Hospital – a 550-bed hospital which provides the full range of acute and specialist services, and Ellesmere Port Hospital – a rehabilitation, intermediate and outpatient facility and Tarpoley War Memorial Hospital - a base for community services to the rural population.

The Trust employs over 6200 staff (including temporary bank staff) and provides acute emergency and elective services, primary care direct access services and obstetric services to a population of approximately 343,000 residents in Chester and West Cheshire which includes rural areas, Ellesmere Port and Neston as well as the Deeside

attendances at the hospital, ranging from a simple outpatient appointment to major cancer surgery. This is an increase of over 23,000 attendances compared to the previous year. The Trust provides services to West Cheshire and Welsh patients covered by Betsi Cadwaladr University Health Board.

“In 2022/2023 there were more than 519,000 inpatient and outpatient attendances at the hospital.”

area of Flintshire which has a population of just over 50,000. In 2022/2023 there were more than 519,000 inpatient and outpatient

At the 2021 Census, Cheshire West has a population of 357,147. 21.4% of residents are 0-19 yrs. We have seen a 4.9% increase in children aged under 15 years using our services. At the same time, 21.2 per cent of the population are over 65. This is an older population than the England average. The population is forecast to increase by more than 10 per cent by 2038, with the greatest increase expected in those aged sixty-five or over. Admission to hospital for our elderly patient poses a number of challenges.

INTRODUCTION

At the Countess of Chester Hospital NHS Foundation Trust, we are committed to improving the experience of our patients, families, and carers.

Our patients and their families are going about their lives in an ordinary way, when for a time the Trust and its services becomes a part of their lives. It is important that this experience is supportive, effective and leaves a positive lasting impression.

A better patient and family experience is associated with improved patient safety, improved clinical outcomes and higher patient satisfaction scores. This could be something as direct as the relationship between cleanliness and infection prevention or equally the relationship between a patient feeling less anxious and being more receptive to aspects of their health care. Improved health outcomes can also be associated with shorter stays and reduced readmissions. Many aspects of improved patient experience are also associated with greater equity in access to care. For example, providing translation and interpretation services or services focused on supporting specific needs of older patients.

Patient experience and staff engagement are intertwined, making it important to understand the connection between patients and staff. Being able to provide a positive experience is associated with improved staff morale and motivation, which can help support both recruitment and retention of staff.

Positive patient experiences can enable patients to feel more empowered to take a fuller role in their own health care. That could manifest in many ways, from being better able to understand their healthcare pathway, to being more prepared to speak out, enabling clinical staff to respond to any worries and concerns.

“We will listen and learn from the feedback that we receive...”

To improve patient and family experience the Trust will work in partnership with our patients and families as partners in care, as they know what works best for them. We will explore every opportunity to improve the quality of care that we provide.

We will listen and learn from the feedback that we receive, to understand better how to improve the experience we provide to our patients and their families. We will also seek to understand our patient community better, what the population health needs are within our community are and deliver care bespoke to them.

THE STRATEGY

The Patient and Family Experience Strategy is mapped to the Trust goals.

1. Empower our staff

We will empower all staff through the patient and family experience vision to all become leaders in patient experience. Everyone has a part to play no matter how big or small.

2. Ensure that the basic needs for patients are met.

We will listen, engage and empower our patients and families to develop and improve our services to ensure they have the best experience possible, combined with excellent clinical care to aid recovery and wellbeing.

3. Examine the needs of our patient population

Ensuring that our services deliver a service bespoke to their needs. We will work in partnership with our patients and families to co-design and deliver exceptional patient services that meet the needs of our

patient population. We will ensure that care is personalised and that no-one is disadvantaged in their care journey because of a protected characteristic.

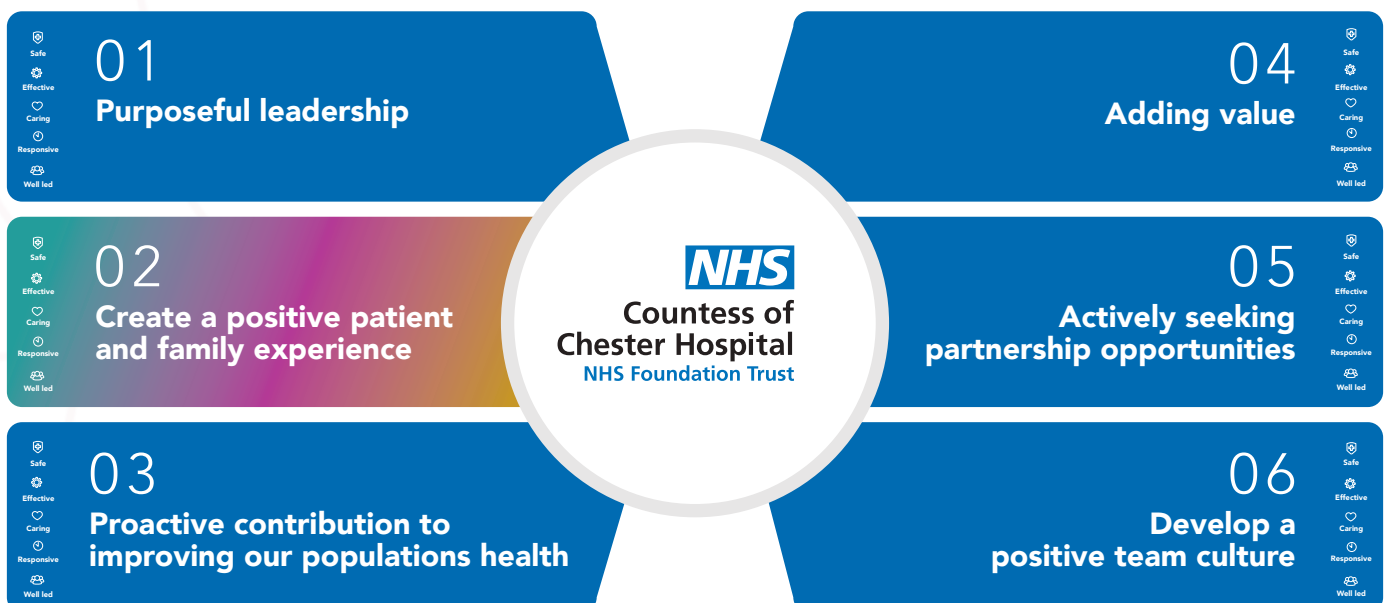
4. Deliver NHS care that makes our staff and community proud

5. Work with commissioners, stakeholders and groups within our community

We will understand the needs of groups of people with similar characteristics and deliver a positive patient experience to everyone.

6. Develop and support our workforce

Ensuring that they understand what matters most to our patients and families to deliver a positive patient experience. We will learn and act on the feedback we receive from our patients to improve quality of care we provide



OUR VALUES

Our Trust values are safe, kind and effective

Safe

At the heart of everything we do

Kind

Always caring and compassionate

Effective

Services that are responsive to our patients' needs

To deliver these in the context of our patient experience strategy, we will engage, empower and inform our patients

Engage – with our patients and families to understand what matters most to them

Empower – our patients and families to ensure their voice is heard

Inform – our patients to ensure our actions meet their expectations

Improve – exceptional patient and family experience in every part of care





THE PATIENT AND FAMILY EXPERIENCE VISION

The Patient and Family Experience vision describes what patient and family experience means to us.

We have worked with our patients, their families and Trust staff to understand and develop this. The patient and family experience vision will shape our improvement work. We have established a set of patient and family experience values that

enable our staff to put patients at the heart of everything we do and have described these in our Patient and Family Experience Vision.

Our vision consists of six steps. These are:



OUR COMMUNITY

We understand our population and deliver care services around the needs of our community.



ARRIVAL

Our patients feel we are welcoming and are confident that we can tailor their care to them.



COMMUNICATION

We fully involve patients and their families in their care and coordinate care pathways with accurate information exchange.



CARE

We treat people with empathy, dignity and respect.



TREATMENT

Our staff are well trained and have the skills to deliver exceptional care and treatment.



GOING HOME

We plan for discharge and provide ongoing support.

Your experience at our hospital

Our patient experience vision is our
commitment to you and your family.



COMMUNITY

We understand our population and deliver care services around the needs of our community.

"The Countess is my preferred hospital, everyone is kind and friendly and I received great care."



ARRIVAL

Our patients feel we are welcoming and are confident that we can tailor their care to them.

"I felt welcomed at the Trust, staff were expecting me."



COMMUNICATION

We fully involve patients and their families in their care and coordinate care pathways with accurate information exchange.

"Me and my family knew what was happening throughout my care."



CARE

We treat people with empathy, dignity and respect.

"Staff were kind, gentle and respectful to me."



TREATMENT

Our staff are well trained and have the skills to deliver exceptional care and treatment.

"I felt safe, and confident that staff knew what they were doing."



GOING HOME AND AFTERCARE

We plan for discharge and provide ongoing support.

"I felt I had the right support to get on with my life."

To achieve our patient and family experience vision, we will undertake a range of activities and improvement work.

OUR COMMUNITY

- Undertake Equality Delivery System 2022
- Patient Engagement events
- Hospital Passport/ This is me
- Oliver McGowan Training
- Patient Stories
- Engagement with third sector partners



ARRIVAL

- Welcome Booklet
- Care Partners
- Volunteer support
- Patient information leaflets



COMMUNICATION

- Patient Experience Portal
- Translation and Interpretation services
- Patient Shadowing



CARE

- All patients everyday receive the fundamentals of care
- Reduce patient moves
- Menu development and support with mealtimes, snacks and drinks



TREATMENT

- Implement Patient Safety Incident Response Framework and Patient Safety Advocates
- Clean and safe care environments
- Critical care diaries
- Self medication



GOING HOME

- Criteria led discharge
- Follow up calls
- Signposting for community support



THE PATIENT AND FAMILY VISION FOR MATERNITY SERVICES

We are proud to offer high-quality maternity services with a person-centred focus.

We support approximately 2300 expectant families a year who come to us from across Chester, Ellesmere Port and the surrounding areas including North Wales.

We provide maternity care in community settings and at the Countess of Chester Hospital. We offer a wide variety of services including midwifery led care, for those with uncomplicated pregnancies, and specialist services for those with more complex needs

who require a multi professional approach. Care is provided by staff that strive to reflect our trust values of being safe, kind and effective in everything that we do.

Our goal is for you to feel informed and empowered during your pregnancy, labour, birth, and postnatal period, so your experience is the very best it can be. We have developed a Patient and Family Vision for Maternity Services, overleaf.



Your experience in our maternity unit

Our patient experience vision is our commitment to you and your family.



CHOOSING WELL

Our vision is to be a leading provider of outstanding maternity care, delivering high standards of quality and excellence.

"When I discovered I was pregnant I knew that the Countess is where I wanted to be cared for."



PERSONALISED CARE

We are committed to listening and working with you to provide safe, personalised and equitable care.

"I felt respected and treated as an individual."



PREGNANCY

Our dedicated maternity team strives to provide holistic care and support within both the hospital and community settings.

"From the outset I was met by expert staff who went beyond their professional duty to make my experience exceptional."



PARENT EDUCATION

In preparing for pregnancy, birth, and parenting - we are committed to ensuring that you and your family are well-informed at every stage of your journey.

"I had all the information I needed to make the right decisions for me and my baby at each step."



BIRTH

We will empower you to birth your baby in a safe and comfortable environment of your choice.

"I had trust in my maternity team and felt safe."



FOLLOWING BIRTH

We are dedicated to providing ongoing support for you and your family.

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'I was supported to care for my baby my way.'

To achieve our patient and family experience vision in Maternity Services, we have will undertake a range of activities and improvement work.

CHOOSING WELL

- New Women and Children's building
- Collaboration working with Maternity and Neonatal Voices Partnership (MNVP)
- Evidence based care
- Patient experience and engagement
- Social Media presence
- Personalised care
- Create personalised care booklet.



PERSONALISED CARE

- Shared decision making
- Approachable and responsive care planning
- Equality, diversity and inclusivity program
- Multi-professional staff training programmes.



PREGNANCY

- Tailored care
- Partnership working with the multidisciplinary healthcare team
- Listening events
- Data quality.



PARENT EDUCATION

- Parent education sessions
- Infant feeding information
- Language and accessibility of information.



BIRTH

- Birthing partners
- Birth choices
- Birthrate Plus biannual staffing review
- Pelvic health
- Annual training needs analysis
- Monitor waiting times for triage.



FOLLOWING BIRTH

- Holistic care planning
- Birth reflections
- Seamless transition from maternity to ongoing services
- UNICEF UK Baby Friendly Initiative (BFI) for infant feeding,
- National Maternity survey
- Parent education offer review.





THE PATIENT AND FAMILY VISION FOR EMERGENCY DEPARTMENT SERVICES

This department is the major accident unit for Cheshire, Merseyside and Flintshire and currently handles over 62,000 cases per year.

The Department deals with the full range of surgical and medical emergencies and has full back up (Radiology, Pathology and Anaesthetics) together with the normal range of in-patient specialties found within an acute hospital. It is well equipped with a resuscitation room for the most poorly of patients. Treatment rooms provide space for reduction of fractures and the application of plaster casts and minor operations, which are performed with anaesthesia.

A dedicated children's treatment and assessment area called 'Kids Zone' supports unwell babies and children who require urgent assessment. A patient or family member can unexpectedly find themselves at the Emergency Department, and it can be a frightening, bewildering place to be. Our Emergency Department is uniquely positioned in its ability to shape a patient's first impression as they navigate the healthcare system.

Your experience at our A&E Department

Our patient experience vision is our
commitment to you and your family.



CHOOSING WELL

We empower you to
choose the right place to
be treated for your illness
or injury.

**"It was easy to
understand where to
go to be treated and
accessing the service
was simple."**



ARRIVAL & INITIAL ASSESSMENT

You will be welcomed,
we will assess you
promptly and listen to
you with kindness and
compassion.

**"I was listened to,
they understood my
needs. I was assessed
promptly, and was
informed about
what would
happen next."**



COMMUNICATION

We will involve you
and your loved ones
in your care. We will
communicate with you in
a way that meets your
needs and expectations.

**"I knew what was
going on and was
part of the decisions
about my care and
treatment."**



ENVIRONMENT

Our standards are high. We will provide care in a clean, welcoming well maintained care environment.

"The department was welcoming, tidy and clean and I felt safe there."



CARE AND COMFORT

We will ensure you have what you need and check on you regularly to make sure you are comfortable.

"I knew who was caring for me. I was made to feel comfortable and had everything I needed."



TREATMENT AND REFERRAL OR DISCHARGE

Our teams will ensure there is a clear plan for relevant onward care and treatment and that you are kept informed.

"I received excellent treatment from the care team."

To achieve our patient and family experience vision in ED, we have will undertake a range of activities and improvement work.

CHOOSING WELL

- Right patient, right place
- Urgent treatment centre redirection
- Utilisation of same day emergency care
- Alternatives to the Emergency Department.



ARRIVAL & INITIAL ASSESSMENT

- Welcome project
- Timely Triage and assessment standards
- Waiting room communications.



COMMUNICATION

- Patient and family updates
- Joint care planning
- Information for families
- Communications plan.



ENVIRONMENT

- Infection Prevention and Control action plan
- Calm environment plan
- Housekeeper support
- Environment assessment walk rounds
- Waiting room improvement plan.



CARE & COMFORT

- Hourly Care and Comfort rounding in all areas
- Pillows and blankets
- Privacy and Dignity
- Meals and Drinks provision
- Care support worker review
- Reasonable adjustments.



TREATMENT AND REFERRAL OR DISCHARGE

- The right treatment delivered by the right person in the right place at the right time
- 4 hour standard
- Discharge information
- Home support.



To check we have met our objectives, we will measure ourselves against patient outcome statements:



For Hospital services, our patients will state:

"The Countess of Chester is my preferred Hospital, staff were kind and I received great care"

"I felt welcome at the hospital, staff were expecting me"

"My family and I knew what was happening throughout my care"

"Staff were kind, gentle and respectful to me"

"I felt safe, and confident that staff knew what they were doing"

"I felt I had the right support to get on with my life"



For Maternity Services, our patients will state:

"When I discovered I was pregnant I knew that the Countess is where I wanted to be cared for."

"I felt respected and treated as an individual."

"From the outset I was met by expert staff who went beyond their professional duty to make my experience exceptional."

"I had all the information I needed to make the right decisions for me and my baby at each step."

"I had trust in my maternity team and felt safe."

"I was supported to care for my baby my way."



For Emergency Department services, our patients will state:

"It was easy to understand where to go to be treated and accessing the service was simple."

"I was listened to, they understood my needs. I was assessed promptly, and was informed about what would happen next."

"I knew what was going on and was part of the decisions about my care and treatment."

"The department was welcoming, tidy and clean and I felt safe there."

"I knew who was caring for me. I was made to feel comfortable and had everything I needed."

"I received excellent treatment from the care team."

The Trust will use all current mechanisms and resources available to us, as well as developing new opportunities to listen to our patients and their families. These include our PALS service, patient and staff satisfaction surveys, freedom to speak up services, and patient /family /partner engagement groups and governor forums.

We will listen to all our staff in equal measure, ensuring that all our stakeholders have their voices heard.

We will listen to our patients and families

1. Patient Advice and Liaison Service
Insight and analysis reports will tell us what issues patients and their families are experiencing.

2. Patient Stories
Patients and families will tell us about their recent experience of care in their own words. We will listen and learn to how we did and what matters most to our patients.

3. Patient Shadowing
Patient shadowing enables staff to engage with patients and families whilst in the care

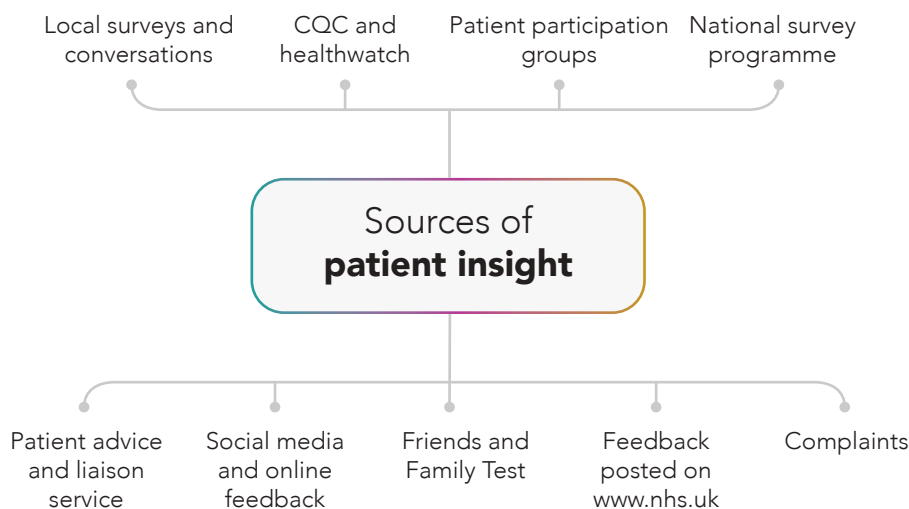
environment. Patient shadowing is an observation of a part of a care journey to explore the key touchpoints in care during that episode. It will enable staff to walk in the shoes of a patient and develop insight. It also shows how patients interact with the care environment and how the environment supports the patient. Patient shadowing also explores the accessibility/usability of our estate for our patients and staff.

4. Patient Engagement Groups and Equality and Diversity and Inclusion groups.
Learning from the lived experience of our patient representatives and the specialist knowledge of our third-party partners we will develop insight to improve the quality of our services.

5. Satisfaction surveys
National and local surveys will tell us how we are doing.

6. The NHS Friends and Family Test
The FFT test will give us real time feedback on care experience.

7. Freedom to speak up
Extending FTSU will ensure ensuring we are hearing everyone's voice.



We will collaborate with our patients to help co-design the services we provide.

How we will do this:

1. Patient Engagement Groups and Equality and Diversity and Inclusion groups

These are groups of patients, their families and representatives who have specialist knowledge, who engage with us in how we may better shape and deliver our current and future services. We will engage with patients and families, and patient representatives to participate in Trust activities which shape future service delivery and patient experience.

a. This will include engagement with service re-design, co-design of new buildings which provide care services and patient participation in PLACE assessments designed to assess the quality of the patient environment.

b. These assessments will involve the public (known as Patient Assessors) working collaboratively with NHS teams to assess how the patient environment supports the delivery of clinical care, including building maintenance, food, and privacy and dignity for patients.

2. Service Change Consultations
Patients will be at the forefront of every change that we make to improve services, and it is vital that we communicate this to them, their families, and our staff. We want to ensure that relevant consultation has played a part in every change, from small team-based projects to large scale capital developments. This will inform our patients and public the importance of their view, and it will allow us to make improvements that matter the most, resulting in a truly improved patient experience. When the Trust intends to make a material change to its services that will impact on

how people access those services, or their experience of them, it will engage and involve patients and staff as much as possible before the decisions are made. The scale of the change, and the number of people it will affect, will dictate whether a formal consultation, or a more informal engagement is required.

To do this, we will –

a. Publicise the results of the feedback we have received, both to our staff and the community.

b. Publicise what and how we have changed following the feedback.

c. Raise awareness of current patient experience improvement projects and their outcomes

d. Ensure our patients, their carers, the community, and our staff are from the outset involved at every stage.

3. Council of Governors & Members
Our Council of Governors work closely with our Foundation Trust Members, the local community and staff in order to hold the board of Directors to account. The Governors will hold engagement sessions throughout the year, both inside and outside the hospital, to collect feedback from our patients and visitors about their experience of our services. The Governors also participate in quality walkabouts and visits internally within the hospital, and the yearly members meeting, and forum gives opportunity for all Members and Governors to review the performance of the Trust.

4. Experience of Care
Feedback sessions to listen collect feedback and suggestions from patients and our local community. Each session will have a specific theme, guided by the current needs or issues facing the organisation, or following important trends identified throughout the year.

5. Partnership working

a. Healthwatch Cheshire provide an independent voice for the people of West Cheshire communities to help shape and improve local health services. We will engage with the views, needs and experiences of the people that Healthwatch Chesire represent to support us in providing the best possible services.

b. We aim to build on our established links with Healthwatch to deliver more cohesive partnerships to improve care.

c. North Wales Patient Forums We will engage similarly with the North Wales patient forums to ensure their voices are heard and listened to appropriately.

d. Our Staff We will engage our staff to deliver exemplary patient experience by understanding the lived patient experience of our families using the Patient and Family Experience Vision.

e. Engagement Member Forums We will develop knowledge and experience in patient and family feedback and patient and service user engagement.



We will provide our patients the most effective information we can at every stage of their journey with us.

How we will do this:

1. Patient Information Leaflets

We will ensure every patient has access to the relevant information in a way that they can understand it, regarding any procedure or treatment they are having to support informed consent and aid self-care.

2. Shared Decision Making

We will ensure that patients and families have all relevant information in a way that they can understand it, before they make a decision about their care. Patients and their families will be fully involved in all aspects of their care and discharge. All inpatient areas will have visiting arrangements which support an inclusive model of care.

3. Support for Carers

Up to 12% of the population

describe themselves as having an unpaid caring role, with just over a third of this group providing 20-50 hours of care per week. Our Carers Strategy will ensure that Carers are identified and directed to the support services they need which enables them to fulfil this role and stay well.

4. Patient Advice and Liaison Service

The PALS service is a confidential and friendly service offering advice, support and information on health-related matters available to all patients, relatives and the public.

5. End of Life care, me and my end-of-life care plan

6. Welcome Information

To support patients and families use our services better.

7. Feedback

We will provide real time feedback on our patient experience in clinical areas so that patients and families know how we are doing.



We will deliver NHS care locally that makes our staff and community proud

How we will do this:

1. Patient Experience Vision

We will embed the values in all aspects of care to stimulate quality improvement at all levels of care from strategic decision making to ward level improvement work. We will focus on the minor and the major.

2. Veterans and Armed Forces Personnel

The Trust will achieve its Veteran Aware accreditation from the Veterans Covenant Healthcare Alliance (VCHA). This will ensure that the Armed Forces community should not face disadvantage compared to other citizens. And where appropriate special consideration is appropriate in some cases, especially for those who have given most such as the injured and the bereaved.

3. The Elderly

Elderly people have particular needs when visiting hospital and as an inpatient. Many will be at risk of confusion whilst in the hospital which leads to harm and poorer outcomes. We will ensure that elderly people are supported when in the hospital to ensure a safe and effective stay. We will ensure that elderly people in hospital are supported to maintain their privacy and dignity.

4. Making a Complaint

We will ensure that we can demonstrate learning and improvement from our concerns and complaints. To do this, we will focus on the quality of our investigations. This will be achieved by ensuring that staff have a comprehensive understanding of the complaint issues and create a detailed investigation plan, sharing the main points with the relevant

parties, and by assuring that all responses are clear and objectively based on evidence. We will adopt the NHS 'Ask Listen Do' approach to support people with Autism and Learning Disability make a complaint.

5. Children and young people

We want to ensure that our children, young people and families have a voice that help to shape, improve and innovate our services. Our staff strive to ensure that our children and young people receive the highest standard of care and experiences of our neonatal, children and young people's services. We continually strive to improve the quality of care that we provide and as such we are always interested to hear the views of our children, young people and families/carers. For neonates we are also working with the Maternity Neonatal Voices Partnership (MNVP) to gain parental feedback.

6. The Care Environment

We will continue to undertake audits and assessments of our care environment to ensure they care environment is both welcoming and fit for purpose.

7. Maternity Services

The Trust aims to champion the voices of women, birthing people and their families in the development of maternity services. Our Maternity and Neonatal Voices Partnership (MNVP) is a team of local parents and health professionals. We believe that every pregnancy, birth, and postpartum experience should be safe, supportive, and empowering. The Partnership works together to improve our services and deliver equitable care, with a focus on people who are at disproportionate risk.

This MNVP's focus is to gather feedback from women and families around their experiences

of using maternity services and help shape the future of the service. Contributions will allow the opportunity for services to be co-designed and co-produced by women and their families and healthcare professionals.

8. Learning Disability

We will ensure our workforce has the skills and knowledge to support those with a learning disability in our care.

9. Those living with cancer

We will engage with those living with cancer and their families through national and local surveys to improve care.

10. Volunteers

Our volunteers will support our clinical and non-clinical teams to enhance the care experience. Volunteers will also support patient participation events at the Trust.

11. Our Workforce plans

We will support our staff to develop their knowledge in patient experience and family experience, customer care and communication skills. Our workforce plans work to support staff to support patients and their families.



GOVERNANCE

It is essential that we learn from every patient interaction, therefore we have designed a governance structure that allows us to do this.

This strategy will be monitored by the Patient Experience Operational Group (PEOG), which will oversee its implementation at its bimonthly meetings.

The PEOG will commission any additional task and finish groups deemed necessary for the delivery of this strategy. Bi-monthly reports on progress will be provided to the Quality Governance Group to provide assurance, which then reports the Quality and Safety Committee (Committee sub-board).

Additionally, the Divisions will each have their local Patient and Family Experience Operational Plans which are reported to Divisional Governance meetings
The strategy is supported by an operational implementation plan.





MEASURING SUCCESS

A range of patient outcome measures will be used to monitor the effectiveness of this strategy, including:

- Referral to treat and waiting list times.
- Patient Reported Outcome Measures
- The quality of Hospital Discharge and post discharge support
- Feedback from patients using the National CQC and local surveys.
- Insight analysis from PALS and complaints
- PLACE assessments audits

We will recognise and reward improvement and achievements in services who deliver exceptional patient experience.

STRATEGY ALIGNMENT

This strategy is aligned with our key Trust and Clinical Strategies, and the other enabling strategies, to ensure alignment with our overarching clinical and corporate objectives:

- Trust Five Year Strategy (2021)
- Clinical Strategy (2019)
- Continuous Improvement Strategy (2020)
- People Strategy (2021)
- Digital Strategy (2021)
- Patient Safety (PSIRF)
- Equality and Diversity Inclusion Strategy(2023)
- Estates Plan

