

Patient and Service User Experience of Health and Care Services Strategy- What Matters to You, Matters to Us. 2022- 2025



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Executive Summary

As a key local health and care provider the past two years have been challenging due to the global pandemic. This has resulted in changes in care delivery models which have provided an opportunity to develop, and implement, new models of care delivery such as virtual consultation. There has also been a dramatic increase in waiting lists for care due to the impact of the COVID-19 pandemic, impacts on people being able to attend appointments with loved ones, and limited visiting for inpatients. These restrictions have impacted on the experience that people have had of health and care services over the past two years and as we progress forward highlight the importance of what we have learnt is important to the people we serve. There are new opportunities we can develop and steps we can take to truly consistently improve the experience of our health and care services into the future.

We can now recalibrate and embrace working in partnership with local people to enhance the experiences of health and care services. Redefining our relationships and building on what we achieved through the pandemic provides an opportunity to work differently and at pace with our system partners and stakeholders for the benefit of the local population.

This Patient and Service User Experience of Health and Care Services Strategy – what Matters to You Matters to Us for 2022 -2025 provides a vehicle to achieve our vision and deliver on the priorities that local people have told us matter to them. This strategy sets out our journey to date and provides the spring board to set milestones to deliver on the agreed priorities.

Introduction and Vision

Torbay and South Devon NHS Foundation Trust (TSDFT), Hereby referred to as 'the Trust', provides a wide range of health and care services to our local community in both acute and community settings and we have the privileged position of caring for people across the life span. We strive to deliver high quality, integrated care to our communities through collaboration with partners and aligned to the creation of the Devon Integrated Care System (ICS).

We are committed to improving the experiences of people who use our services and, through actively listening to the lived experience of people, focus on what matters to those we care for and can therefore continually strive for excellence.

International and National Framework and direction of Travel

In developing this strategy, we have reviewed the national and local evidence base to align our priorities with best practice. In 2018 The Kings Fund explored how the public view its relationship with the NHS and in March 2018, in partnership with Ipsos MORI, carried out three deliberative workshops" to explore this issue. The outcome of the work demonstrated that people value the NHS and felt proud and lucky to have the NHS as a key part of society. However, despite this some people were negative about their day to day interactions with the NHS. People were aware that the challenges facing the NHS including funding, staff shortages and waiting times, could negatively impact on their experiences. Many people talked about their own experiences and when their expectations had not been met, but these negative experiences did not lead to an overall negative perception of the NHS. Some



participants noted that because the NHS is so well -liked people were less likely to complain about the service they receive, compared to a private service, and saw the relationship with the NHS very different from that with a private company. Where people felt their expectations had not been met, examples focused on not being able to get an appointment in good time, poor interactions with staff or care worsening over time. For the most part those contributing to this work felt the NHS met or exceeded their expectations. (The Kings Fund 2018).

The key themes in this study align to the reasons patients and service users raise concerns and complaints with their local NHS healthcare provider. This also emphasises the paramount importance of reaching out to people who access, use or interact with our health and care services to encourage people to tell us about their experiences through a range of routes and opportunities.

The Beryl Institute is an international centre of excellence that provides a significant resource for us to draw on as we develop our patient and service user experience offer going forward.

The Beryl's Institute Experience Framework identifies strategic areas through which any experience endeavour should be framed. This provides a means through which we can evaluate where we are performing well and identify areas for improvement. The experience framework has eight strategic lenses which encompasses:

- Culture and leadership;
- Infrastructure and governance;
- Staff and provider engagement;
- Policy and measurement;
- Environment and hospitality;
- Innovation and technology;
- Patient family and community engagement;
- Quality and clinical excellence.

Nationally the publication of the Patient Experience Improvement Framework by NHS Improvement (NHSI) (June 2018) reviewed a range of publications and reports, including CQC reports for trusts that were rated 'Outstanding' or 'Good'. They identified a number of key themes evident in health organisations that provided excellent patient experience and high- quality care:

- Leadership
- Organisational culture
- Compassionate care
- Safe staffing levels
- Consistent incident reporting and learning lessons.

Conversely in trusts rated by CQC as 'Requires Improvement' or 'Inadequate' these were the key themes that were insufficient or lacking. Where the patient, service user and public voice is heard in a trust through a number of sources this has a positive outcome.

In tandem with this, where staff create a strong, visible person-centred culture and care is delivered with dignity and respect, staff are motivated to deliver the best possible care to patients. The patient experience improvement framework provides us with a recognised tool to benchmark ourselves as we start on our journey with our local community to provide an excellent experience of health and care. Developing this strategy and delivery plan is a key pillar in the framework and this provides a strong foundation to build a sustainable model, placing the individual, family and loved ones at the centre of our care provision.

Our ambition to ensure the patient and service user voice is heard

In developing this strategy, we have partnered with our local population to gain a greater insight into what works well, and what needs to be built upon, to deliver improvements. This strategy will set out the key priorities for 2022-2025, the responsibilities and accountabilities for delivery, and how this will be reviewed and monitored.

We recognise that at times we do not always get the care we are providing right or to the standard we strive to achieve and the impact this can have on individuals, their families and loved ones can be palpable. This matters greatly to us as an Integrated Care Organisation (ICO). Striving to achieve a consistently positive experience of our health and care services is a collective responsibility and draws on our Trust values, and commitment, to providing high quality integrated care.

Our Trust values are directly connected to the NHS Constitution and encompass the importance of our **commitment to quality of care**, delivered with **compassion, respect and dignity**, where **everyone counts** and they aim to **improve lives** and **work together for people**.

Trust Values 2022



We value all the feedback we receive and strive to continually learn from feedback provided by patients /service users their families and loved ones. This comes in the form of concerns, complaints and compliments as well as responses to patient and service user surveys. Identifying themes is paramount to responding comprehensively to feedback and enabling improvements, not only in one service but ensuring, where applicable, changes are adopted across the Trust.

Context

The past two years has been unprecedented with the challenges faced due to the global COVID 19 pandemic, and we have to acknowledge the impact this has had on patient and service user experience across the NHS. This has been both for those in receipt of care which, if an inpatient, there has been significant changes in visiting and access for family and loved ones, and for those waiting to receive diagnostics or treatment where there has been exponential growth in waiting times.

There has also been an impact on the NHS workforce with the protracted nature of the pandemic and the personal and wider effect this has had on staff. It is well documented that there is a close correlation between staff wellbeing and patient outcomes. A systematic review of “Healthcare staff wellbeing, burnout, and patient safety” (National Library of Medicine 2016) reviewed forty -six studies. Sixteen out of the 27 studies found a significant correlation between poor staff wellbeing and worse patient safety.

The systematic review concluded poor well -being and moderate to high levels of burnout are associated, in the majority of studies reviewed, with poor patient safety outcomes such as medical errors, however the lack of prospective studies reduces the ability to determine causality. We therefore recognise how essential it is to review the correlation between our National Staff Survey and our National Patient Surveys when developing our Trust wide improvement plans.

The Patient and Service User Experience of Health and Care Services Strategy links with the Trusts’ overarching “Our Strategy” and has natural synergy with the, Quality, Digital, Engagement and Communication Strategies, The People Plan and Building a Brighter Future.

In March 2022 the Trust published “Our Strategy” which sets out our purpose, goals and priorities. Our purpose is “to support the people of Torbay and South Devon to live well” and a fundamental goal is to achieve “excellent experience in receiving and providing care”. The six priorities of the Trusts’ “Our strategy” as set out below has synergy with our patient and service user experience of health and care strategy. The six identified priorities are:

- more personalise and preventative care underpinned by what matters to people we care for.
- Reducing inequity and building health community with local partners.
- Relentless focus on quality improvement underpinned by people, processes and technology
- Improve access to specialist services through partnerships across Devon
- Improve financial value and environmental sustainability.

To deliver the goal of excellent experience in receiving and providing care the Trust has adopted the pledges below:

Excellent experience receiving and providing care

We will have a relentless focus on improving the quality of our services, to international best practice standards while meeting the needs of local people, patients and staff, and what matters to them.

We will build our brighter future with the development of a modern hospital, advanced digital technologies and health and wellbeing centres using national investment, to ensure that our staff and patients have modern facilities that deliver excellent care.

We will ensure that we involve our staff, patients and local people in the design and delivery of our services, to consistently improve how we care for our patients and our teams.

Local people will have good access to services that meet their needs and as a result, better outcomes. In our role within the Integrated Care System, we will ensure that local people get the treatment they need, when they need it.

Our key patient and service user experience objectives are to:

- To listen to peoples, experiences and act to address shortfalls
- To always apologise when things go wrong or a high- quality service has not been achieved
- To learn from peoples, experience, embed and sustain change to prevent poor experience in the future
- To celebrate and share widely excellence in care
- To understand what matters to people and work in partnership to co design new services and improve existing services
- To establish a framework underpinned by the Always Events® methodology (V7 due for publication January 2023)

Our Journey to Date

The Feedback and Engagement Group lead and coordinate the Trusts patient and service user experience of our health and care services work. The membership of this group includes both internal and external stakeholders and partners across the Torbay and South Devon system. The broad membership facilitates rich discussions and review of challenges and supports partnership working to enable the patient and service user voice to be heard and underpin changes at a local/ service and Trust wide level. The membership of the group is highly committed to the work being undertaken and this commitment has contributed to the positive progress over the last year. The group holds accountability for reviewing and monitoring all complaints, concerns and Patient Advice and Liaison Services (PALS) contacts and ensuring service level and Trust wide learning is progressed effectively.

The Trust recognised the main focus has been on reactive feedback from people that use our health and care services and although taking part in a number of national surveys we

required a refreshed robust model of proactively seeking out the views and lived experience of people accessing and using our services. Over the past twelve months this group has been reinvigorated to ensure a balance of the feedback and engagement elements and a real focus on what matters to people.

The Feedback and Engagement Group current work plan includes:

- Sharing outcomes and learning from Patient / service user complaints investigations which provides a vehicle for wider dissemination and trust wide learning
- Celebrating positive feedback and compliments across the trust
- Focusing on Quality Improvement work to improve and enhance experience. This has included bespoke work which continues to progress on improving discharges
- Reviewing local survey results and the improvement plans developed by services whilst also celebrating positive feedback
- Reviewing the results of the national surveys that the trust actively take part in are reported into the Trust corporate Feedback and Engagement Group and progress of improvement plans are monitored

All National surveys progress within the corporate governance of the trust and are presented at the board as stand- alone or within aligned board papers and include:

- Care Quality Commission National Adult Inpatient Survey
- Care Quality Commission National Children and Young People Inpatient and day Case Survey
- Care Quality Commission Urgent and Emergency Care Survey
- Care Quality Commission Maternity Survey
- Friends and Family Test
- National End of life Survey
- National Staff Survey

In July 2021 an event was held to gather information and reflect what worked well, where we could improve, and what great would look like within our Feedback and Engagement arena. The initial event was held with the Feedback and Engagement group and wider invited guests and facilitated the development and agreement of the vision for feedback and engagement across the trust going forward. (See Appendix 3).

From this work a number of areas were identified that the group believed the trust are good at which included caring, compassion, customer service, collaboration, volunteering engagement and timely responses. The areas to build, and enhance encompassed being proactive and transparent, using patient stories, use of less anacronyms, improving communication on discharge and hearing patient/ service user voices.

The group also looked at what we need to be better at in order to deliver care that is a positive experience and this brought through a range of areas including:

- Reviewing the data available and how we optimise the use in improving care provision.
- The importance of receiving negative feedback and using it as an opportunity to learn and improve our service provision in the future.
- Ensuring we reach out to all those in our local community by increasing our use of social media and other communication channels to share, learning and improvements and changes adopted widely as a result of the feedback given.
- Reviewing the current capacity and resource of the Patient Advice and Liaison Services (PALS) including the dedicated capacity to proactively seeking feedback. There was a resounding desire to move the patient experience workstreams forward at pace and raise the profile of the importance placed on this by the trust with our local community.

Understanding where we are with patient and service user experience and engagement facilitated reflection, and a positive discussion, on where we need to focus our resources and priorities into the future to be providing services that deliver a high -quality care and a consistently positive experience. The key areas included building positive relationships with our local community by enhancing our communication forums, and increasing the range of communication media used particularly becoming digitally enabled, as well as reaching everyone in our local community through listening and collaborative partnership working. Providing formal training to staff leading on complaints and concerns, was also identified as a need going forward, and focusing on improving our resource into our Feedback and Engagement central team and trust staff network.

In considering the key priority areas five vision statements were crafted and consider by all those who took part in the session. A unanimous decision was reached and our vision is:

“We care what you think – empowering all to give feedback to improve your health and care services “

In November 2021 we tested our vision and thinking with a wide range of local voluntary sector partners in an event facilitated by Healthwatch Torbay, Devon and Plymouth. By asking the same questions, as set at our original event, we were able to explore the views of the voluntary sector and sense check the outcomes of the initial trust meeting. The results in Appendix 3 allowed us to better understand views of local voluntary organisation partners and demonstrated aligned themes to our initial event in July 2021.

In March 2022 we took our next step to achieve greater insight on what it is like to use our services and gain an appreciation of this from the local community. We reached out to the local community with a survey that could be completed on line with Healthwatch, or via a paper- based copy, including an easy read version. This was promoted and advertised through the local weekly newspaper, the trust communication team network and Healthwatch’s well developed network to reach local communities.

The survey was independently facilitated by Health Watch Torbay and Devon and it asked three questions in relation to individuals lived experience of health and care services:

- *What do you think could improve people's experience of using our health and care services?*
- *If you shared your experience of health and care with TSDFT how easy was this to do on a scale of 1-5 where 1 = not easy to 5 – very easy?*
- *We would like to the best ways to continue to communicate with patients, their family and carers. (Please tick which methods you think are most suitable)*

The survey also included four demographic questions that help understand more about those people taking part this included their postcode, age band, gender and ethnicity.

We were thrilled that 114 people kindly took time to respond to our request which included six people that completed the easy read version. The full results are set out in appendix 4 as analysed by Healthwatch.

The first question of the survey allowed people to choose as many options as they felt were important to them. The first question had 16 choices and the top three responses are set out below:

Question one “What do you think could improve people's experience of using our health and care services?”

1. *Better sharing of information to reduce the number of times you have to tell your story. 69.30%*
2. *More joined up working together between health and social care organisations working locally 63.16%*
3. *Ensure health and social care services are available close to where you live. 58.77%*

Question two: “If you shared your experience of health and care with TSDFT how easy was this to do on a scale of 1-5 where 1 = not easy to 5 – very easy?”

The majority, 34.29% chose 3 whilst 37.14% chose to score this at 4 or 5 and 28.57 % on the lower end of the scale at 1 or 2.

Question three “We would like to the best ways to continue to communicate with patients, their family and carers? Please tick which methods you think are most suitable.”

There were six options including newsletters, Healthwatch, local voluntary services, local newspaper, regular question and answer sessions with TSDFT and social media. Those responding could chose as many options as they felt appropriate. Both social media

(62.50%) and Newsletters (59.62%) scored highly with those responding to the survey. Local newspapers were also a popular method of communication (39.42%) together with regular question and answer sessions with TSDFT (36.54%) and Healthwatch (35.58%) and the support of using volunteer services was identified by almost a quarter of those responding (23.08%). This demonstrated that the people in our local community would like to receive communication through a range of sources and provides the trust with clarity on how best to achieve and sustain effective communication links.

The results above provide us with a foundation on which to build the patient and service user experience of our health and care services priorities from 2022-2025, alongside other feedback we receive through complaints, concerns and compliments and the range of patient/service user internal/local and external/national surveys.

This is the beginning of our journey to ensure we work in partnership, and collaborate with our local community, and we intend to build and nurture these relationships to enable us to focus on areas that are important to the people we serve. We recognise this will enhance our approach to feedback and engagement, and will provide assurance that our priorities are aligned to our local people's views of the health and care services we provide.

Where we want to be

The experience of people who access and use our services is a fundamental pillar in delivering high quality health and care alongside patient safety and clinical effectiveness. Our ambition is to build on the work we have undertaken to date and develop a platform where the voices of all people using our services can be heard and responded to. We recognise there are people who require bespoke and innovative ways to allow us to connect with them more effectively. To truly understand and respond to our local populations lived experience we must develop and mature how we seek and receive feedback in the future. To achieve this our priorities underpinning the strategy are:

Priority 1	To establish a collaborative model of partnership with patients, service users and partner organisations, to ensure we focus on what matters to individuals, their families and loved ones.
Priority 2	To establish dynamic models of engagement and co-design, underpinned by digital opportunities to ensure we optimise the scope and impact of the patient and service user voice.
Priority 3	The Volunteer role will be strengthened and transformed to ensure this workforce is central to facilitating unbiased opportunities to achieve real-time feedback of our health and care services. This will support responsive timely changes , where achievable, to improve patient and service user experience.
Priority 4	To enhance capacity and capability of central Feedback and Engagement Team, and wider workforce involved in patient and service user experience.
Priority 5	To develop and implement a robust model that demonstrates continual learning and improvements in services, based on feedback from patients, service users and other key stakeholders to ensure a continued drive for excellence in real time experience.
Priority 6	To establish a culture in our workforce which embraces, and values, feedback to ensure a consistent and continued drive towards positive service user experiences.

How we will get there together

To achieve the priorities identified above there will be a range of initiatives and quality improvement workstreams undertaken between 2022 and 2025. This will be achieved through a robust improvement plan with clear milestones and will incorporate the priorities below. Assurance and monitoring of the delivery plan will be through the corporate governance of the trust. (see page 17)

Priority 1

To establish a collaborative model of partnership with patients, service users and partner organisations, to ensure we focus on what matters to individuals, their families and loved ones.

This priority will change the way we work with others and requires a suite of initiatives to successfully deliver the priority including:

- To work collaboratively with the local community through the development of a Community Health and Care Services Reference Group that represents a wide demographic of our local community where we can co- design improvement initiatives.
- To work closely with Healthwatch as an independent consumer champion for people using health and care services and a critical friend enable us to hear the voice of our local community
- To work closely with carers to hear their views and share their experiences to improve the quality of care delivery.
- To celebrate success and address areas of concerns in the results of the four CQC National patient surveys including the Adult Inpatients Survey, Urgent and Emergency Care Survey, Children and Young People Survey and the Maternity Survey with robust actions plans to enhance positive experience
- To undertake a high- profile campaign with the local population to improve patient and service user journeys focusing on what matters to individuals.
- To share our learning from complaints and concerns with our local community through a suite of communication methods including our website, annual feedback and engagement board report, quality boards on inpatient wards and community services.
- To proactively seek the views of local people in all re-design with regard to future care pathways and delivery models. This will be aligned to Building a Brighter Future.
- Adopt Implement and embed The National Always Events ®Toolkit (Institute for Health care Improvement NHS England 2016). *The refreshed toolkit is due for publication in January 2023 and will be a priority to adopt, implement and embed.*
- To enhance our service user experience through improvement in our interpretation and translation services.
- Through the Enhanced Health in Care Homes (EHCH)Framework implementation programme including the Red Bag scheme, embedding NHS net and research into the qualitative benefits to people who live in care homes. The implementation of the EHCH framework will enable the trust and wider system partners to improve our communication and partnership working with care homes.
- Enhancing relationships and collaborative partnership working cross care providers including primary care, local authority, social care voluntary sector and

mental health services. This in turn will improve patient and service users experience across care pathways.

- To focus on improving discharges from TSDFT inpatient services to onward care settings including the individuals own home.

Priority 2

To establish dynamic models of engagement and co-design, underpinned by digital opportunities to ensure we optimise the scope and impact of the patient and service user voice.

To achieve this priority requires the mobilisation of a range of workstreams including:

- Redesign and relaunch our website for feedback and engagement activity, learning and news.
- Develop a local Newsletter to share developments and effectively communicate improvements with our local community based on feedback received together with the Building a Brighter Future team.
- Develop a suite of digital solutions to support people to provide feedback including the use of QR code readers for the Friends and Family Test and wider surveys.

Priority 3

The Volunteer role will be strengthened and transformed to ensure this workforce is central to facilitating unbiased opportunities to achieve real-time feedback of our health and care services. This will support responsive timely changes , where achievable, to improve patient and service user experience.

Volunteer work is pivotal and this priority will be in partnership with our volunteers lead and includes:

- To reinstate the volunteer “Working With Us Group” that will underpin our commitment to independent insight into care provision.
- Working with recruitment to actively secure volunteers to work across health and care pathways including inpatient and community services.
- To redesign the real time patient experience survey to reflect the Care Quality Commission (CQC) patient experience inpatient survey. This will allow real time feedback at the point of care to be received and actioned.

Priority 4

To enhance capacity and capability of central Feedback and Engagement Team, and wider workforce involved in patient and service user experience.

The central Feedback and Engagement team provide an anchor for our patient and service user experience service. The work will include:

- To progress the case for change increasing the dedicated resource into the Feedback and Engagement Team to effectively deliver on the Patient and Service user Feedback and Engagement Strategy 2022-2025.
- To achieve a visible forward- facing patient and service user offer that is easily accessible and responsive to our local community.
- Develop a range of training for staff across the Trust to enhance their response to feedback including customer care training, complaint investigation and relationship management.

Priority 5

To develop and implement a robust model that demonstrates continual learning and improvements in services, based on feedback from patients, service users and other key stakeholders to ensure a continued drive for excellence in real time experience.

This priority is fundamental to delivery excellence in health and care services and will include:

- Through the Feedback and Engagement Annual Report to the Trust Board share themes of complaints, concerns and compliments and demonstrate the improvement plans that have been progressed to address deficits.
- Under the Feedback and Engagement Group, set up sub groups to address and resolve key themes with the application of Quality Improvement (QI) Methodology e.g. loss of patient's property, safe effective discharge and others as they emerge.

Priority 6

To establish a culture in our workforce which embraces, and values, feedback to ensure a consistent and continued drive towards positive service user experiences.

The work aligned to our trust culture is fundamental to achieving this strategy and includes:

- To complete the NHSI Patient experience – improvement framework benchmarking tool (2018).
- To develop a culture across our health and care services that welcomes and values all feedback that allow us to continually learn and improve our health and care services.
- Develop a range of training for staff across the Trust to enhance their response to feedback including customer care training, complaint investigation and relationship management. (Priority 4)

Journey Milestones

The programme of improvement work outlined in the six priorities is both exciting and ambitious. Successful delivery requires transformational strategic leadership, programme level leadership and clear journey milestones through 2022 to 2025. Appendix 1 sets out the plan that will deliver the agreed priorities. This is naturally subject to potential changes in delivery times over the time period of 2022-2025.

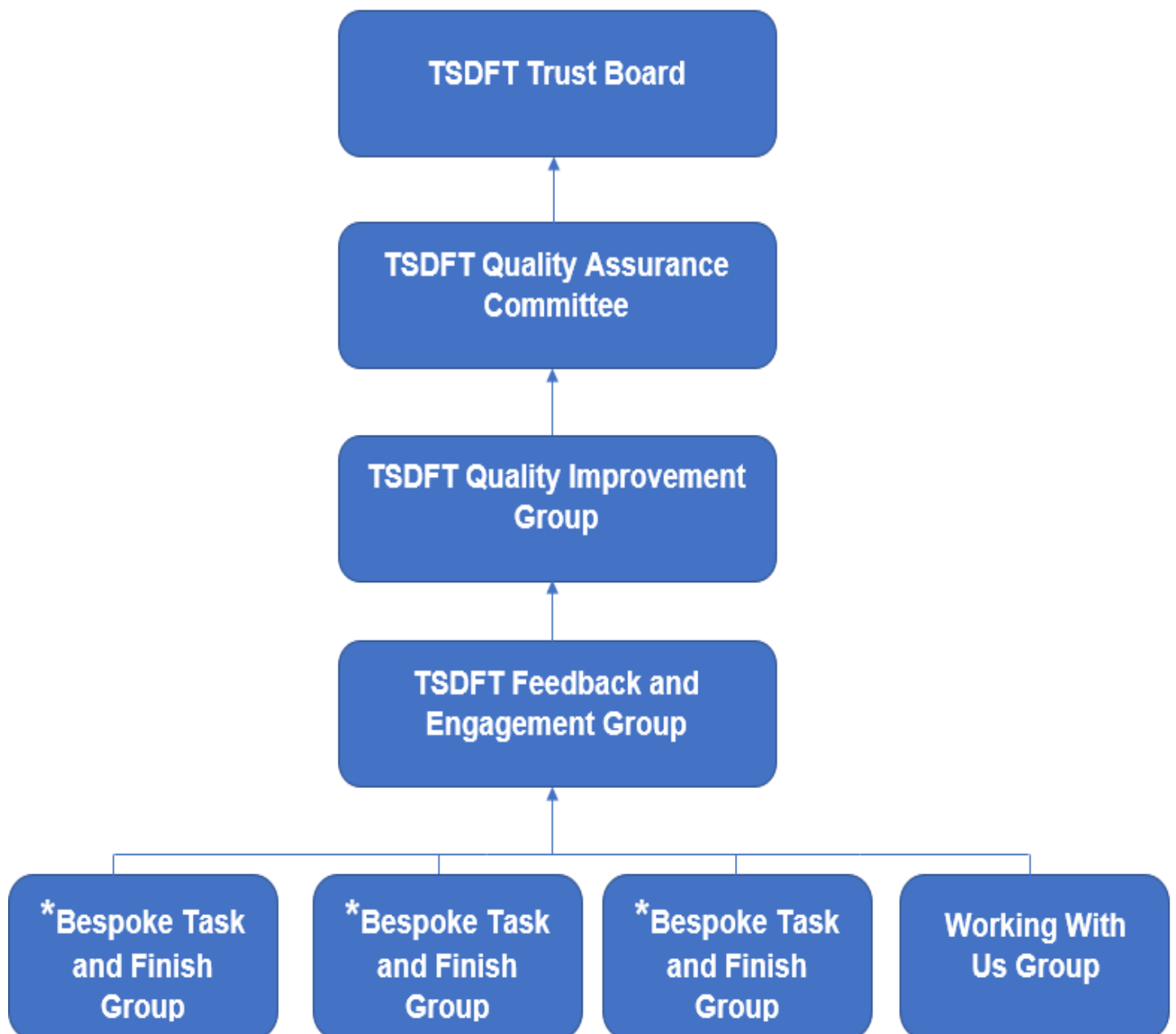
A number of the priorities are already progressing such as the implementation of the Enhanced Health and Care Homes (EHCH) framework, aimed at improving the health, wellbeing and experience of people who live in care homes and are a part of our local community. Other priorities have been identified as part of our co-design work that now underpins our Patient and Service User Experience of Health and Care Services Strategy and delivery plans will be developed with key stakeholders going forwards.

Improving the experience of our health and care services is underpinned by collaborative partnership working with individuals and groups from our local community. We recognise and acknowledge this is a marathon and not a sprint and we may well experience some challenges on our journey that could impact on the pace of delivery. From our co-design work we now understand what is important to our local community and that will enable us to deliver our vision for patient and service user experience of health and care services:

“We care what you think – empowering all to give feedback to improve your health and care services

Governance, Accountability and Reporting

The corporate governance framework set out below provides oversight of the robust assurance that will monitor the delivery of the eight priorities aligned to the Patient and Service User Experience of our Health and Care Services Strategy 2022-2025.



*Bespoke Task and Finish Groups aligns to the Patient and Service User Experience Strategy 2022-2025

Biography and References

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Appendix 1: Quality Improvement Priorities for 2022-2025

Priority 1

To establish a collaborative model of partnership with patients, service users and partner organisations, to ensure we focus on what matters to individuals, their families and loved ones.

Experience Priority	Improvement Priority	Objective	Rational	Outcome Measure	Process Measure	Baseline	Target
A	To set up a regular community Health and Care Services Reference Group.	To develop robust partnerships with the voluntary sector and local community to enable us to engage and reach our local community to hear their views.	To actively involve our local community and develop robust effective communication underpinning the Trust focus and values on what matters to people	<ul style="list-style-type: none"> Improving patient experience that is demonstrated through reduction in complaints and concerns Increased community involvement demonstrated in their active involvement in developing pathways of care. 	Active Community health and care services reference group meeting quarterly. Work programme for the group. Building Brighter Future alignment.	Initial meeting and commitment from those attending reference group November 2021.	Group set up TOR and quarterly meetings with key outcomes in place by March 2023.
B	To work closely with Healthwatch as an independent consumer champion for people using health and care services and a critical	To increase our openness to check and challenge from our Independent health consumer Healthwatch	To truly improve the experience of our health and care services based on feedback and	<ul style="list-style-type: none"> Reduction in complaints and concerns by theme. Increase in compliments 	Health watch is an active member of the Feedback and Engagement Group. Chair the reference group	Complaints, concerns and compliments 2021.22	Reduction in complaints and concerns of 10% aligned to specific themes e.g. Discharges and transfers

	friend enable us to hear the voice of our local community		constructive challenge	<ul style="list-style-type: none"> Improved patient /service user survey results Improved FFT. 	Seek people view independently of the Trust.		March 2023
C	To work closely with carers to hear their views and share their experiences to improve the quality of care delivery.	The PALS and complaints lead to become a key member of the carers group led by the carer's lead.	This will ensure real time feedback from carer's and understand their challenges and develop solutions together that are monitored by the Carer's group for assurance.	<ul style="list-style-type: none"> A monthly carers feedback at the F&E monthly meeting with issues raised and responded to in real time. Reduction in complaint and concerns from carer's. Improved experience in carers surveys. 	PAL and complaints lead joins membership of carer's group. Minutes of meetings and PALS and complaints lead has allocated actions. Agenda item monthly into F&E group	New	March 2023
D	To celebrate success and address areas of concerns in the results of the four CQC National patient surveys including the Adult Inpatients Survey, Urgent and Emergency Care Survey, Children and Young People Survey and the Maternity Survey with robust actions plans	To effectively respond to the four CQC national patient surveys and use the results to improve positive experience of health and care services.	To improve patient services based on CQC independent survey feedback.	<ul style="list-style-type: none"> Future CQC survey demonstrates improvement in areas identified. Reduction in complaints and concerns that align to specific areas in CQC surveys e.g. noise at night. 	Action plans for each of the four patient surveys that reflect areas for improvement and actions achieved.	CQC surveys for 2020.21	As published in 2022.23

	to enhance positive experience						
E	To undertake a high-profile campaign with the local population to improve patient and service user journeys focusing on what matters to individuals	To improve patient and service user health and care pathways on an individual basis underpinned by the What Matters to me Matters. To give everyone using health and care services a voice and be heard.	To align the BBF agenda and programme of work to What Matters to our local population.	<ul style="list-style-type: none"> Improved patient experience demonstrated through increase in compliments and reduction in complaints and concerns. Implementation of personalised care agenda. Increase in number of people with personal health budget 	Personalised care programme is set up by personalisation health and care lead	Number of people with personal health budget	March 2025
F	To share our learning from complaints and concerns with our local community through a suite of communication methods including our website, annual feedback and engagement board report, quality boards on inpatient wards and community services.	To share more effectively through a variety of formats what we have learnt and changes we have made to improve experience in the future.	We need to improve how we communicate changes we are making to services based on feedback that will improve future experience and be easily accessible.	<ul style="list-style-type: none"> Continually updated website site with learning shared – you said we did model News letters quarterly Write column in local newspaper – quarterly. Annual complaints concerns and compliments board report. 	News letter Board report Newspaper publication Quality Boards Action plans Learning in F&E group shared by ISU's	Annual board report. Learning slide in F&E group	March 2023 and build on until 2025

				<ul style="list-style-type: none"> • Quality boards on wards and in departments to share changes • Action plans implemented. 			
G	To proactively seek the views of local people in all re-design with regard to future care pathways and delivery models. This will be aligned to Building a Brighter Future.	See above Priority 1 A and B	See above Priority 1 A and B	See above Priority 1 A and B	See above Priority 1 A and B	See above Priority 1 A and B	See above Priority 1 A and B
H	Adopt The National Always Events @Toolkit (Institute for Health care Improvement NHS England 2016).	Across the trust to implement and embed the National Always Event toolkit into every day practice	The adoption of the National Always Event Toolkit as an evidence- based tool that will improve patient experience and health and care pathways culture	<ul style="list-style-type: none"> • Aligned to the outcomes of the National Always Events tool kit • Form part of the F&E agenda reporting. • Form part of the Quality Boards 	TBC – once published due January 2023	TBC	TBC
I	To enhance our service user experience through improvement in our interpretation and translation services.	All patients and service users requiring translation and interpretation services experience a high -quality service	To have assurance that all local people have easy access to translation and interpretation services	<ul style="list-style-type: none"> • Feedback from patients and service users who have accessed the service 	A robust policy adopted by the Trust for our Translation and interpretation services	Setting up Translation and interpretation services group will base line current status (new)	Commenced May 2022 programme will continue until March 2024
J	The implementation of the EHCH	To fully implement The Enhanced	The NHS long Term Plan sets	<ul style="list-style-type: none"> • Reduction in unscheduled 	Led by EHCH Delivery Group	Work has progressed since	April 2024.

	framework will enable the trust and wider system partners to improve our communication and partnership working with care homes as a key partner.	Health in Care Homes (EHCH) Framework across Torbay and South Devon	out the requirement to fully implement the EHCH framework for April 2024	attendance at Emergency department where care needs can be more effectively met within the care home of the resident. <ul style="list-style-type: none"> Residents health outcomes improved e.g. reduction in falls, and Urinary infections, through positive focused support Research supports benefits. 	and sub elements groups already established.	launch in January 2020	
K	Enhancing relationships and collaborative partnership working cross care providers including primary care, local authority, social care voluntary sector and mental health services. This in turn will improve patient and service users experience across care pathways.	To be achieve collaborative working with all health and care partners across Devon as part of the Integrated Care System.	Improving the experiences of health and care services is the responsibility of all partners and aligns to the Devon Integrated Care System One Devon aspiration.	TBC with our ICS partners	TBC with our ICS partners	TBC with our ICS partners	TBC with our ICS partners

L	To focus on improving discharges from TSDFT inpatient services to onward care settings including the individuals own home.	To strive to achieve a positive experience and effective discharge for all patient pathways.	Complaints and concerns identify that at times discharges do not meet the Standard we strive to achieve and proactive dedicated work will support achieving consistently high-quality discharges. Devon Clinical Commissioning group independent Review of discharges to care homes from acute NHS providers.	<ul style="list-style-type: none"> • Reduction in complaints and concerns received by the Trust that relate to poor discharge. • Increase in compliments relating to positive outcomes of discharges. • The Devon CCG Transfers of Care Improvement programme of work achieved. • The Trust Flow Improvement Group work plan achieved. This includes the Improving communication with patients and families sub group objectives. 	Monthly review of complaints, concerns and compliments themes at the Feedback and Engagement Group. Deputy Chief Nurse to sit on CCG Transfers of Care Board and Trust colleagues on sub groups. Monitor outcomes of flow Improvement Group and sub group	April 2022	April 2023
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Priority 2

To establish dynamic models of engagement and co-design, underpinned by digital opportunities to ensure we optimise the scope and impact of the patient and service user voice.

Experience Priority	Improvement Priority	Objective	Rational	Outcome Measure	Process Measure	Baseline	Target
A	Redesign and relaunch our website for feedback and engagement activity, learning and news.	The Trust internet page for patient and service user feedback is contemporaneous, easy to navigate and informative for local people.	The current website is dormant due to capacity to update.	<ul style="list-style-type: none"> Number of hits on TSDFT public website page for Patient Experience. Increase in contact made with the F&E team through the website page. 	Monthly reporting into the F&E group.	Website page dormant	April 2023
B	To develop a local Newsletter to share developments and effectively communicate improvements with our local community based on feedback received together with the Building a Brighter Future team	To have a quarterly newsletter that is sent out to our local community and available in various formats.	In our survey local people told us one of the ways they wished to be communicated with was through a news-letters.	<ul style="list-style-type: none"> The number of newsletters shared across our local community. Feedback received from the local community in relation to the Newsletter 	A quarterly Newsletter is produced and disseminated to the local community	N/A	April 2023 for first quarterly publication
C	Develop a suite of digital solutions to support people to provide feedback	For all services to have an allocated QR code that allow people	The need to improve the digital capability of the Trust and	<ul style="list-style-type: none"> The number of services using a QR code reader 	FFT lead completes analysis of data	On going	2022-2025 ongoing development

	including the use of QR code readers for the Friends and Family Test and wider surveys.	using the service to complete the Friends and Family Test Survey through this digital route.	modernize our approach to receiving feedback.	<p>increases each month and is monitored via F&E group</p> <ul style="list-style-type: none"> The number and range of people responding to FFT increases and is monitored through the F&E group. 	for monthly reports		
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Priority 3

The Volunteer role will be strengthened and transformed to ensure this workforce is central to facilitating unbiased opportunities to achieve real-time feedback of our health and care services. This will support responsive timely changes , where achievable, to improve patient and service user experience.

Experience Priority	Improvement Priority	Objective	Rational	Outcome Measure	Process Measure	Baseline	Target
A	To reinstate the volunteer Working With Us Group that will underpin our commitment to independent insight into care provision.	To develop a model of volunteers who will facilitate objective and independent feedback through direct engagement with inpatients across the trust	To achieve real time feedback that will enable in time action to any issues raised.	Monthly reports to Feedback and Engagement Group. Overview of actions taken by services to address issues raised and celebrate success	The real time in-patient experience questionnaire.	N./A	April 2023

B	Working with recruitment to actively secure volunteers to work across health and care pathways including inpatient and community services.	To increase the number of volunteers working across the trust led by the resource hub team.	To have a robust volunteer workforce to support trust initiatives aligned to patient and service user experience	The number of active volunteers working across the trust.	Workforce reporting.	N/A	Continual
C	To redesign the real time patient experience survey to reflect the Care Quality Commission (CQC) adult in patient experience survey. Links with 5 A	This will allow real time feedback at the point of care to be received and actioned.	Real time patient experience allow inpatient areas to address issues in a timely fashion. Adopting a number of the CQC adult inpatient survey questions allow the trust to continually measure improvement	Monthly Realtime patient experience survey results	Completion of the redesigned Realtime inpatient experience survey	N/A	April 2023

Priority 4

To enhance capacity and capability of central Feedback and Engagement Team, and wider workforce involved in patient and service user experience.

Experience Priority	Improvement Priority	Objective	Rational	Outcome Measure	Process Measure	Baseline	Target
A	To progress the case for change increasing the dedicated resource into the Feedback	To have sufficient capacity to meet the requirements of a proactive team able to	. Current demand outstrips capacity within the team to deliver the strategy	The team is recruited in line with the case for change and can fully implement	Financial agreement to the increase in team.	Current team in post	April 2023

	and Engagement Team to effectively deliver on the Patient and Service user experience of Health and Care Strategy 2022-2025	deliver the strategy		the strategy over 2022-2025			
B	To achieve a visible forward- facing patient and service user offer that is easily accessible and responsive to our local community.	To have sufficient capacity for team members to provide a visible team to deliver the strategy	Having a real time offer to our local community will enable proactive action to address issues and concerns.	A dedicated space in the main entrance for members of the team within core hours	As above 6A Including a capital bid for estates work.	Current team in post	April 2023 to commence programme of work
C	Develop a range of training for staff across the Trust to enhance their response to feedback including customer care training, complaint investigation and relationship management.	To have trust staff that are highly skilled and competent to respond to feedback from patients, service users, their families and carers in a caring and compassionate way.	The trust has a highly skilled workforce in all aspects of complaint, concern and compliment management.	A reduction in the number of concerns escalating to complaints. Fewer Ombudsman cases.	Rolling report to the Feedback and Engagement Group	Report currently available as baseline	April 2025 for all staff to be trained.

Priority 5

To develop and implement a robust model that demonstrates continual learning and improvements in services, based on feedback from patients, service users and other key stakeholders to ensure a continued drive for excellence in real time experience.

Experience Priority	Improvement Priority	Objective	Rational	Outcome Measure	Process Measure	Baseline	Target
A	Through the Feedback and Engagement Annual Report to the Trust Board share themes of complaints, concerns and compliments and demonstrate the improvement plans that have been progressed to address deficits.	An annual trust board report provided to give assurance of performance aligned to statutory and trust policy	Good corporate governance	The annual Trust board report for patient and service user experience	Presentation at trust board	Previous annual reports	July 2022 and annually in July going forward.
B	Under the Feedback and Engagement Group, set up sub groups to address and resolve key themes with the application of Quality Improvement (QI) Methodology e.g. loss of patient's property, safe effective discharge as they emerge.	To implement, embed and sustain change aligned to issues raised through complaints themes and patient experience surveys.	To improve the patient and service user experience of our health and care services.	Themes identified and bespoke work undertaken results in non-recurrence of the issues going forward.	QI improvement plans of the Task and finish groups	Data of themes	Various based on the rolling programme of work

Priority 6

To establish a culture in our workforce which embraces, and values, feedback to ensure a consistent and continued drive towards positive service user experiences.

Experience Priority	Improvement Priority	Objective	Rational	Outcome Measure	Process Measure	Baseline	Target
A	To complete the NHSI Patient experience – improvement framework benchmarking tool.	To understand how the trust bench marks against the national NHSI patient experience tool	To understand current bench marking and take action to address identified issues	To revisit the bench marking tool and reassess once improvement plan completed	Improvement plan	Complete the bench marking tool	September 2022 -2024
B	To develop a culture across our health and care services that welcomes and values all feedback that allow us to continually learn and improve our health and care services.	To become an exemplar trust in our approach to patient and service users' feedback on our health and care services.	The research evidence is that there is a direct correlation between a positive workforce and excellent patient/service user experience.	National staff survey results National CQC Patient experience survey results i.e. adult inpatient, Urgent and emergency care, maternity and children and young people's survey.	Completion of surveys	Surveys 2020 (published 2021)	2025
C	Develop a range of training for staff across the Trust to enhance their response to feedback including customer care training, complaint investigation and relationship management. (Priority 4)	See priority 4 C	See priority 4C	See priority 4C	See priority 4C	See priority 4C	See priority 4C

Appendix 2: Outcomes of the Visioning Event held in July 2021

What are we good at?



Caring



Engagement



Compassion



Customer Service



Volunteer Engagement



Collaboration



Timely Response

What should we build on?



Being Proactive



Transparency



What is your story?



Patient Story Telling



Communication On Discharge



Use Less Acronyms



Patient Voices

What should we build on?



Being Proactive



Transparency



What is your story?



Patient Story Telling



Communication On Discharge



Use Less Acronyms



Patient Voices

What could we do better, should stop doing and what gets in our way?



Focus On Individuals



Data



Receiving Negative Feedback



Sharing Successes



Easy Complete Forms

Knowledge Sharing



Sharing Learning



Utilise Social Media



Be Inclusive of Demographic



Accessibility



Sensitivity & Empathy



Highlight PALS



Review Pace



Limited PALS Resource

What is important going forward and what would we be doing differently. What would great look like?



Relationships



Sharing Information



Pace



Communication



Working with service users



Resource



Listening



Celebrate Success



Digital PALS Presence



Strategic Links With PALS & Comms



Communication



Complaints Training



F&E Champions



Limited PALS Resource

Appendix 3: Outcomes of the Facilitated Event with local Voluntary Groups in Torbay November 2021

The results of the event demonstrated:

In relation to health and care services, what works well and what are we good at:

- Quality provision in health
- Dedicate NHS professionals who care
- Passionate people finding creative solutions
- Good working relationships between providers across sectors
- Spirit of collaboration
- Recognition of the voluntary community sector and their contribution including bridging gaps
- Work well with Healthwatch and VCS partners
- Element of engagement are good
- Resource rich community

What should we build on, or enhance, within our health and care services to improve experience?

- Remove fear that complaining will affect future care
- Feedback widely on changes made to improve experience
- See the people as part of the solution, to support each other in the community
- Improve communication between charities, private, NHS, social care and community interest companies
- Value participation and contributions made by people
- Improve language used that people understand
- Improve accessibility
- Involve the community early in the process of designing services don't work in silos
- Putting people first and do not let systems constrain

What could we do better, should stop doing, and what gets in our way?

- Focus on prevention
- Avoid being risk averse
- Be more engagement led
- Remove silo focused working and increase collaboration
- Stop talking and start doing – increase pace of change
- Recognition of fatigue of volunteers in the aftermath of COVID 19

- Resource voluntary sector to support short term funding stream challenges
- Communication in various formats
- Be visible and easy to reach

What is important going forward and what should we be doing differently going forward?

- Innovative use of buildings across the community
- Codesign new approaches with people and empower people
- valuing the role of voluntary and community groups
- utilise existing resources well e.g. social prescribers
- move towards a change culture of my patient, your patient our patient
- Make engagement work as part of the delivery
- See patients as the expert listen to them



Appendix 4: Healthwatch Survey report on patient/service users experience of TSDFT services



Torbay and South Devon NHS Foundation Trust Patient and Service User Experience Feedback Survey





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Introduction

Healthwatch Torbay is the independent consumer champion for people using health and care services in Devon. Healthwatch listens to what people like about services and what could be improved, and shares those views with those who have the power to make change happen. As part of our continued partnership working with health and social care, Healthwatch Torbay were delighted to be approached by Torbay and South Devon NHS Foundation Trust to support in gathering feedback about the experience of health and care services they provide.

The feedback from the local community will support the Trust in shaping and developing how they use patient and service user experience of health and care services to develop their strategy and identify key priorities that matter to local people for 2022-2025.

The Trust provides joined-up care across Torbay and South Devon, delivering acute services from Torbay Hospital and community-based health and social care across a wide range of community sites and in people's homes. The Trust serves a population of approximately 286,000 residents, plus about 100,000 visitors at any one time during the summer holiday season. They have around 500,000 face-to-face contacts with patients in their homes and communities each year, and see over 78,000 people in the emergency department annually. The Trust would like to understand what matters to local people in relation to health and care services, in order to plan services that are fit for the future.

What we did

A survey was circulated via Healthwatch Torbay and Devon social media (Facebook, Twitter, and Instagram), the Healthwatch Assist network, Healthwatch champions and volunteers, the Healthwatch e-newsletter, Teignbridge Community and Voluntary Services, coastal engagement groups, and the Torbay Health and Wellbeing Network. Reach and engagement figures for the Healthwatch social media posts are available in Appendix 1. The survey consisted of three questions about how health and care services could be improved, the experience of sharing feedback with the Trust, and patients' preferred methods of communication. A further four optional questions were used to collect demographic information. 114 people answered the survey, including six people who completed an easy-read version.



Key findings

- When asked what could improve people's experiences of using the Trust's services, the five most popular responses were better information sharing (69% of respondents), more joined up working between local organisations (63%), ensuring health and social care services are available close to home (59%), recognising and responding to individual needs (55%), and better communication following hospital discharge (54%).
- 37% of respondents said providing feedback to the Trust was "easy" or "very easy," 34% described it as "okay," and 29% of respondents said it was "difficult" or "very difficult."
- Respondents named social media (63%), newsletters (60%), and local newspapers (39%) as the three most suitable methods for communicating with patients, their families, and their carers.



Detailed findings

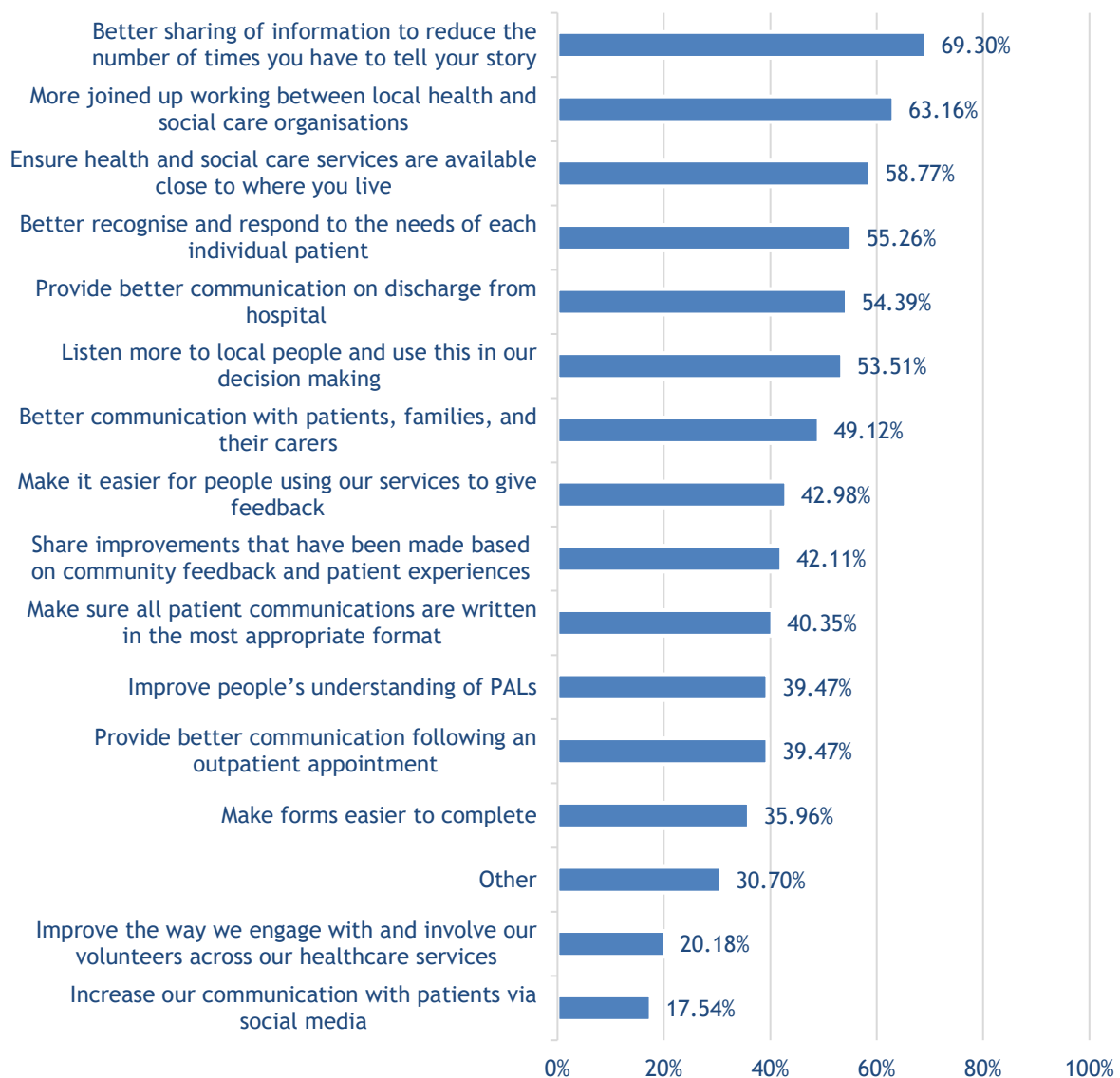
Question 1. What do you think could improve people's experience of using our services?

All 114 respondents answered this question. As respondents were able to select more than one response, percentages may total more than 100. The five most popular suggestions were better information sharing (69.30% or 79 people), more joined up working between local organisations (63.16% or 72 people), ensuring health and social care services are available close to home (58.77% or 67 people), recognising and responding to individual needs (55.26% or 63 people), and better communication following hospital discharge (54.39% or 62 people). The least popular suggestions were increasing communication via social media (17.54% or 20 people) and improving engagement with volunteers (20.18% or 23 people). A full breakdown of all answers is available [in Appendix 2](#).

Respondents who selected “other” reiterated many of the responses above, and also mentioned the availability of face-to-face appointments, out-of-hours accessibility, patients being discharged too quickly or receiving inadequate post-discharge care, staffing levels, being able to access their own medical records, and waiting times for appointments, particularly for dental and mental health care.



Question 1. What do you think could improve people's experience of using our services?

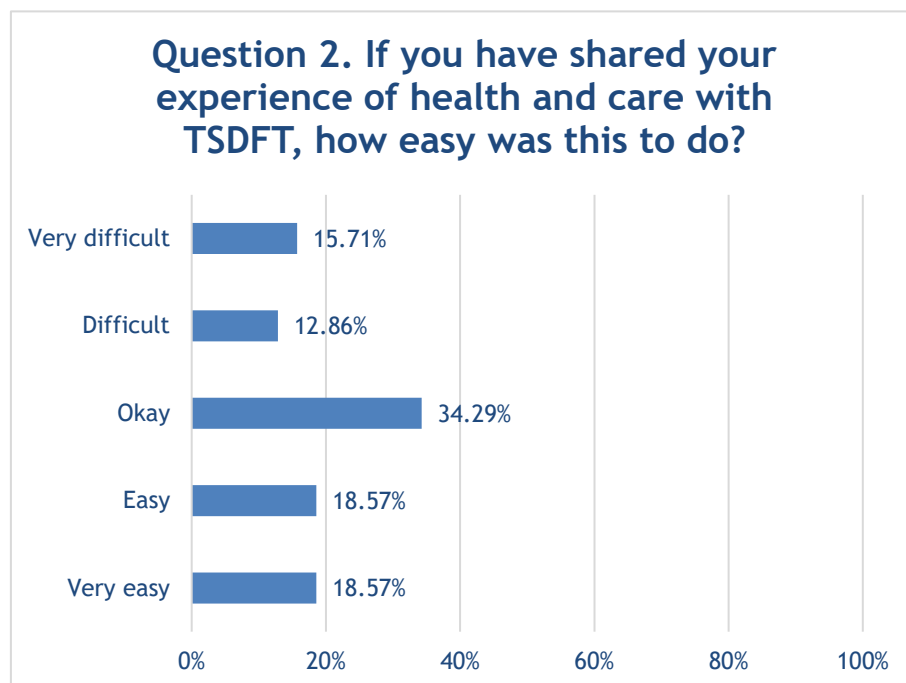




Question 2. If you have shared your experience of health and care with TSDFT, how easy was this to do?

70 respondents answered this question. 15.71% of respondents (11 people) described the experience as “very difficult,” 12.86% described it as “difficult,” 34.29% (24 people) described it as “okay,” 18.57% (13 people) described it as “easy,” and 18.57% described it as “very easy.”

24 respondents left a comment under this question, though some responses were “not applicable” or of a similar nature. Four respondents said their feedback was not adequately addressed, four respondents said they had positive experiences giving feedback, three respondents said they had issues with phone contact when attempting to share their experience, and three said they didn’t know where to provide feedback.

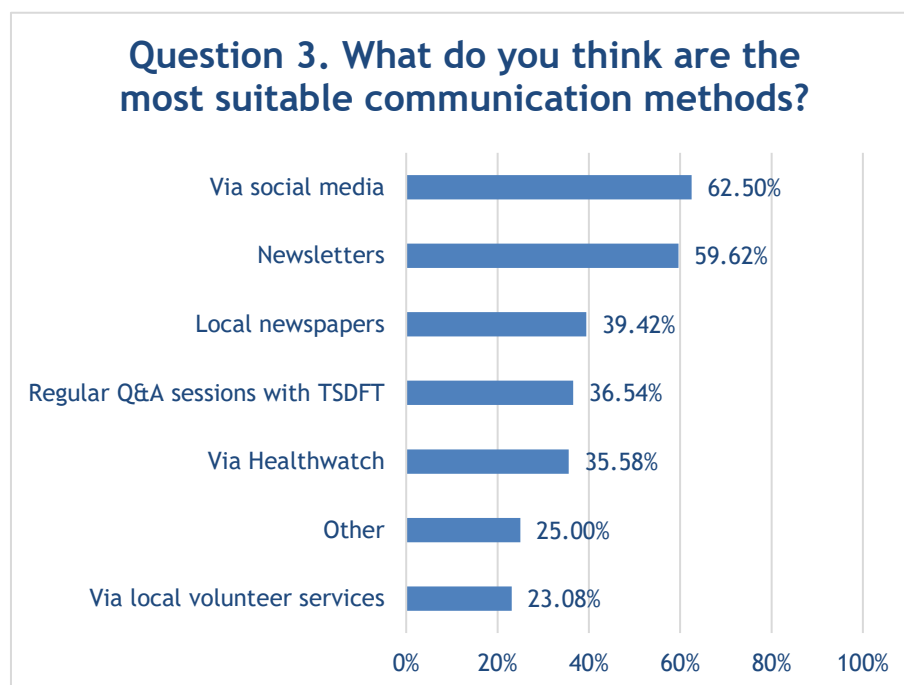




Question 3. We would like to know the best ways to continue to communicate with patients, their family, and carers.

104 respondents answered this question. As respondents could select more than one answer, percentages may total more than 100. The most popular suggestions were social media (62.50% or 65 people), newsletters (59.62% or 62 people), and local newspapers (39.42% or 41 people), followed by Q&A sessions with TSDFT (36.54% or 38 people), Healthwatch (35.58% or 37 people), and local volunteer services (23.08% or 24 people).

26 respondents (25.0%) added a comment under this question, though not all respondents offered alternative suggestions. Of the 18 respondents who made alternative suggestions, five respondents suggested other local media (e.g. radio or TV), three suggested email/text, three suggested face-to-face communication, two suggested communication via their GP, two suggested communication via the TSDFT website, one suggested letters and one suggested local noticeboards.



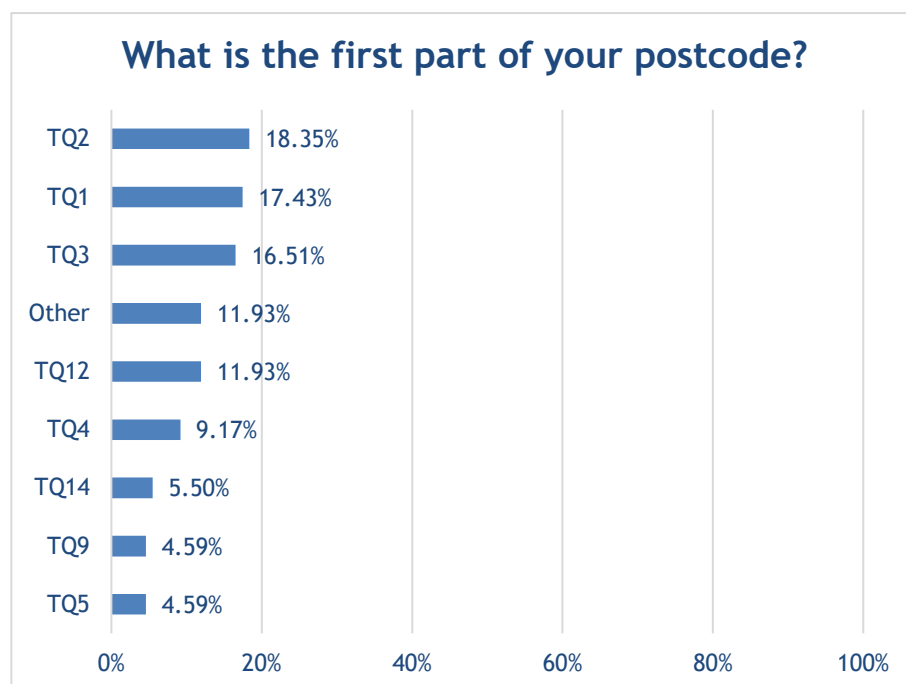


Demographics information

Where fewer than five respondents responded to a particular category, those respondents have been grouped together and described as “other.”

What is the first part of your postcode?

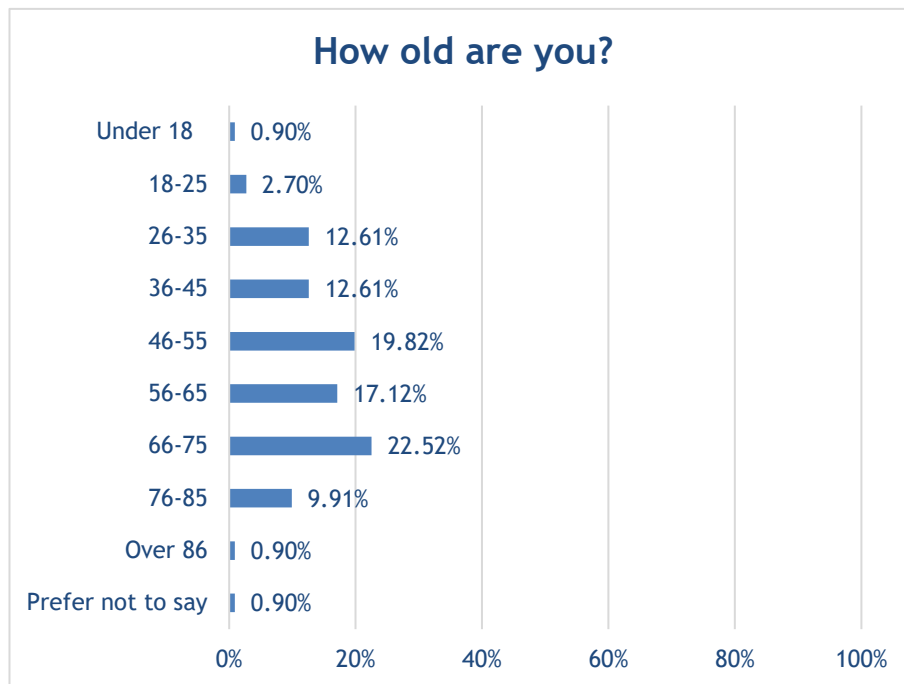
109 respondents answered this question. The five most common postcodes were TQ2 (18.35% of respondents or 20 people), TQ1 (17.43% or 19 people), TQ3 (16.51% or 18 people), and TQ12 (11.93% or 13 people). A full breakdown of postcodes is available in Appendix 3.





How old are you?

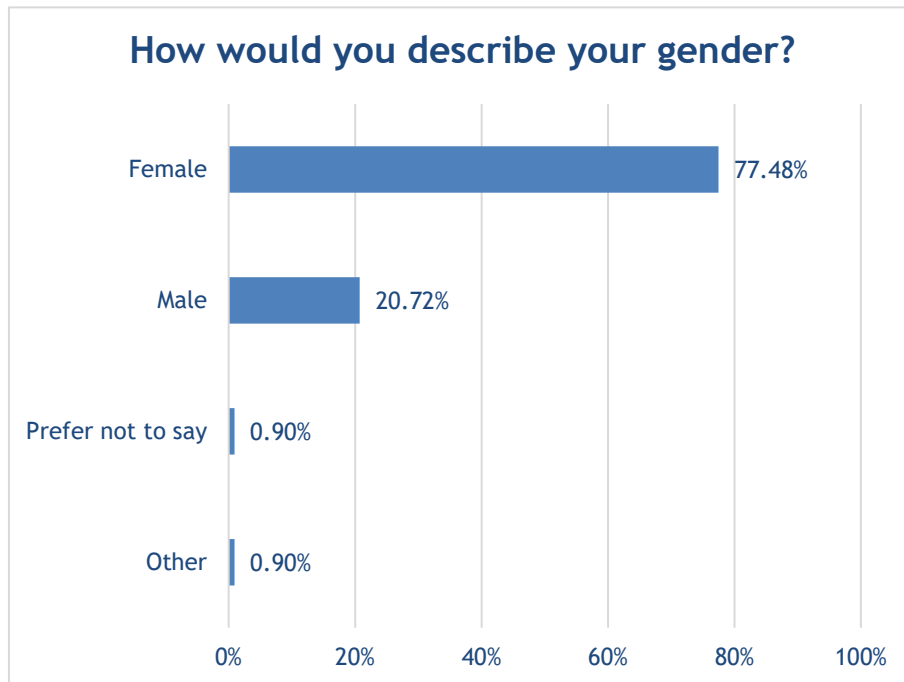
111 respondents answered this question. 2.70% of respondents (three people) were aged 18 to 25, 12.61% (14 people) were aged 26 to 35, 12.61% (14 people) were aged 36 to 45, 19.82% (22 people) were aged 46 to 55, 17.12% (19 people) were aged 56 to 65, 22.52% (25 people) were aged 66 to 75, and 9.91% (11 people) were aged 76 to 85. One respondent (0.90%) was under 18, one respondent was over 86, and one respondent selected “prefer not to say.”





How would you describe your gender?

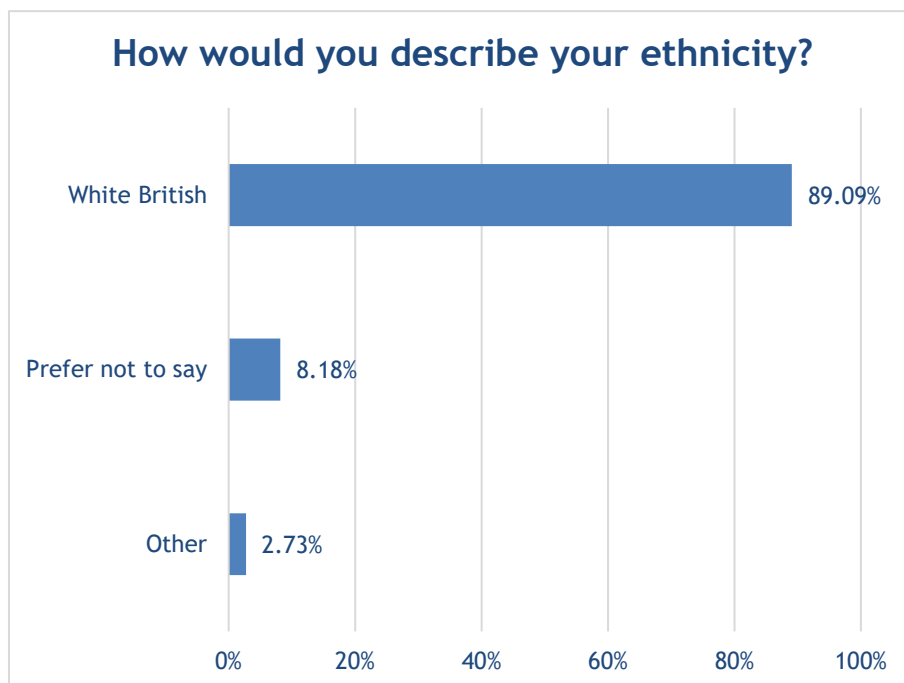
111 respondents answered this question. 77.84% of respondents (86 people) were female, 20.72% (23 people) were male, one respondent (0.90%) was of another gender and one respondent (0.90%) selected “prefer not to say.”





How would you describe your ethnicity?

110 respondents answered this question. 89.09% of respondents (98 people) were White British, 8.18% (nine people) selected “prefer not to say,” and 2.73% (three people) were of another ethnic background.





Statement from Torbay and South Devon NHS Foundation Trust

Thank you for the results of this report, the findings are very important to us. Together with other patient experience findings, we will use this information to develop our patient and service user experience strategic plan and priorities. This will help us achieve our aim of empowering everyone to give feedback to improve health and care services in Torbay and South Devon. Patient feedback will be pivotal to our plans to enhance patient and service user experience over the next three years.

We will be using these findings for support us with immediate improvements and we will also use the findings within our Building a Brighter Future programme. This programme includes us receiving a share of £3.7 billion government funding through the New Hospitals Programme (formerly known as HIP2) for Torbay Hospital and further significant investment in our digital systems. We are working hard to ensure better buildings, better technology and better health and care for all. Some of the work being done within this programme will address what we have heard in this report. This includes our new Electronic Patient Record that will allow better sharing of information, reducing the number of times people have to tell their story and help us to offer more joined up care. Patient experience and involvement will play a significant role in helping us to get this right now and into the future.

We would like to thank the 114 people who completed the survey, as well as the organisations who helped promote it. We would also like to say thank you to Healthwatch Devon, Torbay and Plymouth for leading on this project and for their ongoing invaluable support in helping us to work together with our communities.

In time, we would like to share with Healthwatch Devon, Torbay and Plymouth how these findings have shaped our work. We will continue to work with Healthwatch and other local organisations to ensure that we hear the voices of those who use our services as we work together for better health and care for all.

Recognition

Healthwatch Torbay would like to thank everyone who took the time to share their feedback for this survey.



Appendix

Appendix 1. Social media reach and engagement figures

Date	Social media channel	Reach	Engagement
08/02/2022	HW Devon Facebook	48	2
12/02/2022	HW Devon Facebook	767	16
21/02/2022	HW Devon Facebook	33	0
07/03/2022	HW Devon Facebook	29	4
08/02/2022	HW Torbay Facebook	740	16
12/02/2022	HW Torbay Facebook	1114	17
21/02/2022	HW Torbay Facebook	4902	16
07/03/2022	HW Torbay Facebook	5321	51
08/02/2022	HW Devon Twitter	86	3
21/02/2022	HW Devon Twitter	326	9
08/02/2022	HW Torbay Twitter	749	23
21/02/2022	HW Torbay Twitter	226	14



Appendix 2. Question 1 - full response breakdown

Q1. What do you think could improve people's experience of using our services?	%	No. of respondents
Better sharing of information to reduce the number of times you have to tell your story	69.30%	79
More joined up working between local health and social care organisations	63.16%	72
Ensure health and social care services are available close to where you live	58.77%	67
Better recognise and respond to the needs of each individual patient	55.26%	63
Provide better communication on discharge from hospital	54.39%	62
Listen more to local people and use this in our decision making	53.51%	61
Better communication with patients, families, and their carers	49.12%	56
Make it easier for people using our services to give feedback	42.98%	49
Share improvements that have been made based on community feedback and patient experiences	42.11%	48
Make sure all patient communications are written in the most appropriate format	40.35%	46
Provide better communication following an outpatient appointment	39.47%	45
Improve people's understanding of PALs	39.47%	45
Make forms easier to complete	35.96%	41
Other	30.70%	35
Improve the way we engage with and involve our volunteers across our healthcare services	20.18%	23
Increase our communication with patients via social media	17.54%	20



Appendix 3. Full breakdown of postcodes

Postcode	%	No. of respondents
TQ2	18.35%	20
TQ1	17.43%	19
TQ3	16.51%	18
TQ12	11.93%	13
Other	11.93%	13
TQ4	9.17%	10
TQ14	5.50%	6
TQ5	4.59%	5
TQ9	4.59%	5
Total		109

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Registered Charity No: 1153450

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