

**Your Hospital in Your Hands:**  
**A Patient and Public Partnership Strategy**

## INDEX

<b>SECTION</b>	<b>PAGE</b>
1. What is a strategy?	3
2. Why a Patient and Public Partnership Strategy?	3
3. What we want to do	4
4. How we will do it	5
4.1 Listening to our patients and carers	5
4.2 Involving patients and the public in what we do	6
4.3 Providing information to patients and the public	10
4.4 Working together for the future of UHB	11
4.5 Priorities for development and improvement	13
4.6 Demonstrating commitment at all levels	14
4.7 Checking how we are doing	15

### Appendices

Appendix 1 Governance and Management Structure Chart

Appendix 2 Reporting structure chart for PPI groups

## **1. WHAT IS A STRATEGY?**

A strategy is a formal way of describing a long term plan which details what we want to do and how we are going to do it

## **2. WHY A PATIENT AND PUBLIC PARTNERSHIP STRATEGY?**

There are many reasons why University Hospital Birmingham NHS Foundation Trust (UHB), who manage Selly Oak and the Queen Elizabeth Hospitals, involves patients and the public in the services it provides. These reasons are described below.

### **2.1 The NHS is being modernised**

The involvement of patients, carers and the public in healthcare decision-making is at the heart of the modernisation of the NHS. In March 2005 the Department of Health published 'Creating a Patient Led NHS' which set out the government's ambition to change the whole system so that there is more choice, more personalised care and real empowerment of people to improve their health. This represented a shift from a service that does things for and to patients, to one which works with patients to support them and their health needs.

### **2.2 We want to update what we have done so far**

UHB published a Patient Partnership Strategy in August 2002. Since then we have made a great deal of progress in involving patients and carers in developing and improving the care that we provide. Patient and Carer Councils are well established and there has been top level support through the Public Involvement and Patient Experience (PIPE) committee and the Trust has now established the Joint Board of Governors / Board of Directors Patient and Public Affairs Committee. In July 2004 UHB became one of the first Foundation Trusts in England, and now has a Board of Governors and a Foundation membership of over 89,000 people.

### **2.3 To improve the care we provide**

Patient and public involvement needs to be part of everyday practice so that we can:

- Improve the care we provide and the way we provide it
- Encourage patients and the public to have a greater say in the way that we plan and develop services
- Encourage patients and the public to have a greater say in the way that we provide care to patients
- Gain a better understanding of how we can try to respond to needs and expectations of patients and the public.

Each year we are monitored by the Healthcare Commission , as part of the Annual Health Check, which includes core national standards to reflect how we involve patient and the public.

Your Hospital in Your Hands :  
A Patient and Public Partnership Strategy

**2.4 Our patients will have a choice**

Involvement begins with patients exercising choice of where they will be treated. We need to be much better at listening to, understanding and responding to people. We serve a community that is made up of many different ethnic, cultural and social groups, and we shall be working with representatives from the whole community to plan how to meet their needs.

We need to use the rich mix of information that exists about the people we serve. Patients are not just the sum of their ailments, they have lifestyles and interests that impact on their health. What they watch, hear and read all contribute to their understanding about health issues. What they buy, eat, drink and do all contribute to their health prospects. We can use this information to help understand how to shape services to respond to individuals and their lifestyle.

**2.5 We have a statutory duty**

The Health and Social Care Act 2001 placed a statutory duty on all NHS trusts to involve patients and the public in the planning and development of services.

**2.6 Your hospital in your hands**

When UHB was applying to become a Foundation Trust it promised the community it served to put '*Your Hospital in Your Hands*'. This strategy will provide the leadership, guidance and structure to build upon the progress already made, and truly make patient and public involvement a part of everything that we do so that the vision becomes a reality.

**3. WHAT WE WANT TO DO**

- 3.1 Involve patients and the public in developing and continuously improving the ways in which we provide care to our patients.
- 3.2 Continuously improve how we collect information about patients' experiences of the care they receive.
- 3.3 Raise awareness amongst staff of the need for patient and public involvement.
- 3.4 Ensure that appropriate ways exist to seek views and feedback from patients, carers and the public across a range of ethnic and social groups
- 3.5 Ensure that appropriate, accurate, timely and accessible information is available to patients and the public
- 3.6 Continuously improve monitoring and reporting of patient and public involvement activities to the Board of Directors and Board of Governors

Your Hospital in Your Hands :  
A Patient and Public Partnership Strategy

3.7 Set out a plan to describe how the above aspirations will be implemented and monitored.

**4. HOW WILL WE DO IT?**

The 7 key areas for action are listed here and described in more detail in the following pages:

- 4.1 Listening to our patients and their carers
- 4.2 Engaging with patients and the public
- 4.3 Providing information for patients and the public
- 4.4 Working together for the future of UHB
- 4.5 Deciding on priorities for development and improvement
- 4.6 Checking how we are doing
- 4.7 Demonstrating commitment to this strategy at all levels within UHB

**4.1 Listening to our patients and carers**

There are several ways patients and their carers tell us about the service we provide. We must listen to these views and use them to improve the service we provide for our patients. We get feedback through:-

- Contacts with the Patient Advice and Liaison Service (PALS)
- Formal complaints
- Compliments
- Comments & suggestion forms
- Surveys and questionnaires
- Face to face contact

How we will do it	Person(s) responsible
4.1.1 Involve patients and the public to inform the design of training for all frontline staff in how to respond to patient and public comments, concerns and complaints.	<b>Executive Chief Nurse supported by Executive Director of Organisation Development</b>
4.1.2 Refine the method of collecting and analysing	<b>Executive Chief</b>

Your Hospital in Your Hands :  
A Patient and Public Partnership Strategy

information from PALS and complaints.	<b>Nurse</b>
<b>How we will do it</b>	<b>Person(s) responsible</b>
4.1.3 Ensure action plans are developed to address areas for improvement, identified through feedback, and monitored by divisional clinical governance committees.	<b>Divisional Boards</b>
4.1.4 Ensure that lessons learned are communicated across UHB so that others can also learn.	<b>Divisional Boards</b>
4.1.5 Take part in the annual National Patient Survey ensuring that results are communicated and have a mechanism to bring about improvements.	<b>Executive Chief Nurse</b>
4.1.6 Use a variety of ways to get feedback from patients and the public including local surveys and focus groups.	<b>Executive Chief Nurse</b>
4.1.7 Have a system in place for collecting, collating and feeding back comments and suggestions to relevant staff and demonstrate how they have been used to improve or develop services.	<b>Executive Chief Nurse and Divisional Boards</b>
4.1.8 Have a system in place to collect compliments in a way that they can be fed back to the area or personnel concerned.	<b>Executive Chief Nurse and Divisional Boards</b>

## 4.2 Engaging with patients and the public

### **What we have already done**

Much progress has been made with patient and public involvement (PPI) within UHB. Divisional Patient and Carer Councils were set up in October 2002 and have gone from strength to strength. As a Foundation Trust we have a Board of Governors and over 89,000 members, 1,700 of whom have expressed a desire to be actively involved with UHB.

Your Hospital in Your Hands :  
A Patient and Public Partnership Strategy

**Involving the local community**

There are a total of 300 volunteers within various wards and departments who provide a vital contribution to the care and services we provide.

**Planning what we do**

Governors and Patient and Carer Councils are involved in our annual planning process, providing views and aspirations for the development of services.

**More can be done**

However, there is an opportunity to further develop PPI. We are able to be more progressive in the way that we involve various groups such as those people from different ethnic backgrounds, young people, and people with disabilities. This is an area for particular emphasis in everything that we do within this strategy. By sharing, building on, and strengthening the current good practice, we will be able to demonstrate further progress in the way in which we involve patients and the public.

The following are the areas on which we will be working:-

- Divisional Patient and Carer Councils
- Members and Governors
- Volunteers
- Involvement of a variety of different groups within the community
- Involvement in policy and planning
- Patient and Public Involvement Forum

<b>How we will do it</b>	<b>Person(s) responsible</b>
<b>Divisional Patient &amp; Carer Councils</b>	
4.2.1 Divisional Patient and Carer Councils will be reviewed each year to ensure that their function is strengthened both within Divisions and within Trust-wide services.	<b>Executive Chief Nurse</b>
4.2.3 Representatives from each Divisional Patient and Carer Council will be members of the Trust-wide Cleaning Strategy Group, a sub group of the Trust Infection Control Committee.	<b>Divisional Boards</b>
4.2.4 Quarterly reports from each Divisional Patient and Carer Council will be presented to the Joint Board of Governors /	<b>Executive Chief Nurse</b>

Your Hospital in Your Hands :  
A Patient and Public Partnership Strategy

Board of Directors Patient and Public Affairs Committee.	
<b>How we will do it</b>	<b>Person(s) responsible</b>
4.2.5 Provide education and training to enable all council members to engage in meetings, discussions and council activities.	<b>Executive Chief Nurse &amp; Director of Communications</b>
<b>Foundation Members and Governors</b>	
4.2.6 Continue to provide monthly healthcare seminars for members, evaluating each one, and reviewing and suggesting topics in response to feedback from members.	<b>Director of Communications</b>
4.2.7 Develop a variety of ways to engage with members including :- <ul style="list-style-type: none"> <li>o A Readership Panel to review patient information and UHB publications such as <i>Patient Focus</i></li> <li>o Focus Groups</li> <li>o Patient &amp; Public Panel</li> <li>o Monthly 'Your Views' events</li> <li>o Attending community groups</li> <li>o New Hospital Panel</li> </ul>	<b>Executive Chief Nurse &amp; Director of Communications</b>
4.2.8 Continue to provide development opportunities for Governors through seminars and education events.	<b>Executive Chief Nurse</b>
4.2.9 In consultation with Governors, review and revise the Foundation Membership strategy.	<b>Foundation Secretary</b>
4.2.10 Support Patient & Public Governors to access their electorate.	<b>Foundation Secretary</b>
4.2.11 Invite Patient and Public Governors to be involved in the development and improvement of services.	<b>Divisional Boards</b>
<b>Volunteers</b>	
4.2.11	<b>Executive</b>

Your Hospital in Your Hands :  
A Patient and Public Partnership Strategy

Implement a policy for the recruitment, placement, training and support for volunteers.	<b>Chief Nurse</b>
<b>How we will do it</b>	<b>Person(s) responsible</b>
4.2.12 Increase the number of wards and departments where volunteers are placed.	<b>Executive Chief Nurse</b>
4.2.13 Increase the number of opportunities for volunteers to be placed within UHB by 15% each year.	<b>Executive Chief Nurse</b>
4.2.14 Provide support to the Volunteer Council.	<b>Executive Chief Nurse</b>
4.2.15 Actively recruit volunteers from diverse groups within the community demonstrating a year on year increase.	<b>Executive Chief Nurse</b>
<b>Involvement of a variety of different groups within the community</b>	
4.2.16 Develop links with community Diversity Advisory Groups, including mental health, learning disability, prison or secure units and drug and alcohol dependency support groups reflecting our local community, to contribute to activities for involvement in service development and improvement.	<b>Executive Chief Nurse &amp; Director of Communications</b>
<b>Involvement in policy and planning</b>	
4.2.17 Patients and the public will be consulted during the annual planning process through: <ul style="list-style-type: none"> <li>○ Divisional Patient &amp; Carer Councils</li> <li>○ Board of Governors</li> <li>○ Review of feedback as detailed in section 3.1.</li> </ul>	<b>Director of Policy, Planning and Performance Management</b>
<b>Patient and Public Involvement Forum (PPIF)</b>	
4.2.18 Maintain and improve UHB's working relationship with the forum.	<b>Executive Chief Nurse</b>

Your Hospital in Your Hands :  
A Patient and Public Partnership Strategy

<b>How we will do it</b>	<b>Person(s) responsible</b>
4.2.19 Accept invitations to forum meetings and identify appropriate Trust representatives, to provide information as requested.	<b>Chief Executive</b>
4.2.20 Invite forum members to Trust events, e.g. members' healthcare seminars.	<b>Executive Chief Nurse</b>

**4.3 Providing information to patients and the public**

Visiting a hospital can be a daunting experience, therefore, it's important that people are made to feel as comfortable and relaxed as possible. Many people feel less anxious if they've been able to access information on a procedure or service before they come into hospital. Finding out exactly where they're going is also important, therefore, provision of up to date information and detailed maps of the site are extremely important to our patients.

Information about our services and procedures must be current, accurate and easily accessible. We communicate with our patients, visitors and community on a regular basis, therefore, it's important that all written information is displayed in a consistent and professional way without the use of jargon or acronyms.

To prevent misunderstanding, messages should be appropriate to specific groups of people and presented in a format that can be easily read and understood. Diagrams should be clear and patients must be given the opportunity to request information in a format or language of their choice.

Written information can be delivered in a number of ways including:- newsletters, magazines, leaflets, fact sheets, the web site, signage, notice boards and on the patient bedside TV system.

<b>How we will do it</b>	<b>Person(s) responsible</b>
4.3.1	

Your Hospital in Your Hands :  
A Patient and Public Partnership Strategy

Ensure that information is appropriate, accurate, accessible and available in a variety of formats to meet patients and public needs.	<b>Director of Communications</b>
<b>How we will do it</b>	<b>Person(s) responsible</b>
4.3.2 Establish a steering committee, including patients and public members, to oversee the production and usage of information for patients and the public.	<b>Director of Communications</b>
4.3.2 Review and improve signage to help patients and public to find their way around the hospital sites.	<b>Director of Communications</b>
4.3.3 Provide information via the internet.	<b>Director of Communications</b>
4.3.4 Ensure that all information is clear, concise, achieves the standards set by the Plain English Campaign, and is available as appropriate in languages other than English.	<b>Director of Communications</b>
4.3.5 Have in place a robust system to inform patients and the public where they can access information.	<b>Director of Communications</b>
<b>Publicity and communication</b>	
4.3.6 All patient and public involvement activities will be publicised in the membership newsletter, <b><i>Trust in the Future</i></b> and in other Trust publications targeted at patients, the public and staff.	<b>Director of Communications</b>

**4.4 Working together for the future of UHB**

By 2011 Birmingham will have a new hospital. It will be a combination of the services, care and treatment currently provided by the Selly Oak and the Queen Elizabeth Hospitals. There will be a huge amount of planning for the practical move of the services into the new hospital. Patients and the public must be involved in the planning of this to ensure that all concerns and issues

Your Hospital in Your Hands :  
A Patient and Public Partnership Strategy

are considered and discussed, and shared solutions sought, to make the move as successful as possible.

UHB has established a Transformation Programme to shape the progress towards the opening of the new hospital, and the way in which care will be provided in the future. There are 7 work streams in place to manage the whole process, these are:

- Clinical redesign
- Capacity and service planning
- Patient and public involvement
- Facilities management
- Clinical information
- New Hospital Project Move
- Workforce development

The new hospital promises to be a centre for world class care, provided by world class clinicians and staff, and to build upon the excellent reputation that both hospitals have for research and education. This provides an opportunity for patients and the public to be involved in driving forward excellence in care.

<b>How we will do it</b>	<b>Person(s) responsible</b>
<b>Transformation Programme</b>	
4.4.1 Develop a process for involving patients and the public to influence the decisions made by each of the work streams.	<b>Executive Chief Nurse</b>
4.4.2 Establish a reference group, for the Transformation Programme, of patients and the public that reflect the diversity of the community that the new hospital will serve.	<b>Executive Chief Nurse</b>
<b>Research</b>	
4.4.3 Ensure that there is a process in place to involve patients and the public in decisions about research activities at UHB.	<b>Medical Director &amp; Executive Chief Nurse</b>
<b>Education and training for staff</b>	
4.4.4 Develop ways in which patients and the public can be	<b>Executive Chief Nurse &amp;</b>

Your Hospital in Your Hands :  
A Patient and Public Partnership Strategy

involved in education of all staff groups and volunteers. Including the use of patient story telling and discovery interviews.	<b>Executive Director of Organisation Development</b>
--	---

**4.5 Deciding on priorities for development and improvement**

We are always looking for ways in which the care we provide to our patients can be improved. Patients and their family feel at their most vulnerable when illness strikes, and it is essential that they can feel confident that they will receive the best care available, in the most comfortable environment, to suit their individual needs. Care not only includes the clinical care provided, but also the environment in which we provide that care.

To enable this to happen in a planned way over the next three years, we will concentrate on the following areas:-

- Clinical Governance
- Environment and cleanliness
- Nutrition and catering

How we will do it	Person(s) responsible
<b>Clinical Governance</b>	
4.5.1 Ways in which patients and the public can be involved in clinical governance activities will be explored and actions agreed.	<b>Divisional Boards</b>
4.5.2 Chairs of the Divisional Patient and Carer Council will be members of the Chief Nurse Advisory Group.	<b>Executive Chief Nurse</b>
4.5.3 Patient and Carer Council members will be involved in health and safety risk assessments that impact on patient care.	<b>Divisional Boards</b>
4.5.4 Representatives of patient and public members will be consulted on the development of policies or guidelines that have a direct impact on customer care and patient satisfaction.	<b>Executive Chief Nurse</b>

Your Hospital in Your Hands :  
A Patient and Public Partnership Strategy

<b>How we will do it</b>	<b>Person(s) responsible</b>
4.5.5 Consider the implications of adopting the governments' 'Being Open' policy for dealing with adverse incidents.	<b>Medical Director</b>
<b>Environment and Cleanliness</b>	
4.5.6 A member of each Patient and Carer Council will be involved in benchmarking activities e.g PEAT inspections.	<b>Director of Operations Division 5</b>
4.5.7 A trust-wide Facilities Patient and Carer Council will be established, with representatives from each Divisional Patient and Carer Council, to discuss and resolve issues relating to the environment.	<b>Director of Operations Division 5</b>
<b>Nutrition and Catering</b>	
4.5.8 Involve patients and the public in monitoring the presentation, quality of food, and patient satisfaction.	<b>Director of Operations Division 5</b>
4.5.9 Monitor the compliance and impact of protected mealtimes for patients.	<b>Executive Chief Nurse</b>
4.5.10 Develop procedures to ensure support is given to patients who require help with feeding.	<b>Executive Chief Nurse</b>
4.5.11 Monitor the implementation and impact of Nutrition Benchmarking and act on the results.	<b>Executive Chief Nurse</b>

<b>4.6 Demonstrating commitment at all levels within UHB</b>
--

Your Hospital in Your Hands :  
A Patient and Public Partnership Strategy

UHB is committed to building on the partnership that has been developed with patients and carers through the Divisional Patient and Carer Councils. These will continue so that working with our patients, members and the public will

ensure that we are responding to the needs of the community that we serve, in a way that recognises their diversity and individuality.

<b>How we will do it</b>	<b>Person(s) responsible</b>
4.6.1 The Executive Chief Nurse will have lead responsibility at Board level for patient affairs.	<b>Executive Chief Nurse</b>
4.6.2 A Non-Executive Director will be the champion for Patient and Public Involvement and will chair the Joint Board of Directors / Board of Governors Patient and Public Affairs Committee.	<b>Non-Executive Director</b>
4.6.3 The Associate Director for Patient Affairs will report directly to the Executive Chief Nurse and will be responsible for implementation and monitoring of the strategy, reporting progress to the Joint Board of Governors / Board of Directors Patient and Public Affairs Committee.	<b>Executive Chief Nurse</b>
4.6.4 The UHB 3 year plan will include specific objectives for patient and public involvement which will be cascaded into objectives for each Division, Group, Managers and staff.	<b>Director of Policy, Planning and Performance Management</b>
4.6.5 Patient and public involvement will be included in the job descriptions for key staff within the organisation.	<b>All Directors</b>
4.6.6 Identify mechanisms to ensure that all staff have personal objectives relating to customer care and positive patient experience.	<b>Executive Director of Organisation Development</b>

**4.7 Checking how we are doing**

Your Hospital in Your Hands :  
A Patient and Public Partnership Strategy

It is important that any strategy becomes a live document, used by those it is intended for, and that progress against the agreed actions is monitored. Therefore progress of this strategy will be monitored through the following ways.

<b>How we will do it</b>	<b>Person(s) responsible</b>
<p>4.7.1 A progress report will be submitted by each Division, including Corporate, at performance review detailing the evidence to demonstrate how they are achieving the 7 key areas for action, exceptions identified and action plans developed .</p>	<p><b>Director of Policy, Planning and Performance Management</b></p>
<p>4.7.2 An annual progress report will be presented to the joint Board of Governors / Board of Directors Patient and public affairs Committee, and published in the Trust Annual Report.</p>	<p><b>Executive Chief Nurse</b></p>
<p>4.7.3 The strategy will be reviewed and revised in April 2009 by the Joint Board of Directors / Board of Governors Patient and Public Affairs Committee.</p>	<p><b>Executive Chief Nurse</b></p>

**Reporting Mechanism for Patient & Public Involvement Groups  
at University Hospital Birmingham NHS Foundation Trust**

