



a GUIDE to

sharing your survey results



sharing your survey results



Picker Institute Europe aims to improve the quality of health care through the patient's eyes.

Using rigorous surveys and in-depth qualitative methods we research the experiences and views of European patients and citizens to gain systematic feedback for use in quality improvement programmes.

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As part of the National Survey Programme thousands of patients are asked about their experiences each year.

These surveys provide NHS Trusts with a wealth of information about their patients' experiences. It is crucial that this feedback is used to inform quality improvement programmes and to create a more responsive, patient-centred service.

Survey results should be widely disseminated if they are to play a significant role in quality improvement initiatives.

The survey results tell you what patients think about the care they receive at your Trust. Patients are asked detailed questions about their recent health care experiences.

The surveys include questions about the Commission for Health Improvement's (CHI) five dimensions of patient experience:

- Access and waiting
- Building closer relationships between patients and health professionals
- Safe, high quality, co-ordinated care
- More information, more choice
- A clean, comfortable, friendly place to be

Your survey will highlight areas of care that need improvement in order to provide a better service for patients. You may choose to focus on areas where your Trust has not performed well in relation to other similar Trusts, or on topics where you feel you can most easily make a difference.

Understanding your Survey Results also published by Picker Institute Europe will help you to identify key areas to work on.

If survey feedback is used to initiate quality improvements it should be possible to measure progress when surveys are repeated.

what do your survey
results tell you?

case study

so the easy part is over...

Salisbury Health Care NHS Trust took the decision to administer the first inpatient survey 'in house'.

This enabled them to watch the response rate grow and to read the many and varied comments that patients wrote in the open-ended section of the questionnaire. This close involvement with the process led to greater ownership of the results.

A small steering group consisting of the Medical Director, Senior Directorate Nurses, Head of Patient Advice and Liaison Service (PALS) and the Clinical Governance Manager looked at the results together. They developed a draft action plan and commentary on the emerging themes for the Trust Board. Regular updates were given to staff and patients' comments were used to help illustrate the data.

The final action plan was developed as a report in 'plain English' without NHS jargon. Examples of the headings used included:

- **What does the survey tell us?**
- **What needs to be done?**
- **What is being done and who to contact**
- **What happens next?**
- **What can I do next?**
- **Learning from others**

Articles were placed in the Trust newsletter asking staff to volunteer to join groups such as the Communication and Information Working Group. Articles about the survey were included in the Trust cascade brief (a monthly briefing system led by the Chief Executive). Patients from the PALS database were also invited to contribute.

Directorate management teams were asked to discuss the action plans within their teams and ensure that the appropriate people were involved in implementing them.



The Chief Executive provided full support and ensured that Executive Directors monitored the action plan and informed the teams of this. They were set a date when an update was expected and the survey group made sure they asked for one!

In radio interviews during the survey the local population was assured that they would be informed of the results and they were encouraged to be involved. The results were made available on the Trust website.

Finally, as many of the actions as possible were linked to existing work, such as changes implemented following the Trust's CHI review, and actions initiated by the discharge planning group. The survey findings added weight to this ongoing work.

"Mistakes have been made. Patients enjoyed receiving the update reports but some complained that they were too full of jargon. Joint working between Directorates has proved difficult, perhaps because Directorate teams still feel remote from the action plan. Lessons have been learnt and in future the plan is to ensure that patients and staff teams are fully involved from the start. It has not been easy and change does not happen quickly but it has been satisfying, especially when patients in the working group report that they feel they are making a difference and that services are changing."

Mo Neville

Clinical Governance Manager

&

Maggie Cherry

Head of PALS

Salisbury Health Care NHS Trust

why share your **survey** results?

The NHS Plan (2000) declared a commitment to ensuring that patients and the public have a real say in how NHS services are planned and developed.

Section 11 of the Health and Social Care Act 2001 places a duty on all NHS Trusts to involve and consult patients and the public and states that any proposals to change services should be informed by the experiences of the people who use them.

The patients' experience should be a catalyst for doing things differently.

Raising awareness of the survey programme in your organisation is vital. Publication is an excellent way to inspire staff to take patient feedback seriously. By communicating the survey results to colleagues you will help to ensure that they are used effectively and not forgotten.

Patient survey results are used by the Commission for Health Improvement (CHI) to help produce annual performance indicators and star ratings, but their main purpose is to help NHS staff set priorities for quality improvement.



Survey results need to be shared with key stakeholders if they are to be used in a meaningful way:

- **Board members**
- **Patients' Forum**
- **Staff**
- **Patients and the public**

Patients have taken time to report their experiences so it is important that they are informed of the results via local meetings, newsletters and articles in the local press. Key findings should also be reported in *'Your Guide to Local Health Services'*, a document which Primary Care Trusts (PCTs) are required to distribute to all local households. When reporting these results it is a good idea to invite people to contribute their ideas on how services could be improved and to suggest ways in which they can become involved if they wish to.

Staff throughout the Trust should be engaged in the dissemination process as they will be responsible for tackling any problems identified by patients.

It is vital that Board members are informed about the outcomes of the survey and that they are involved in prioritising areas for improvement and shaping action plans. Their support is crucial to implement change.

Survey results should also be made available to members of Patients' Forums. They have a key role to play in initiating discussions with the Board about priorities for improvement and they will be keen to monitor progress as it occurs.

who should your survey results be shared with?

case study

an effective way to share survey results

One of the most critical factors that faced North Middlesex University Hospital NHS Trust was how to reach marginalized groups in the local community.

The Trust serves a diverse population and 146 different languages are spoken locally. Led by the Nurse and Patient Services Director, the Trust sought the involvement of several key staff – Deputy Director of Nursing, the Clinical Quality Department, the Patient Advice and Liaison Service (PALS) and the Information Department, to take the survey forward, with strong support from the Chief Executive and Trust Board.

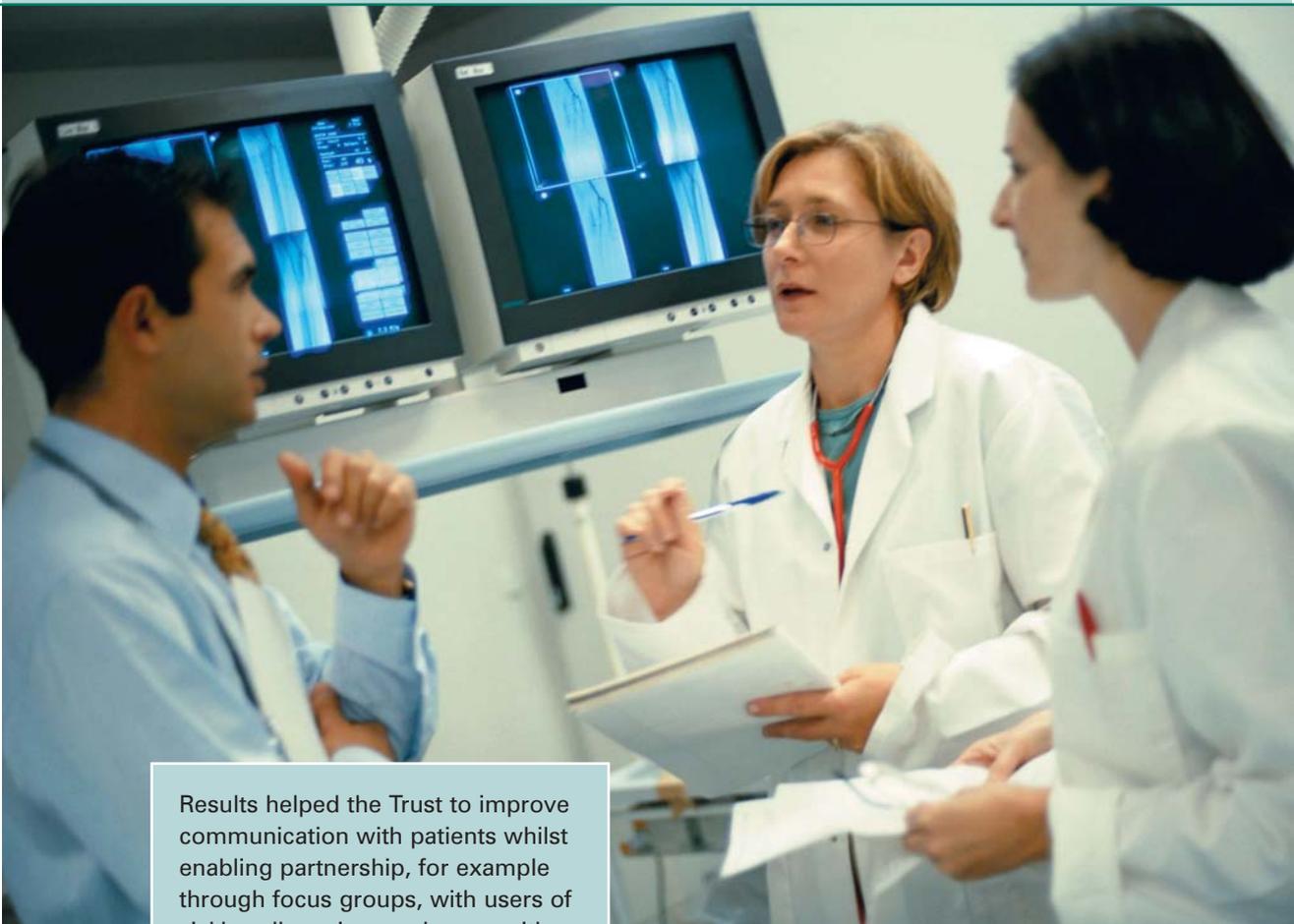
A project team including members of the Patients' Representative Forum, the Caldicott Guardian, staff and managers from each of the divisions was established to manage the survey process.

Once the results of the survey were available the project team produced bright,

colourful posters to display them to patients, the public and staff. Survey findings were summarised in a picture and text format showing both positive and negative messages relating to the quality of nursing care, ancillary care and communication.

Results were presented to and used by various groups including the Clinical Governance Committee, Essence of Care Group, Patient Environment Group, Patients Representative Forum, Nursing and Midwifery Forums and PALS, to learn lessons and set clear objectives for improvements in service standards.

The posters invited patients and staff to become involved in initiatives to improve care. Posters were displayed in public and staff areas.



Results helped the Trust to improve communication with patients whilst enabling partnership, for example through focus groups, with users of sickle cell services and users with a range of disabilities.

Displaying the survey results and promoting understanding of the findings in this way was highly commended in the Trust's CHI review.

Barbara Beal

Nurse & Patient Services Director,
North Middlesex University
Hospital NHS Trust

how to share survey results

There are many ways in which the results of the survey can be widely and effectively communicated. It is however very important that you have a well planned dissemination strategy to ensure you engage all the relevant groups.

1. prepare carefully

- Set up a survey steering group
- Ensure staff know about the survey before it happens
- Tell the local press and encourage them to publicise the survey before it happens to encourage a good response rate
- Nominate one person in each department to take lead responsibility for disseminating the results to their colleagues

2. spread the word

- Make presentations to your Trust Board and to as many groups of staff as possible, ensure that these meetings are tailored appropriately for each audience
- Make sure the Patients' Forum has the results as soon as they are available
- Organise a high profile event to publicise the results and invite staff and patients to contribute to improvement plans
- Encourage staff at all levels in the organisation to contribute their ideas for improving patients' experience
- Email staff to tell them about the survey results and the action plan



3. make it public

- Publish the survey results on your website and give readers the opportunity to feed back their ideas
- Share information with other organisations in your area including local authorities
- Give the results to community organisations and ask them for their views and suggestions
- Publicise results via local press, radio and community newsletters
- Include information on survey results in *'Your Guide to Local Health Services'*
- Publish results in your Trust newsletter along with details of improvement plans

4. promote understanding

- Make sure the results are presented in user-friendly formats, remember that not everyone will be an expert in reading graphs and understanding data
- Pictures speak louder than words, so communicate information in a visual way, perhaps in the form of posters which can be displayed around your organisation
- Focus on key messages arising from the results and emphasise both the positive and negative themes
- Illustrate themes with relevant patient comments or other forms of patient feedback to put the results in context

next steps

Engage patients in planning change

Involve staff from across the organisation and use their ideas to inform improvement plans

Focus on a couple of key themes initially – don't try to tackle everything at once

Provide regular progress reports

Resurvey to measure any improvements

case study

wide dissemination of survey results

The Royal Shrewsbury and Princess Royal Hospitals NHS Trusts have gone to considerable lengths to share their inpatient survey results with staff, patients and the public.

A Board meeting open to staff and patients saw the first formal presentation of results. This event was picked up by the local press who wrote a very positive report after they were given access to the survey results.

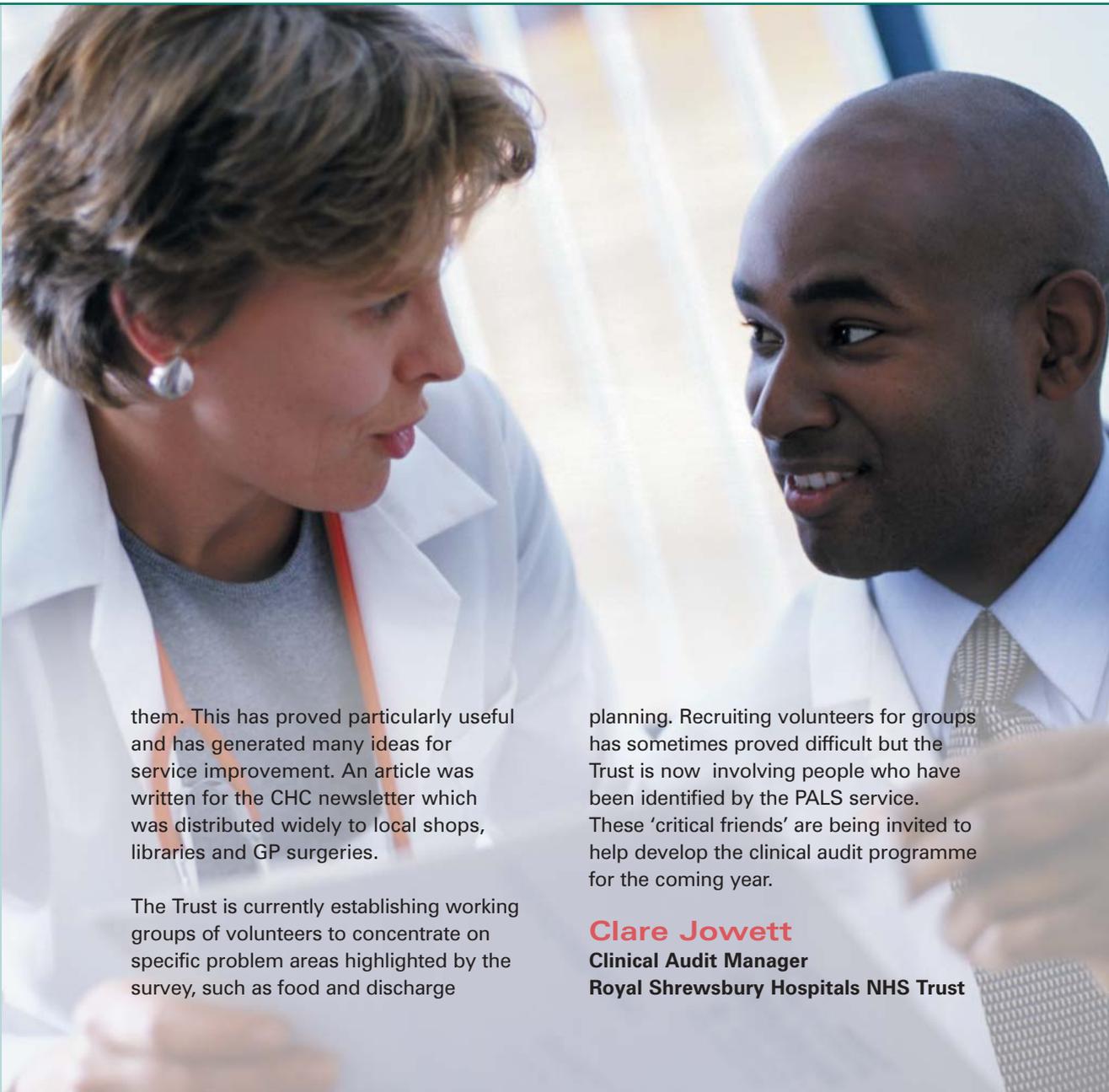
In an effort to engage as many staff as possible the Clinical Audit Manager organised a series of presentations to a number of different staff groups to tell them about the survey results. These events were used as an opportunity to highlight areas worthy of praise as well as those needing improvement.

Presentations have been made to about 500 Trust staff in total and each seminar has been specially tailored to the needs and interests of those staff attending. Patients' comments were used to

illustrate the story told by the data. Patients' observations were particularly useful in highlighting the issue of noise in the wards at night and the disturbance and distress this can cause. Patients' comments, both positive and negative, were also used in presentations about the new hospital consent policy.

In addition, results from the survey were used as a lead article in the regular staff bulletin, the 'Governance Gazette'. Publicity via this publication and the presentations has meant that all Trust staff should now be aware of the survey programme and the main themes arising from it.

The Trust has worked with the local Community Health Councils (CHCs) to share information from the survey with



them. This has proved particularly useful and has generated many ideas for service improvement. An article was written for the CHC newsletter which was distributed widely to local shops, libraries and GP surgeries.

The Trust is currently establishing working groups of volunteers to concentrate on specific problem areas highlighted by the survey, such as food and discharge

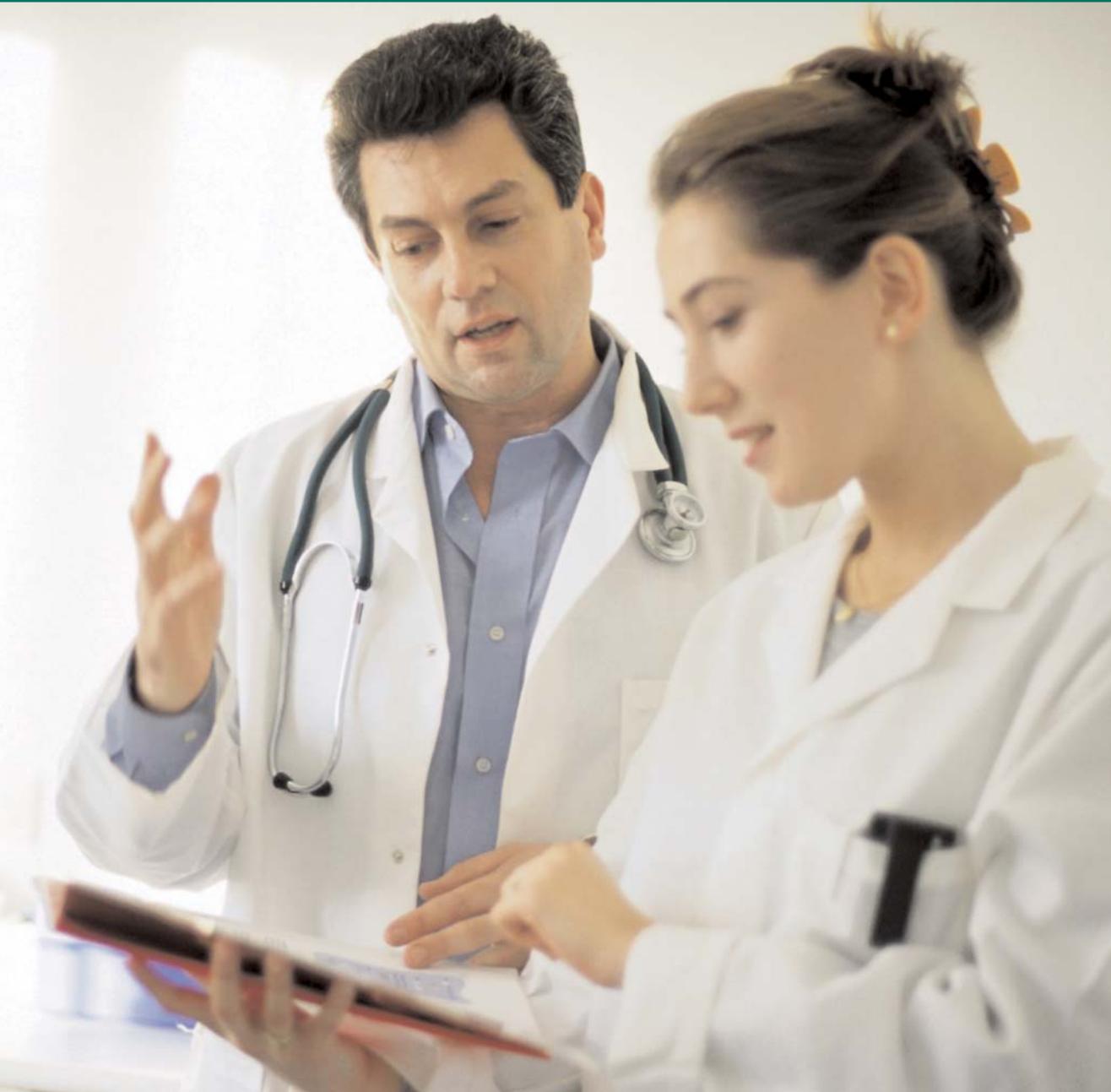
planning. Recruiting volunteers for groups has sometimes proved difficult but the Trust is now involving people who have been identified by the PALS service. These 'critical friends' are being invited to help develop the clinical audit programme for the coming year.

Clare Jowett
Clinical Audit Manager
Royal Shrewsbury Hospitals NHS Trust

sharing your survey results

check list

- Establish a group to coordinate the work of dissemination and action planning
- Make staff, patients and the public aware that you have carried out a survey
- Publish survey information on your website
- Make a list of who needs to know about the results and think carefully about how you will ensure they have access to them
- Present the survey results in a user-friendly way to:
 - Trust Board
 - Staff throughout the organisation
 - Patients' Forum
 - Community groups
 - Patients and the public
- Use the results to produce visual displays and posters
- Publish results in local publications and invite feedback from staff and patients
- Include information from the survey in *'Your Guide to Local Health Services'*
- Gain support for the action plan from the Chief Executive and Trust Board
- Hold a high profile local event to kick start improvement plans
- Involve patients and staff in quality initiatives from the start
- Provide regular updates on progress
- Repeat the survey and measure your success in achieving change





Picker Institute Europe

King's Mead House

Oxpens Road

Oxford OX1 1RX

United Kingdom

Tel: +44 (0)1865 208100

Fax: +44 (0)1865 208101

Email: quality@pickereurope.ac.uk

Website: www.pickereurope.org

through the patient's eyes