Working with online feedback to support a compassionate, learning organisation

The 6Cs as an Evaluation Framework

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Workshop Objectives

- Examine changing landscape in relation to patient / Service User experience feedback

- Appreciate how today's complex mix of feedback mechanisms increase the importance of listening to <u>all</u> feedback

- Acknowledge the impact of negative feedback and explore concept of positive feedback as valuable source of information for improvement

- To investigate the use of the 6C's as a framework for evaluating and learning from feedback in variety of healthcare settings

Patient/Service User Experience: Complex Landscape

- Verbal/Face to Face
- Media
- Surveys
- Social Media
- On-Line
- Written

What The Numbers Say

NHS England (All NHS)	Weekly
Patients/Service Users seen	c. 3 million
Formal written complaints	c. 3,000 (0.1%)
Complaints upheld*	c. 1,371 (45.7%)

Sources: NHS Information Centre for 2011-12 and DH website

99.9%
Don't formally complain

NHS London (Hospital & Community Health Services only)	Weekly
Formal written complaints (*18,910 annual*)	c. 363
Complaints upheld* (*10,365 annual*)	c. 199 (54.8%)

Hospital & Community Health Services (HCHS) are a subset of all NHS Data

50.16%
Mean figure for HCHS
(range: 30.6 – 67.3%)

Patient Opinion	%
Positive (no critical content at all)	50%
Mixture of Positive / Negative content	35%
Negative / Critical throughout	15%

Significant Difference
between formal written complaints and negative experience reported via on-line feedback

* Experimental data from NHS IC = new addition to reporting & may need refinement to collection & reporting over time.

What numbers really mean?

Formal written complaints → **N**

What we collect/monitor → **N** **P**

What we know

What else is being said → **?** ← What we don't know, but need to know

Need to reconcile what is said within NHS recognised channels
with what is being said using other forms of communication
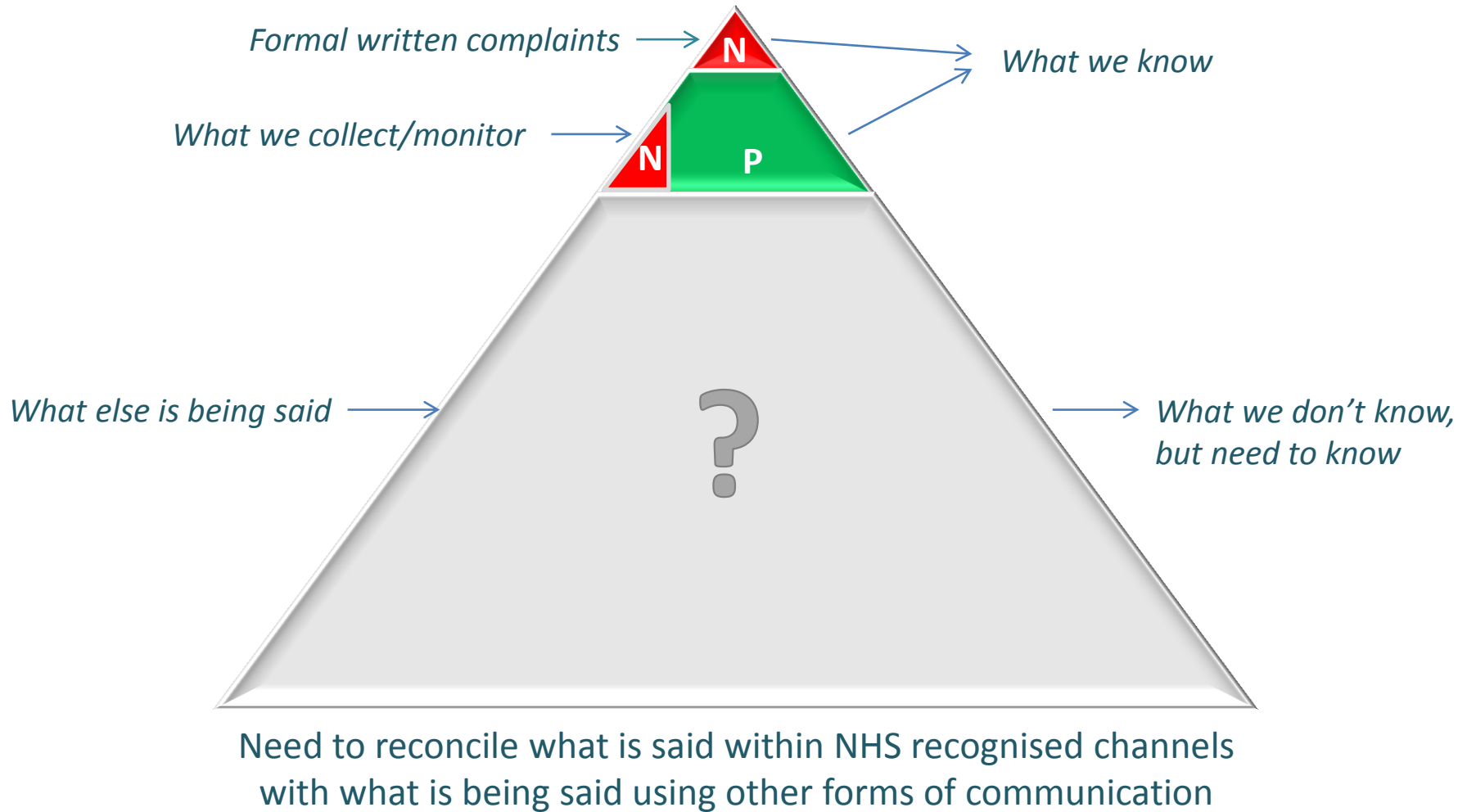
Why people use on-line feedback
"What I want is real interaction and that's what you get"
"It's a better option than a formal complaint – very few people want to do that partly because *they might* have to go back and worry they might get treated badly if they complain and partly *because of the hassle*"

Impact of Complaints and Negative Feedback

Major Impacts:
Lower staff morale, undermining staff capacity to care
Leading to a loss of public confidence and organisational reputation.

Impact of Evaluating & Understanding Positive Feedback

Major Impacts
Improve staff morale, improve understanding of what good looks like, spread values and behaviours that lead to positive experiences,
Leading to improved public confidence and enhancement of organisational reputation.

Developing a learning & compassionate Organisation

Negative Feedback + **Positive Feedback** = **Whole Picture**

Learn:	Learn:	Develop
What went wrong and understand why	What went right and understand why	compassionate, learning organisation

Outcomes/Risks
- Mitigate against repeats
- Fear driven culture
- Risk averse
- Lack of innovation
- Low morale
- Negative impact on care
- Incomplete picture
- Loss of public confidence
- Loss of organisational reputation

Outcomes/Risks
- Ambition driven culture
- High morale
- Understand what good looks like
- Can role model/spread values/behaviours that enhance experience
- Incomplete picture
- Risk of complacency

Outcomes/Risks
- Learning, compassionate organisations
- Improved staff morale
- Enhanced patient/service user experience
- Improved public confidence
- Enhanced organisational reputation

The value of information is in how it is used
We can learn as much from what we get right as we can from studying what goes wrong.

The 6C's: A Framework to Evaluate Feedback

6Cs – Values essential to Compassionate Care

Care

Care is our core business and that of our organisations; and the care we deliver helps the individual person and improves the health of the whole community.

Caring defines us and our work. People receiving care expect it to be right for them consistently throughout every stage of their life

Compassion

Compassion is how care is given through relationships based on empathy, respect and dignity.

It can also be described as intelligent kindness and is central to how people perceive their care

Competence

Competence means all those in caring roles mist have the ability to understand an individual's health and social needs

It is also about having the expertise, clinical and technical knowledge to deliver effective dare and treatments based on research and evidence

Communication

Communication is central to successful caring relationships and to effective team working. Listening is as important as what we say. It is essential for 'No decision without me'.

Communication is the key to a good workplace with benefits for those in our care and staff alike

Courage

Courage enables us to do the right thing for the people we care for, to speak up when we have concerns.

It means we have the personal strength and vision to innovate and to embrace new ways of working

Commitment

A commitment to our patients and populations is a cornerstone of what we do. We need to build on our commitment to improve the care and experience of our patients.

We need to take action to make this vision and strategy a reality for all and meet the health and social care challenges ahead

6C's Case Study: What does good look like?

Feedback Statement: *"Thank you for great care and making my father feel safe. "*

We asked: *"What happened to create this experience?"*

- The nurse met the family at the door
- She knew what she was talking about
- Spoke with pride about job she was doing

"She met us at the door"

Honed powers of observation , skill &will to notice people who are unfamiliar and worried.

Actively choose to greet them, demonstrating **Compassion** - much more than feeling empathy as It requires us to do something.

She did something - that was a choice - to notice & extricate herself from what she was doing to address a greater need.

"She was proud of what she was doing"

It takes **Courage** to be proud – especially when so much bad publicity.

Reality is, most nursing care is good & we should be proud of our profession & unafraid of demonstrating our **Competency** – it has a positive impact on patient experience.

"She knew what she was talking about"

Underlines value of knowledge & exceptional skills in **Communication** that nurses learn both in University & practice over the years.

Building our understanding to learn from positive feedback

Exercise: The 6Cs as a framework to evaluate feedback

Exercise

- Select one of the pre-prepared case studies or use a recent example of your own where positive feedback has been received

- Can you identify which of the 6C's were being employed to create that positive patient experience and why?

- Feedback

Our Culture of Compassionate Care—Creating a Vision for Nurses, Midwives and Care Staff

Our shared purpose is to maximise our contribution to **high quality**, **compassionate care** and to achieve **excellent health and well-being outcomes**

Our **values** and **behaviours** are at the heart of the vision and all we do …

| Care	Compassion	Competence	Communication	Courage	Commitment
Care is our core business and that of our organisations and the care we deliver helps the individual person and improves the health of the whole community. Caring defines us and our work. People receiving care expect it to be right for them consistently throughout every stage of their life.	Compassion is how care is given through relationships based on empathy, respect and dignity; it can also be described as intelligent kindness and is central to how people perceive their care.	Competence means all those in caring roles must have the ability to understand an individual's health and social needs and the expertise, clinical and technical knowledge to deliver effective care and treatments based on research and evidence.	Communication is central to successful caring relationships and to effective team working. Listening is as important as what we say and do and essential for "no decision about me without me". Communication is the key to a good workplace with benefits for staff and patients alike.	Courage enables us to do the right thing for the people we care for, to speak up when we have concerns and to have the personal strength and vision to innovate and to embrace new ways of working.	A commitment to our patients and populations is a cornerstone of what we do. We need to build on our commitment to improve the care and experience of our patients to take action to make this vision and strategy a reality for all and meet the health and social care challenges ahead.

Collaboration underpins these values and behaviours in the NHS, in public health and in social care.

We can learn as much from the positive feedback we receive as we can from our mistakes…
… We just need to understand what people tell us about their experiences – why it was good.

On-Line Feedback

- Captures those who don't want to give their feedback face to face, feel scared or feel it is pointless to complain formally

- Provides a big opportunity to capture wider feedback but more than this it.....

- Brings both positive and negative stories together in one place to create a culture of learning

- Staff can see how their care is being experienced

- The public can see that services are listening and changing things in response
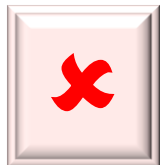
✖ Bland, Corporate Response

✔ Personal Response

Listen, Understand, Act

Summary

Have a framework for evaluating feedback to create understanding , learning & sharing

Harness the power of evaluating equally, _all_ feedback (positive, mixed and negative)

Ignoring positive feedback is to ignore the majority of people who use our services

Understand the various channels that people are using to communicate their experience

Encourage people to feedback and in a way that is convenient to them

Engage pro-actively with those communication channels – or risk not communicating at all

Understand the influence that comes from conversation – respond with compassion

Develop a strategy to monitor sources of feedback without overwhelming the organisation