

COUNCIL OF MEMBERS

18TH MARCH 2010

AGENDA ITEM: 9

TITLE:	MEMBERSHIP ENGAGEMENT FEEDBACK
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PURPOSE:	To provide the Council with feedback on the views of the membership on the Strategic Objectives.
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RECOMMENDATION:	To receive and note the report.
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PREPARED BY:	Richard Cook Associate Director – Strategy and Marketing	PRESENTED BY:	Mike Smeeton Director of Strategy & Partnerships
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This report provides assurance relating to: *(Please tick relevant box)*

Assurance Framework		External Standards: <i>Please specify Standard & Reference No:</i>	
Business Planning	X	Strategic Objective	X
Finance		Performance Management	
Foundation Trust Compliance	X	Financial Implications:	YES/NO
Other <i>(Please specify)</i>		Legal Implications:	YES/NO
		Risk Implications:	YES/NO

KGH STRATEGIC OBJECTIVE 2010-2011

REPORT ON MEMBERS ENGAGEMENT

1. INTRODUCTION

As part of its ongoing commitment to involve its Membership in shaping the strategic direction of the organisation KGH has this year undertaken an engagement exercise seeking Members views on last years objectives and comments upon suggested areas for 2010/11.

2. METHODOLOGY

Each public member of the Trust was sent a short paper outlining the Trust's strategic objectives for 2009/10 and asking for their views upon them and suggested areas for 2010/11.

Staff members were contacted by email and made aware of the engagement exercise and advised that response forms could be downloaded from the website. A number of reminders were sent out on general a-z email to staff.

A freepost address was provided for responses.

3. RESPONSES RECEIVED

A total of 61 public (1.7% response rate) and 22 staff responses (0.7%) were received.

Whilst the response rate was disappointing this may be attributable to the exercise having been undertaken over the Christmas period when people may feel less inclined to complete a questionnaire.

Conversely, as the next section indicates the exercise did not generate a groundswell of opinion from either the public or staff membership that the Trust had got its objectives terribly wrong.

4. OVERVIEW OF RESPONSES

To provide an overview of responses comments received against each answer have been grouped according to theme. Whilst this approach loses the power of the narrative provided by many respondents it serves to highlight key areas of concern amongst our membership. Detailed individual comments have been retained for further more detailed review and analysis if required.

It was clear from the common themes detailed against each question area that there are a number of key areas that respondents look to see addressed.

Cleanliness and Infection Control was highlighted as the most important element in providing safer care and in KGH establishing itself as hospital choice. This would support the Trust wanting to establish the patient safety project as a key deliverable over 2010/11 with its emphasis upon publishing the performance of the Trust against a number of indicators.

The provision of **good and timely information** and improved communication to patients was also identified as important to the delivery of safer care and delivery

of a high quality patient experience. This is not to be confused with reputation management of the Trust which was also identified as crucial to ensuring the Trust establishes itself as a Hospital of Choice.

The importance of staff attitude and approach to patients was highlighted across the response areas – listed as something that was missing from the 2009/10 objectives, key to ensuring KGH became a hospital of choice and to ensuring a quality patient experience. This appears to support the organisational development programme currently underway through the Improving Healthcare Together initiative.

Interestingly **waiting times, improved care processes and timeliness** were also identified across the range of questions as of importance. This appears to relate either to perceptions that people have to wait for their appointment but also to the actual experience of attending at the hospital where appointments run late or are cancelled at short notice. Clearly the Trust needs to, as part of its attitudinal training programme reinforce that appointment time should be honoured and not double booked or cancelled with the resultant frustration for patients. There may also be a need to ensure through our external communications that people understand the tremendous advances made by the Trust in delivering the 18 week waiting target.

Car parking was also identified as a missing objective from last year, and was frequently mentioned in responses to KGH becoming hospital of choice as well as another area to focus upon as an objective for next year. Interestingly though the majority of comments referred to a need for more or better car parking rather than free car parking.

Environment and Infrastructure improvements were identified as another area that the Trust should focus upon in the forthcoming year.

5. HOW THESE RESPONSES WILL BE USED

Clearly the responses received support the strategic objectives outlined by the Trust particularly given that nothing was raised within the responses in any great numbers that suggested a different direction of travel.

The Board of Directors has already given consideration to 2010/11 objectives and will finalise them in March 2010 with cognisance of the emerging clarity upon the financial constraints forecast for 2010/11. It is anticipated that the Trust's ambition will need to be modified to reflect static Payment by Results prices.

Those areas identified by the engagement exercise, will also need to be considered at this time by the Board. To aid this future discussion the key themes from the engagement exercise and their relationship to existing KPIs are detailed below:

- Cleanliness and Infection Control – KPI exists seeking national cleaning award. There will be a QCUIN within the 2010/11 SLA that is focused upon HCAI which replicates this theme..
- Good and Timely Information – consideration to be given for a KPI that sets a target for the review and revision of key patient information materials.

- Reputation Management and Staff Attitude and Approach – KPIs exist relating to patient satisfaction improvement and reduction in complaints which together with appraisal targets should ensure delivery. Potential to develop a further KPI seeking an improvement in the number of staff who would recommend KGH to a friend or family member, but will require the development of the Trusts own staff survey.
- Waiting times, care processes and timeliness – whilst some of the KPIs being developed around the productive ward may serve to indicate an improvement in care processes and KGH is committed to delivering the 18 week target there appears to be nothing in the current framework that promotes the timeliness of appointments for patients. It is unlikely that NHSN will commission additional activity to reduce waiting times in 2010/11.
- Car Parking and Environmental Improvements – the existing KPIs include the delivery of a number of capital schemes. Clearly the Trust needs to do more to improve access, or perceptions of access for patients onto the site.

6. LESSONS LEARNED AND NEXT STEPS

This engagement exercise was the first of its kind undertaken by the Trust in terms of seeking the input of its Members into the annual planning process.

The Strategy and Marketing sub-group of the Council of Members has identified a need to commence engagement of this type earlier in the planning process in future and to try to provide more contextual information for potential respondents which may encourage more people to reply.

Responses to this years exercise will be reported back to the membership through the Trust magazine KGH Together which should also assist in highlighting to potential respondents how their input has been used in the planning process.

In future additional means by which members can respond will be introduced – for example on line forms which should serve to make responding easier than downloading, completing and then posting back a response form.

It is recommended to the Council of Members and Trust Board that the additional KPIs outlined above be incorporated into the Trusts objectives for 2010/11 to ensure that the common themes raised by the Membership are acted upon.

Richard Cook
Associate Director of Strategy and Marketing
9th February 2010