



# Patient Voice – Patient Outcomes

Tanya Hendry, Manager Consumer Participation & Patient Experience



@tlhendry79



## Eastern Health...we are many but we are one !

- 7 acute and sub-acute hospitals
  - 3 Emergency Departments
- 2 area mental health services
  - multiple community sites and services
  - 2 prevention & recovery centres and 2 community care units
  - 5 acute inpatient units
- 2 statewide services
  - Turning Point and Spectrum - both with bed based services
- 4 residential care facilities
  - specialist and general residential care
- 1 community health service
  - multiple community accessible outlets





## ***Quick Facts on Eastern Health***

**Last year...in 2014/15, we provided care...**

- across six shires spanning **2816** square kilometres
- in a primary population catchment of **750 003** people
- from **65** sites across **21** different locations
- of which **11** of the **21** locations provide **24** hour care
- with the support of **8683** staff and **921** volunteers
- for patients of whom **22%** are from a NESB
- in **1358** health service beds and **54** acute@home beds
- at a salary cost of **\$1164.59** per minute
- at a non-salary cost of **\$396.10** per minute



## 2 A GREAT PATIENT EXPERIENCE

- 2.1 Taking a person-centred approach which actively involves patients in decision-making.
- 2.2 Aligning our services and resources to meet the changing needs of our communities.
- 2.3 Ensuring services are easy to access and navigate.
- 2.4 Ensuring access to health services for the most disadvantaged within our community.



# Patient Experience of Care Program

To better  
**understand**  
and  
**respond to**  
the experience  
of patients  
and carers  
who use our  
services





## Performance Standards

**In order to set the Performance Standards, we needed to understand what a GREAT Patient Experience would look like, and identify how we will know when we are providing it.**



# 10 Patient Experience of Care Principles

1. The patient's needs, wants, preferences and values are known and taken into account
2. The patient is a partner in decision-making about their care
3. The patient has access to safe, effective and high quality healthcare delivered by skilled staff
4. There is clear information that helps patients understand and manage their health as independently as possible
5. Communication is open, honest and respectful, ensures confidentiality and is responsive to individual needs
6. The physical environment promotes healing, is comfortable, clean, safe and allows privacy
7. Staff listen, provide emotional support and treat patients, their families and carers with dignity and compassion
8. Family and friends are involved in care in accordance with the wishes of the patient
9. Care is well coordinated to ensure that the patient experiences continuity and smooth transitions
10. Meals are enjoyable and nutritious

# In the Patient's Shoes Framework

Using a feedback framework to inform service improvement and create a GREAT patient experience.



## Consumer Perspective

### Mystery Shopper

**Volunteers** act as 'Mystery Shoppers'- make **observations** and ask patients / carers about their experience.

### Consumer Forums

These are also known as **workshops** or **focus groups** and provide an opportunity to hear the consumer perspective regarding a specific topic or issue.

### Rapid Improvement Events

Consumers work with Eastern Health staff **collaboratively** and **objectively** to **evaluate** a process, determine a future state and identify **solutions** to achieve the future state in a way that will meet patients' needs and expectations.

### Shadowing

Observing patients and families during various stages of their care journey to help us to gain an understanding of what the experience is like from the patient and family's point of view.

### Eastern Health Patient Experience Survey

Patients are **surveyed** once a month in most services across the organisation using 'audit angels' to measure **compliance** with our **Patient and Family Centred Care** Standard.



## Patient Survey

### The Family and Friends Test Score

The score is based on feedback to one question – "On a scale of 0 – 10, how likely is it that you would recommend this service to a family member or friend?" We ask this question via SMS.

## Patient Experience Feedback

### Complaints and Compliments

A range of ways to provide specific feedback include:

- **Direct feedback** to staff at the local level
- A feedback button on the Eastern Health **website**
- Via **email**: [feedback@easternhealth.com.au](mailto:feedback@easternhealth.com.au)
- Via **phone**: 1800 EASTERN
- **Feedback brochures** available in all patient areas

### Patient Stories

Patient stories are captured and shared in a variety of ways:

#### **Leadership Walkrounds**

Walkrounds involving **discussion** with current patients are conducted by **senior leaders** and **managers** across the organisation.

#### **'Patient Opinion'**

An **online public platform** that enables people to safely and easily share their experience. The organisation is able to demonstrate how patient experience is used to **improve services**.

#### **Discharge Phone Calls**

Routine phone survey of discharged patients inviting feedback regarding their experience.

### Victorian Healthcare Experience Survey (VHES)

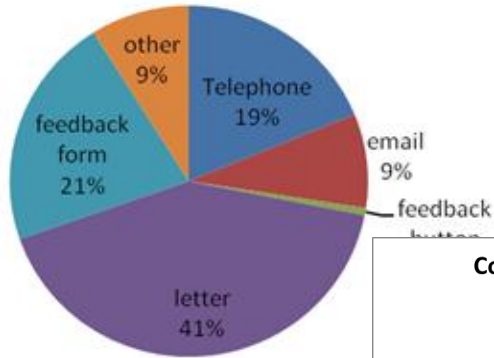
The Department of Health and Human Services conduct **5 surveys**: Adult Inpatient, Emergency Department (ED), Maternity, Paediatric Inpatient and Paediatric ED. Reports are provided quarterly.

*All feedback about the patient experience is themed against the Eastern Health Patient Experience of Care Principles.*

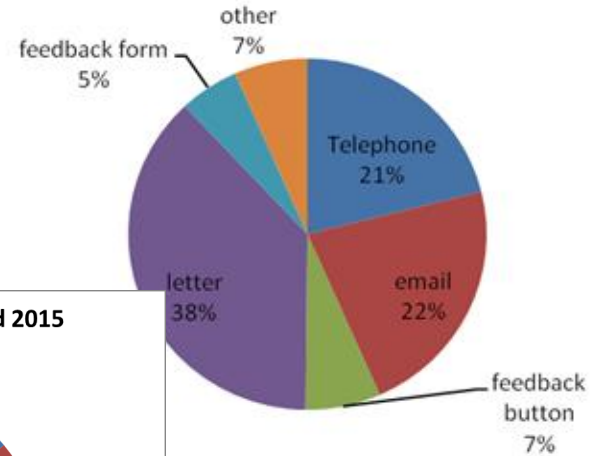




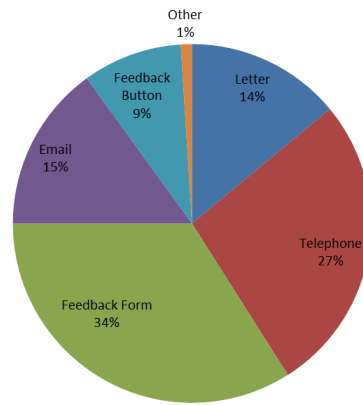
### Complaints lodgement method 2011



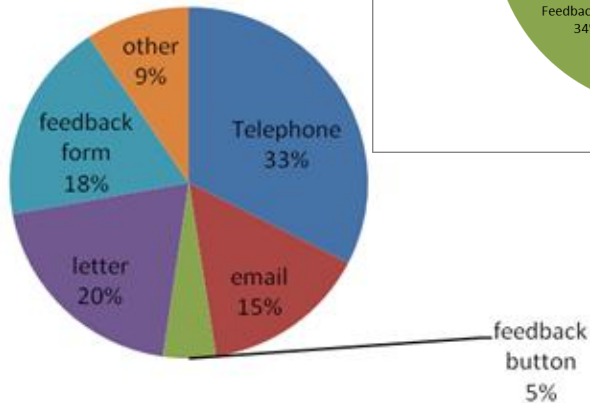
### Complaints lodgement method 2012



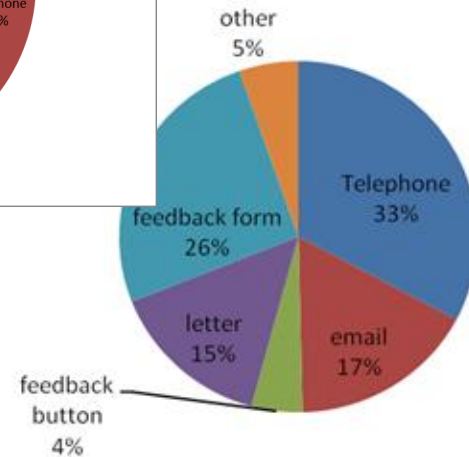
### Complaints lodgement method 2015



### Complaints lodgement method 2013

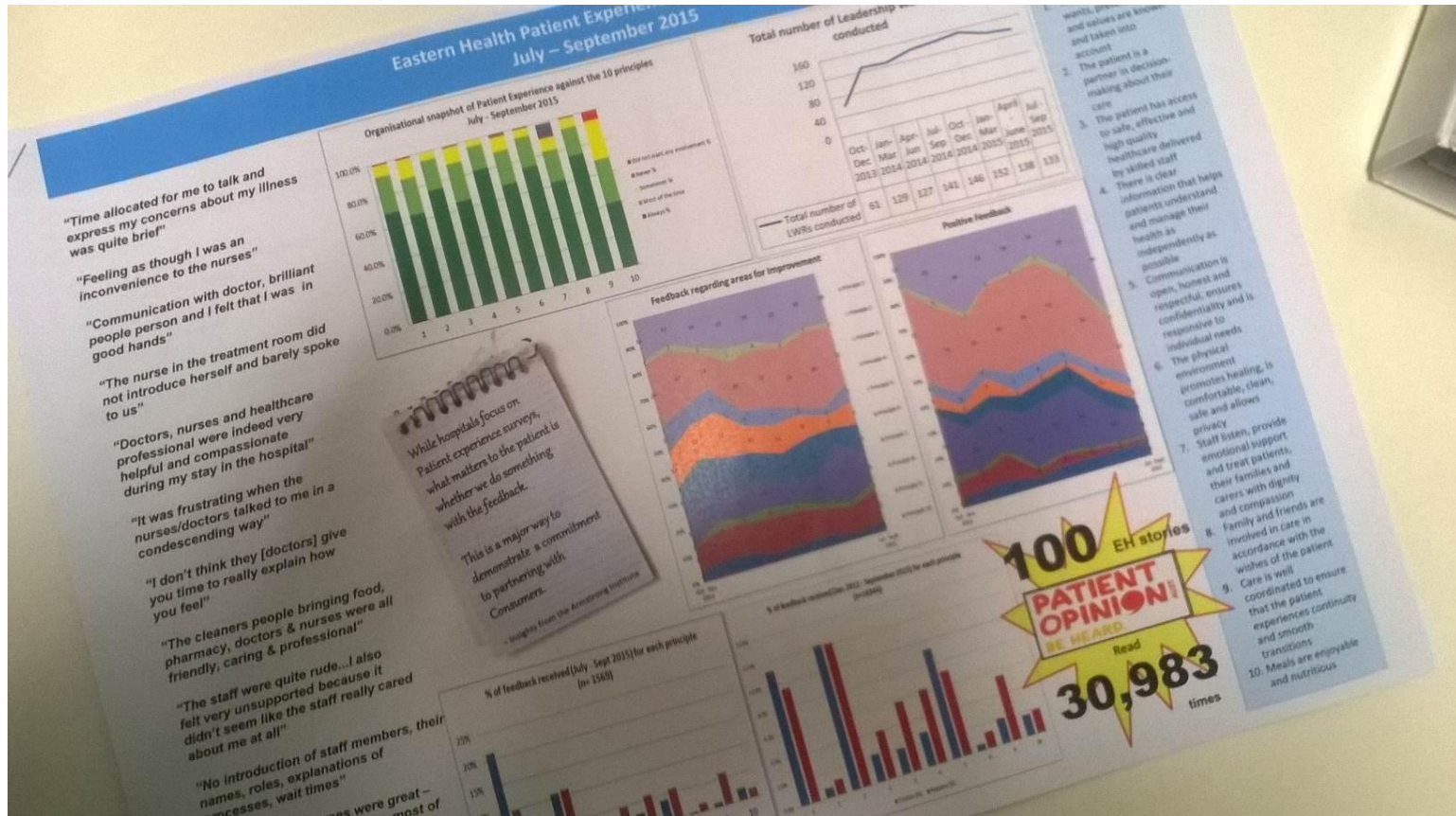


### Complaints lodgement method 2014



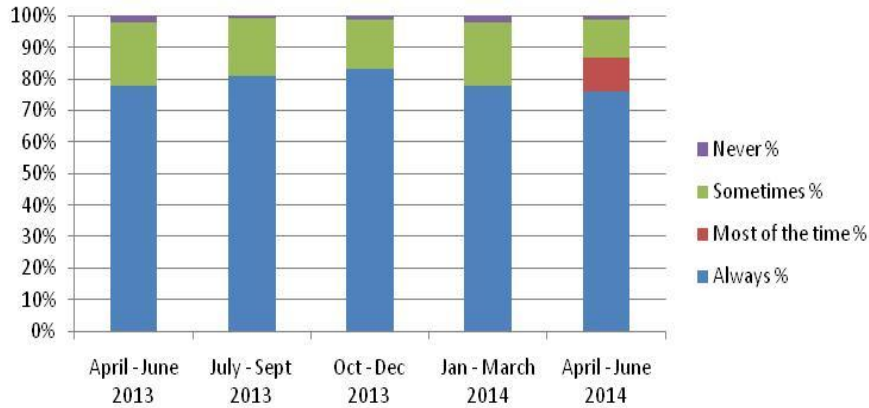


# Making Our Performance Visible

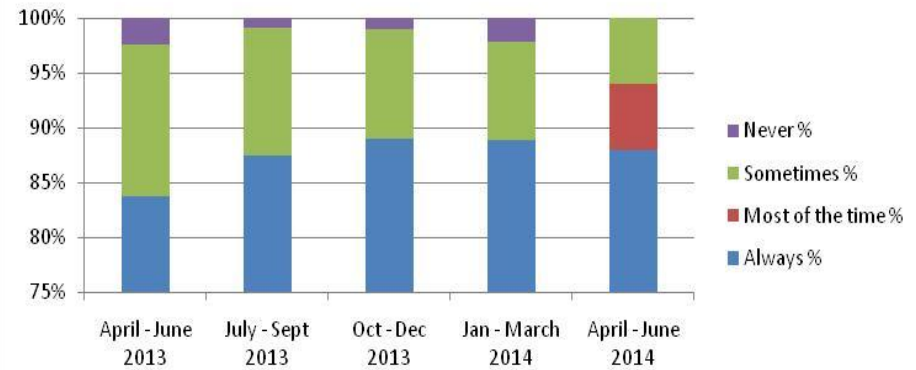




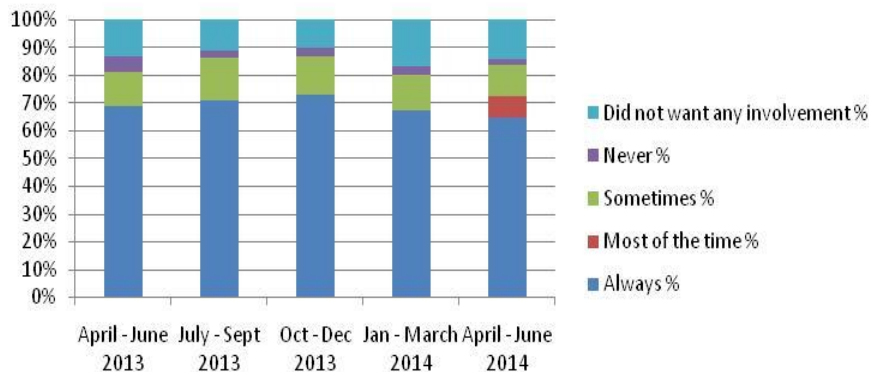
### Principle 1: Do you feel staff consider your individual needs?



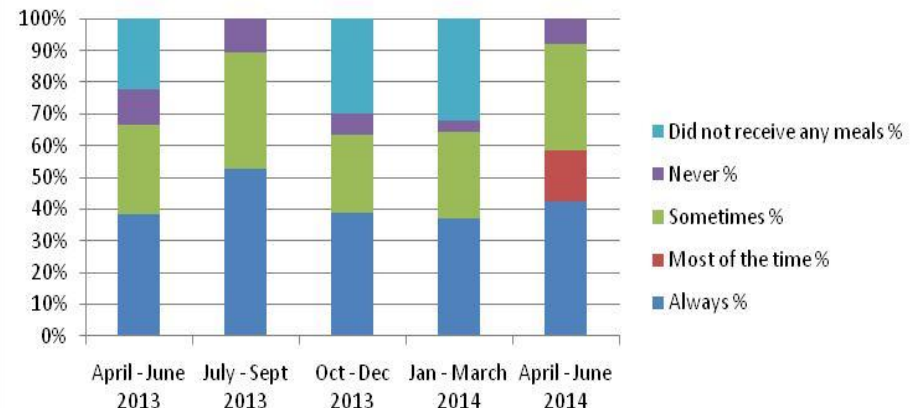
### Principle 5: Are staff honest and respectful in their communication with you?



### Principle 8: Do staff involve your family and friends in your care when you want them to be involved?



### Principle 10: Are your meals enjoyable?





Organisation: Eastern Health  
Audit: Patient Experience Survey  
Date: 01 March 2014 - 31 March 2014  
Service/Program/Site: Box Hill

**Audit Results by Unit/Ward: 1 East; Service/Program/Site: Box Hill**

<b>Number of Surveys:</b>	<b>15</b>	<b>M on M:</b>	<b>5</b>
<b>Overall Score:</b>	<b>98.3</b>	<b>M on M:</b>	<b>8.9%</b>

<p><b>Do you feel staff consider your individual needs?</b></p> <table border="1"> <tr> <td>Question Score:</td> <td>100.0</td> </tr> <tr> <td>M on M:</td> <td>5.0%</td> </tr> </table> <p> <ul style="list-style-type: none"> <li>Always, 15, 100%</li> <li>Sometimes, 0, 0%</li> <li>Never, 0, 0%</li> </ul> </p>	Question Score:	100.0	M on M:	5.0%	<p><b>Are you involved in decisions about your care and treatment as much as you want to be?</b></p> <table border="1"> <tr> <td>Question Score:</td> <td>96.7</td> </tr> <tr> <td>M on M:</td> <td>1.7%</td> </tr> </table> <p> <ul style="list-style-type: none"> <li>Always, 14, 93%</li> <li>Sometimes, 1, 7%</li> <li>Never, 0, 0%</li> <li>Did not want to be involved, 0, 0%</li> </ul> </p>	Question Score:	96.7	M on M:	1.7%	<p><b>Do you feel that staff have the right skills to provide high quality care?</b></p> <table border="1"> <tr> <td>Question Score:</td> <td>100.0</td> </tr> <tr> <td>M on M:</td> <td>5.0%</td> </tr> </table> <p> <ul style="list-style-type: none"> <li>Always, 15, 100%</li> <li>Sometimes, 0, 0%</li> <li>Never, 0, 0%</li> </ul> </p>	Question Score:	100.0	M on M:	5.0%	<p><b>Are you given clear information that helps you understand and manage your current health condition?</b></p> <table border="1"> <tr> <td>Question Score:</td> <td>100.0</td> </tr> <tr> <td>M on M:</td> <td>5.0%</td> </tr> </table> <p> <ul style="list-style-type: none"> <li>Always, 15, 100%</li> <li>Sometimes, 0, 0%</li> <li>Never, 0, 0%</li> </ul> </p>	Question Score:	100.0	M on M:	5.0%	<p><b>Are staff honest and respectful in their communication with you?</b></p> <table border="1"> <tr> <td>Question Score:</td> <td>100.0</td> </tr> <tr> <td>M on M:</td> <td>0.0%</td> </tr> </table> <p> <ul style="list-style-type: none"> <li>Always, 15, 100%</li> <li>Sometimes, 0, 0%</li> <li>Never, 0, 0%</li> </ul> </p>	Question Score:	100.0	M on M:	0.0%
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<p><b>Does the hospital's environment meet your expectations?</b></p> <table border="1"> <tr> <td>Question Score:</td> <td>96.7</td> </tr> <tr> <td>M on M:</td> <td>11.7%</td> </tr> </table> <p> <ul style="list-style-type: none"> <li>Always, 14, 93%</li> <li>Sometimes, 1, 7%</li> <li>Never, 0, 0%</li> <li>Not applicable, 0, 0%</li> </ul> </p>	Question Score:	96.7	M on M:	11.7%	<p><b>Are staff compassionate?</b></p> <table border="1"> <tr> <td>Question Score:</td> <td>100.0</td> </tr> <tr> <td>M on M:</td> <td>10.0%</td> </tr> </table> <p> <ul style="list-style-type: none"> <li>Always, 15, 100%</li> <li>Sometimes, 0, 0%</li> <li>Never, 0, 0%</li> </ul> </p>	Question Score:	100.0	M on M:	10.0%	<p><b>Do you feel all staff involved in your care are working well together?</b></p> <table border="1"> <tr> <td>Question Score:</td> <td>100.0</td> </tr> <tr> <td>M on M:</td> <td>15.0%</td> </tr> </table> <p> <ul style="list-style-type: none"> <li>Always, 15, 100%</li> <li>Sometimes, 0, 0%</li> <li>Never, 0, 0%</li> </ul> </p>	Question Score:	100.0	M on M:	15.0%	<p><b>Do staff involve your family and friends in your care when you want them to be involved?</b></p> <table border="1"> <tr> <td>Question Score:</td> <td>100.0</td> </tr> <tr> <td>M on M:</td> <td>5.6%</td> </tr> </table> <p> <ul style="list-style-type: none"> <li>Always, 14, 93%</li> <li>Sometimes, 0, 0%</li> <li>Never, 0, 0%</li> <li>Did not want any involvement, 1, 7%</li> </ul> </p>	Question Score:	100.0	M on M:	5.6%	<p><b>Are your meals enjoyable?</b></p> <table border="1"> <tr> <td>Question Score:</td> <td>88.5</td> </tr> <tr> <td>M on M:</td> <td>28.5%</td> </tr> </table> <p> <ul style="list-style-type: none"> <li>Always, 10, 67%</li> <li>Sometimes, 3, 20%</li> <li>Never, 0, 0%</li> <li>Did not receive any meals, 2, 13%</li> </ul> </p>	Question Score:	88.5	M on M:	28.5%
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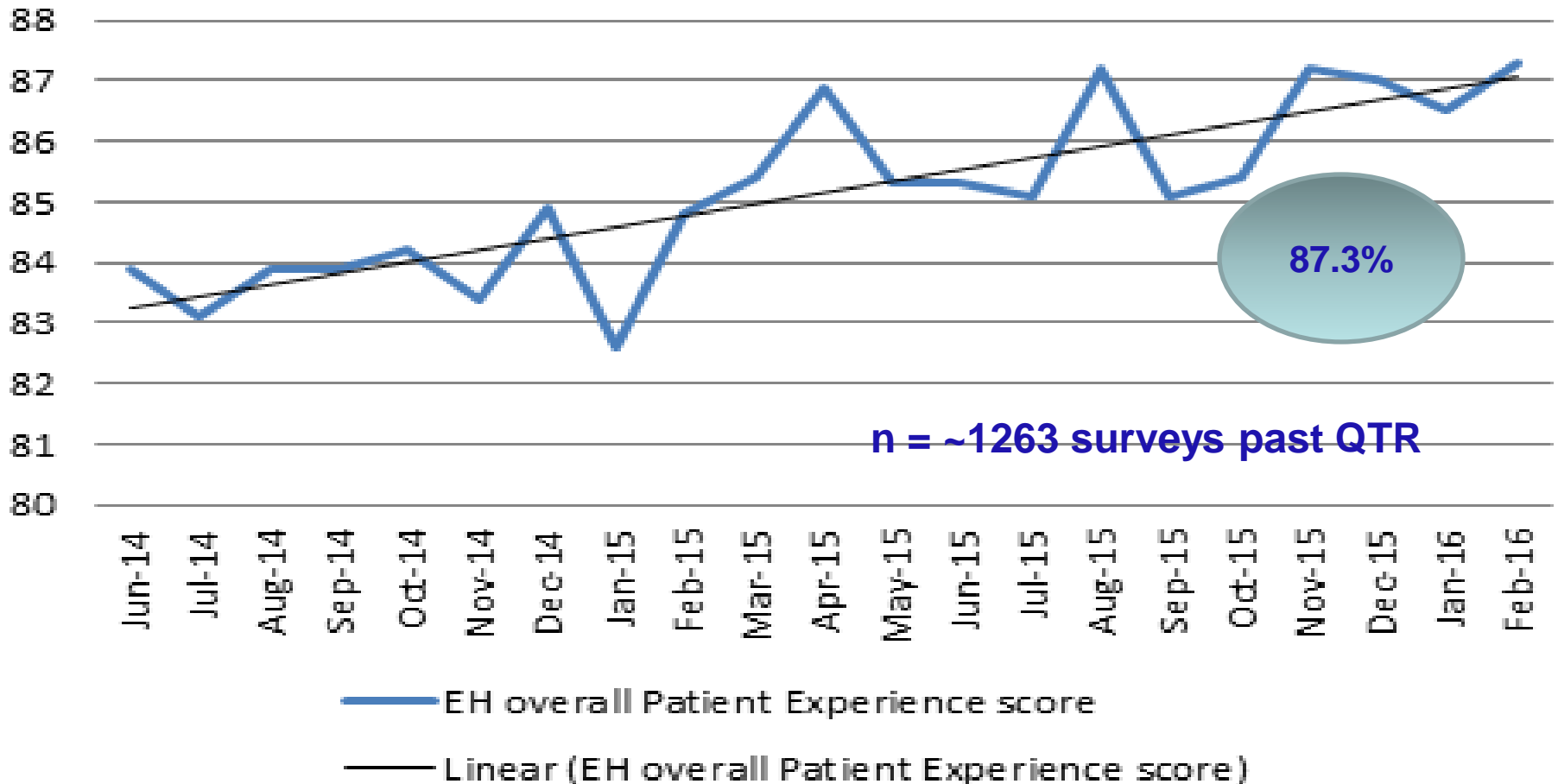
# Performance Monitoring

Eastern Health feedback (Adult In-patient) from the VHEs				Jan-Mar 2015	Oct-Dec 2014	Jul-Sep 14	Apr-Jun 14
		EH	S-W	EH	EH	EH	EH
		n = 467	n = 6667	n = 580	n = 518	n = 550	n = 583
<b>Care is well coordinated to ensure that the patient experiences continuity and smooth transitions (Principle 9)</b>							
8	Time waiting from arrival at hospital to transfer to room or ward rated as 'about right'	74	75.4	77	73	72	75
65	On the day of discharge, discharge was delayed rated as 'no'	83	81.6	82	84	76	79
36	Staff provided different information to patients rated as 'no'	77	76	73	75	74	74
67	Where discharge was delayed, explanation was given rated as 'yes'	62	76.1	80	78	73	77
41	How well Doctors and nurses work together rated as 'very good' or 'good'	78	81.7	77	83	75	73
63	Enough notice about the timing of discharge was given rated as 'yes, definitely'	63	65.7	60	66	53	56
70	Staff considered family or home situation when planning discharge rated as 'yes, completely'	72	73	68	74	67	66
71	Adequate arrangements were made for services needed after discharge rated as 'yes, completely'	79	70.3	65	73	70	62
72	Where follow-up with GP was required, the GP was given necessary information about care received in hospital	91	88.8	86	85	84	86
73	Patient received copies of communication sent between hospital and GP	26	35.3	31	35	32	27
<b>Meals are enjoyable and nutritious (Principle 10)</b>							
16	Hospital food rated as 'very good' or 'good'	67	67.9	63	69	69	65
17	The hospital food was suitable for dietary needs rated as 'yes always'	79	75.7	73	73	72	74
18	Staff gave patient enough help to eat meals rated as 'yes always'	74	74.2	66	68	65	65

**All VHEs questions aligned with the 10 Patient Experience of Care Principles**



## EH overall Patient Experience score



# Eastern Health



This report for Eastern Health is derived from

Adult Inpatient results from Box Hill Hospital, Angliss Hospital, Healesville & District Hospital, Maroondah Hospital, Peter James Centre, Yarra Ranges Health, Wantirna.

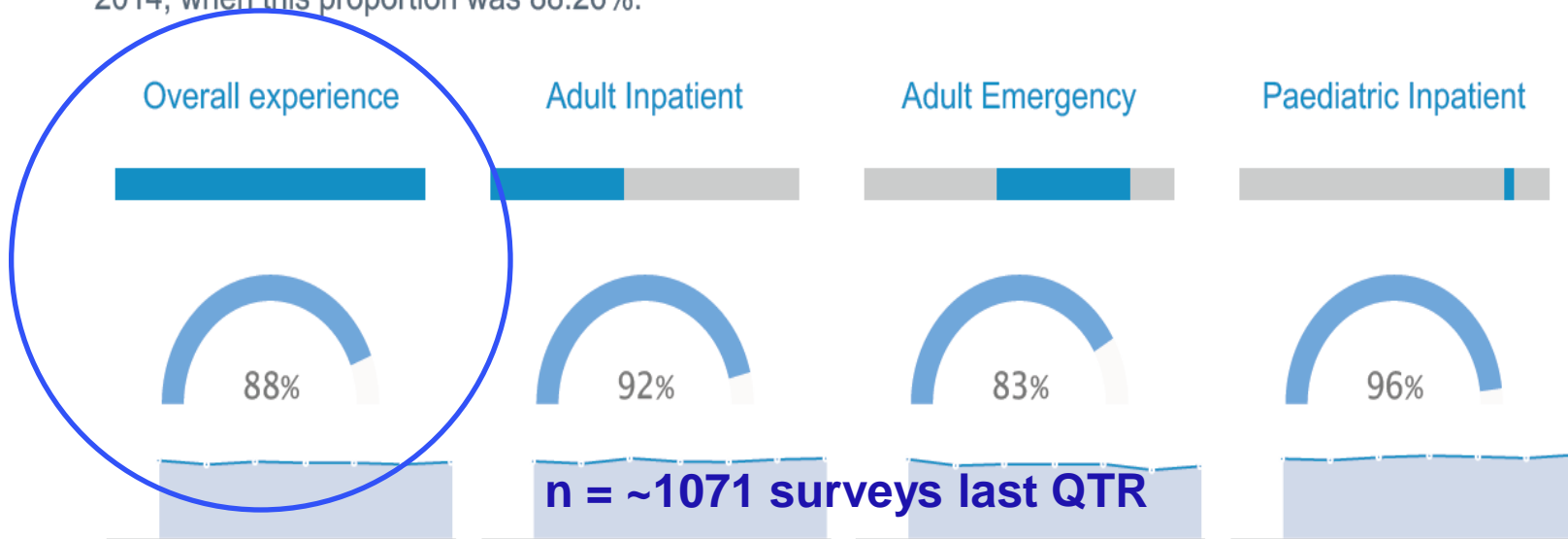
Adult Emergency results from Box Hill Hospital, Angliss Hospital, Maroondah Hospital.

Paediatric Inpatient results from Box Hill Hospital, Angliss Hospital, Maroondah Hospital.

Paediatric Emergency results from Box Hill Hospital, Angliss Hospital, Maroondah Hospital.

## Health Service Experience - Oct - Dec 2015

In Oct - Dec 2015, 87.77% of patients from Eastern Health rated their overall hospital experience as either 'very good' or 'good'. This is no significant change in the proportion rating their experience as either 'very good' or 'good' compared to Oct - Dec 2014, when this proportion was 88.26%.



# PATIENT OPINION

AUST  
BE HEARD.

An independent site about your experiences of Australian health services, **good** or **bad**.  
We pass your stories to the right people to make a difference.

▶ [Information for staff](#)

Home

[Tell your story](#)

About us

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Search for stories about...

eg Royal Brisbane Hospital, heart surgery, depression, 2250

We believe that patients' feedback - **good** or **bad** - is essential to improving Australian health services.

Tell us what was good and what could be improved, say thanks or call for change - we'll pass your stories to the people in the health services who can make a difference.

▶ [Tell your story - Make a difference](#)

## Patient Opinion in 2 minutes



## Make yourself heard

Whether you're a patient, carer or service user, share **your** story and help make a difference.

▶ [What's your story?](#)

## Featured stories

▶ [View latest stories](#)

"My mother was treated with **care, respect and thoughtfulness**"

About: Ringwood Private Hospital

STORY READ





# paediatricians have been nothing short of amazing!"

About: [Maroondah Hospital](#)

Posted by [Nellooro](#) (as a parent/guardian), 3 days ago

I want to say how incredible Maroondah Hospital has been with my new born bub! We came in recently with really high temps and not a happy baby. They treated our baby so quickly diagnosing viral meningitis. They have bent over backwards for us and have constantly made sure I'm comfortable and happy while we stay. We are a 'private hospital' type and I was anxious about taking our baby to Maroondah but I am so impressed! ! The nurses, doctors and paediatricians have been nothing short of amazing! Thanks Maroondah!

More about [care](#), [doctor](#), [emergency](#), [emergency department](#), [hospital](#), [infant](#), [meningitis](#), [nurse](#), [nursing staff](#), [paediatric](#), [public hospital](#), [staff](#) and [VIC](#)

Do you have a similar story to tell?

[Tell your story & make a difference »](#)

[Tweet](#) 2

[G+](#) 0

[Email](#) [Embed](#)

## Responses

Response from Alan Lilly, Chief Executive, Eastern Health [2 days ago](#)



Dear [Nellooro](#)

Wow, thank you for your very positive story on Patient Opinion - that's a great story indeed and I can see that this would have been a concerning time for you, your baby and your family.

I will pass on your feedback to our front line staff and their managers - it is terrific to receive feedback like yours and it's sure to give our staff an extra spring in their step too.

Your feedback underscores the things that are important to our patients

This story has had [a response](#)

Published by Patient Opinion on 14/09/2015  
Patient Opinion has rated this opinion **not critical** (criticality score 0)  
This story has been viewed by public users on this site **102** times  
You can [add your response](#) to this story below.

### Story summary

**What's good?**

- [hospital stay](#)
- [treatment](#)

**Initial feelings:** [impressed](#)

**What could be improved?**

### Activity

**7** [staff members have read this story](#)

[Who has Patient Opinion told about this story?](#)

### Show your support

Have **you** experienced something like [Nellooro](#) did, here or elsewhere?

If so, show your support below.

[I've experienced this](#)

Or maybe [your experience](#) was different?

[Tweet](#) 2



# How are we using Patient Opinion?

Some simple changes:

- Improved temporary signage during building works
- Provision of more Ultrasound Scans
- “Turning around” the impact of a *negative* experiences
  - *Timely responses often lead to no further action required*
- Complimentary car parking
- Review of Patient Entertainment System
- More discussion about general courtesy
- Patients being heard and responded to more quickly
- Updated “on hold” messaging to encourage email contact instead
- “You said ...” “ we did ....” now on our feedback pages

- > Hospital and Administration Contact Details
- > Complaints, Compliments and Comments
- > Provide your feedback directly to Eastern Health
- > How we use your feedback to improve
- > How we use your feedback to improve - Past stories
- > Useful Links

## How we use your feedback to improve

At Eastern Health we greatly value your feedback. Thank you for taking the time to tell us about your experience of care. Wherever possible, we try and make improvements based on feedback. The table below includes some of the changes we have made from stories and feedback shared.

### You said

"We went to an appointment in obstetrics booked at 9:05am - told to get there 20 minutes early. The admin lady was rude and cold when we asked what was happening, and we waited for 2.5 hours before getting seen at 11:00am.

Also, while in consultation with the doctor, some other man walked into the room with her coffee, without knocking or announcing his arrival. If I was trying to have a private discussion with a doctor, or my wife had had to remove clothes this would be entirely inappropriate.

The doctor also took down all the notes of what we were talking about, but none of our complaints. We also watched (as you can imagine) several people go into their appointments even though they had arrived after us."

"...the other item that I felt was slightly annoying in my experience was the stem cell donation. I had already sent in my letter stating that I was happy to donate the stem cell. However, the person who was in charge of this arrived when I was in labour with a sheet full of questions ... I was barely conscious and suffering with labour pains when all these questions were posed at me. She did not even know that I had already sent through my donation letter voluntarily. I had to remind her. I feel that the stem cell donation questions to the patient, which I understand are mandatory, should be posed to the patient at a better time

### We did

This idea will be incorporated into the review of the inpatient Patient Information Handbook. The couple have provided further feedback regarding the content of the Handbook and review the draft version.

The Cord Blood Nurses acknowledge that the current process is far from ideal and are always sensitive to women's willingness and ability to progress with their cord blood donation on an individual basis. They are currently looking at ways to improve the service, particularly the process of completing declaration and consent forms.



## Who oversees the process?

### Patient Experience of Care Expert Advisory Committee: *(includes staff and consumers)*

- Recommends the performance standards
- Monitors performance
- Identifies and recommends improvement priorities which are fed-back for implementation across Eastern Health



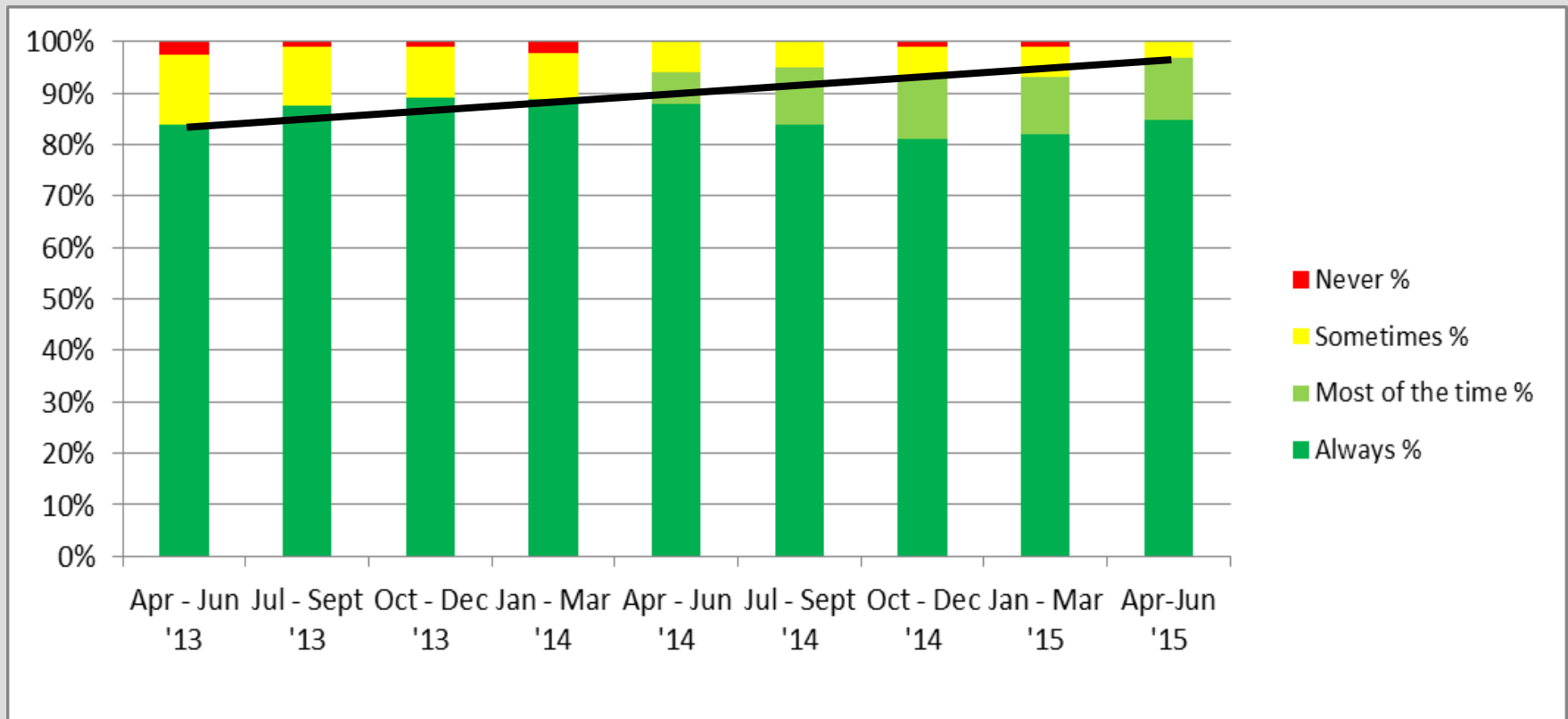
# So what are our priorities based on patient feedback ?

*From 2012 to 2015, our focus was on:*

- Improving communication and customer service (p5)
- Improving interpreting services (p5)
- Improving meals (p10)
- Reducing noise – in particular in wards at night (p6)

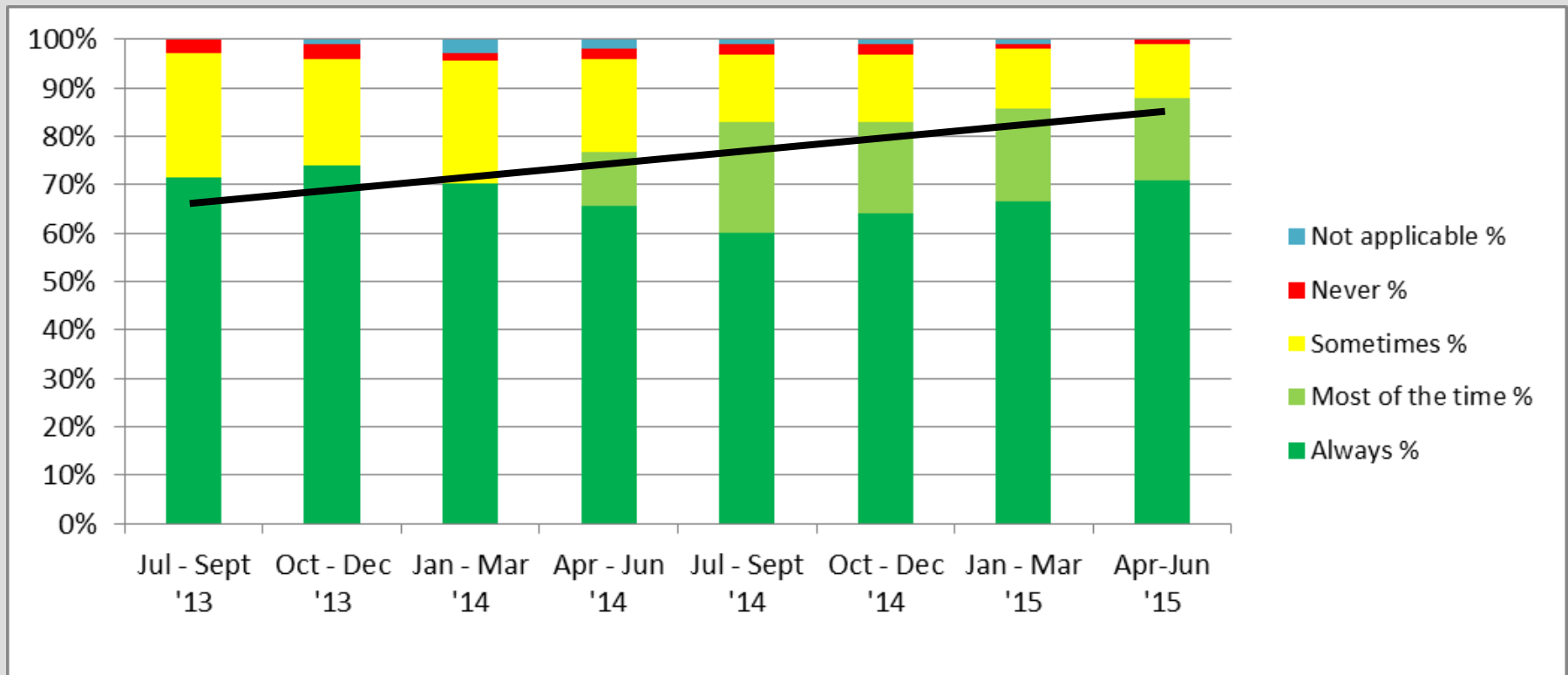


## Communication (Principle 5)



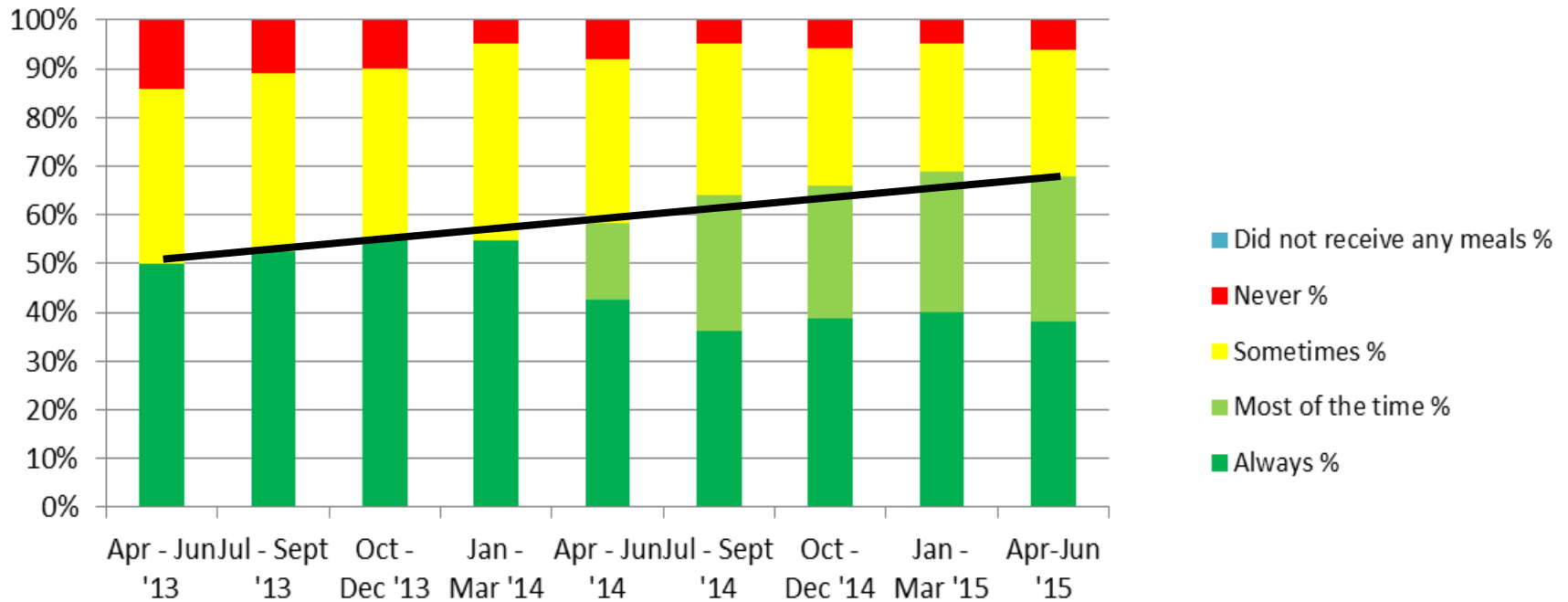


# Physical Environment & Noise (Principle 6)





# Meals are Enjoyable and Nutritious (Principle 10)







# How do we manage feedback at the local and program level?

- Complaints
- Survey data
- Improvement & Innovation plans
- Reports at program Quality & Strategy committees



# Patient Experience Improvement Collaborative

- A one year improvement collaborative was designed to test an approach to:
  - Support ward teams to develop skills in using the patient experience audit results to understand the patient experience in their areas
  - Undertake work to deliver improvements in the patient experience (as measured by the patient experience survey), using the Eastern Health model of improvement

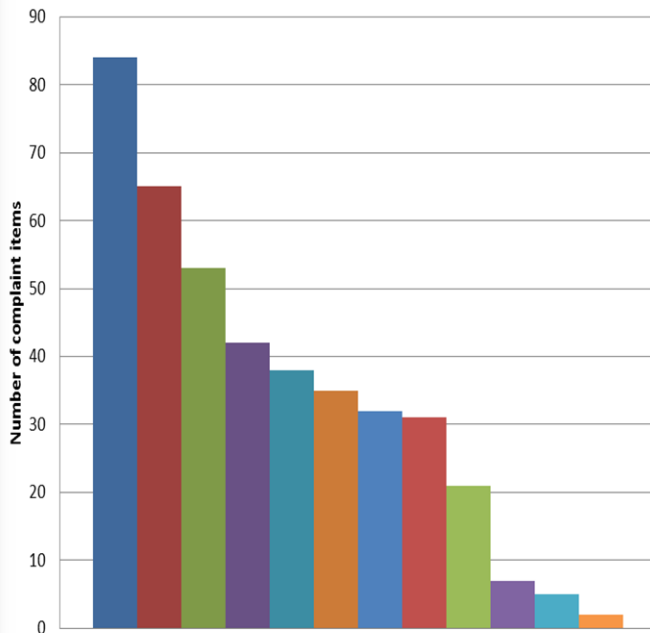
## Results

- Medical staff directed to ask patients if there are areas of concern or anything else they wish to follow up on at the end of each consultation
- Patient information sheet for patients prior to discharge
- Relevant bedside nurse present on morning ward rounds to improve communication
- A sticker in the notes to highlight when and what was communicated with relatives
- The Eastern Health Contact Centre will now has the ability to transfer calls for inpatients directly to their bedside phone at the Maroondah, Angliss and Peter James sites.



# Priority for 2016: Courtesy & Kindness – every time, everywhere

## Feedback about Communication



- Staff are rude.
- Inadequate information about service/ condition/ treatment/ discharge
- Did not listen to or acknowledge patient/ family point of view
- Lack of respect by staff in communication.
- Inadequate or no communication about wait time.
- Lack of compassion / empathy by staff in communication.
- Staff did not take the time to explain and communicate.
- Staff are dismissive in communication.
- Information given was not correct or conflicting.
- Staff did not introduce themselves and/ or their role
- Information not communicated in preferred language and/ or in plain language.
- Staff did not involve patient/ family in discussion about decisions about patient.



# Action plan

IDENTIFIED THEMES	PROPOSED ACTION
Individual personal factors	Training
Lack of skill /understanding of Person centred care practice	Training
Work place stress / environmental factors and Lack of skill / understanding of Person centred care	Proactive training in relation to 'customer service'
Lack of skill /understanding of Person centred care practice	Improved Communication with patients at Box Hill Hospital project
Strategies to acknowledge and reinforce good practice	Patient Experience Week
	Local Level reporting
	EHW – regular 'Kindness and Courtesy section'



**Thank You**

