

# Using Insight to Create Meaningful Service Improvement

By Lesley Goodburn

Head of Community Relations

Staffordshire Commissioning Support Services

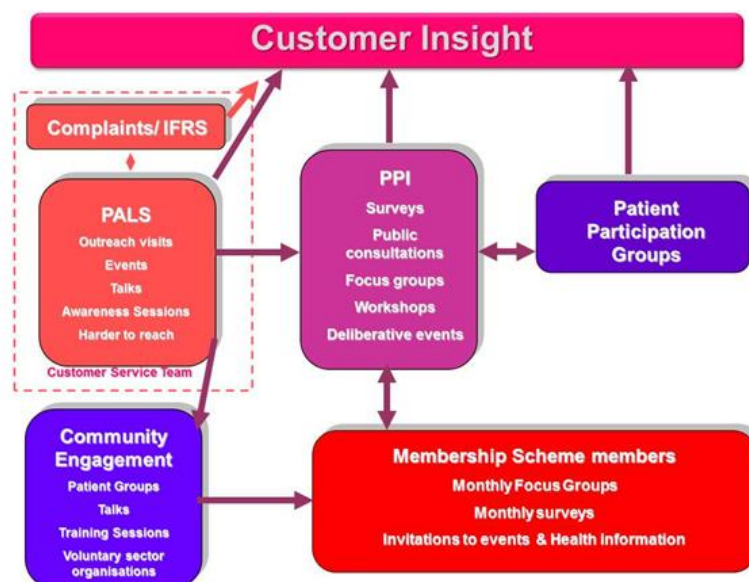


**North Staffordshire**  
Clinical Commissioning Group

The model of insight has been developed over the last 18 months by the Community Relations Team at NHS North Staffordshire led by Lesley Goodburn Head of Community Relations. The work has been undertaken in partnership with the North Staffordshire Clinical Commissioning Group, patient groups, patients and members of OUR NHS the membership scheme. The approach has been a true partnership with all participants working to ensure that patients have an amplified voice and are true partners in the decision making process. The work has latterly included the Stoke on Trent CCG who wanted to adopt the same model of insight to gain a holistic aggregation of the patient voice across North Staffordshire.

The Model of Insight project aimed to provide a single repository for patient information so that themes and trends could be collated, aggregated, analysed and triangulated. Previously, complaints and PALS information was reported by number and broad categorisation. The learning from patient feedback was limited in its aggregation, triangulation which provided limited intelligence.

For patient experience to truly influence commissioning decisions patient feedback must be collated from each patient contact whether reactively through PALS/complaints, 18 week contacts or proactively through public and patient involvement work via workshops, focus groups, deliberative events or patient experience stories. The information collected from these sources needed to come together in one place to be aggregated and analysed and then triangulated against information from risks, incidents and nationally collated data.



The project was initiated to ensure that all patient contacts were recorded in one database to provide aggregated data, categorised in under headings that would triangulate against national data and be useful to commissioners, quality and provide assurances that patient experience was truly influencing service delivery.

The five domains of patient experience were used to theme the information

- Safe High quality care
- Building better relationships
- Better info more choice
- Access and waiting
- Clean comfortable place to be



Initially themes were identified from the data relating to access and waiting for podiatry services, clinical care for orthotics and better info more choice for continence. The early identification of these issues ensured that commissioners were able to work with the community relations team to run patient workshops to understand the extent of these issues.

As a result of this early identification through amalgamation of hard and soft intelligence an external review of the podiatry, continence and orthotics services has taken place, driven by the feedback from the patients. Patients have worked with commissioners to develop service specifications and monitor the demand and performance of the services, ensuring that patient experience is driving the commissioning cycle. The intelligence from the system has seen the performance management of independent contractors as well as quality and safety information being passed to quality so that real time patient experience visits can be undertaken with acute providers.

The project team are currently working with the cluster staff and clinical commissioning groups to provide real time patient experience monitoring data that is fed from the insight database. This work will see commissioners, contract monitoring, quality teams, GP practices and medical staff with dashboards that will be dedicated to their area of responsibility available to them in real time. This will allow reviews, changes and remedial work to be implemented in a more responsive and patient centred way.

The model of insight has been supported by the model of involvement which is a supporting initiative which ensures that patients and the public are involved in the decision making processes from practice level to board level.



The model of involvement has seen patient participation groups set up at 32 out of 35 practices and has seen the development of locality groups of patients who are working partnership with GPs at a local level to improve services.

Work is now underway on the development of patient congress which will see patients, representatives from voluntary/community sector groups and condition support groups working hand in hand with the clinical commissioning group at the strategic level to influence commissioning decisions.

Work is in progress with a patient partner to develop the role of the patient on the clinical commissioning board. Good progress is being made on developing the training and development requirements that are required to support the patient in the role. This role will be developed with a role description and when the patient congress is functional it is envisaged that the congress will support the recruitment to the role.

The model of involvement feeds the model of insight and the two together are proving to be a powerful force in amplifying the patient voice in a systematic way which is leading to systemic changes to service provision.



As result of the work undertaken with the North Staffordshire Clinical Commissioning Group with the development of the two models, the work has now been extended to the Stoke on Trent Clinical Commissioning Group who are adopting the same approach as many local services are jointly commissioned with North Staffordshire from the same providers.

Clinical Commissioning Group from South Staffordshire PCT is also keen to the use the same model of involvement and there is interest with the acute trusts from across the North Staffordshire local health economy to develop a holistic model across providers and commissioners. This will be explored and developed in the coming months.

The work undertaken has seen NHS North Staffordshire be selected as a finalist in the Patient Experience Network National Awards under the Measuring, Reporting and Acting category. This also led to the project winning a Crème de la Crème Business Award for Outstanding Achievement, where Simon Burgess, Chairman of the Judges said: "The Model of Insight Project is an innovative customer service approach that was extremely well executed and a step in the right direction for improving quality."



The project is still a work in progress, with the full potential of the initiative still be realised