

Portsmouth Hospitals NHS Trust
Customer Care Strategy 2010-2012

‘Putting stakeholders at the centre of everything we do’



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1. Background:

The Customer Care Strategy 2008-2010 was written to support the Trust in achieving its strategic aim of delivering a much improved patient experience. To develop a new culture across the organisation where customer care is seen as an integral part of achieving good clinical outcomes. The main drivers for this strategy were:

- Department of Health policy for practiced based commissioning which puts the Trust in direct competition with other secondary and private health care providers.
- Care Quality Commission
- Health Care Commission Annual health Check, which required trusts to develop and implement a comprehensive and strategic approach to all elements of customer care.
- Complaints made to Portsmouth Hospitals NHS Trust revealed significant problems of staff attitudes and communications.
- Darzi Report
- The NHS Constitution
- The NHS operating framework
- The Trusts' transformational plan
- Patient choice.

The Customer Care Strategy 2010-2012 will build on the achievements of the 2008-2010 strategy objectives which were:

- To clarify and promote a consistent customer care culture for the Portsmouth Hospital NHS Trust that focuses upon delivering customer care principles on a consistent basis in all areas of the Trust
- The development of employees who were committed to customer care and were confident to deal with both internal and external stakeholders.
- The evaluation and measurement of customer service using a range of tools.

2. Drivers of the Customer Care Strategy

The customer care strategy is informed by both national and local imperatives:

- From April 1 2010, the Care Quality commission essential standards for quality and safety
- Customer Service Excellence – The Government Standard
- High Quality Care for All – Department of Health
- NICE quality standards
- Practice based commissioning puts the trust in direct competition with other secondary care providers both public and private.
- Health Care Commission 'Annual Health Check' demands trusts to have a comprehensive strategic approach to customer care to enhance the stakeholder experience.
- National and local stakeholder surveys plus complaints and feedback from PALS consistently identify communication and attitudes having a major impact on both internal and external stakeholder experiences.
- The development of Service Line Management
- Patient Choice
- Research that shows a good patient experience improves clinical outcomes.

3. Objectives of the Customer Care Strategy

The objectives of the customer care strategy are to:

- Treat all Portsmouth Hospital NHS Trust stakeholders with respect, courtesy and friendliness and provide equality of customer care throughout the organisation
- Improve the patient experience learning from stakeholder feedback and from each other.
- Improve Portsmouth Hospitals NHS Trust speed of response to information and enquiries from all stakeholders by having information in a format easily accessible on the Portsmouth Hospitals NHS Trust internet, intranet and extranet
- Integrate customer care and patient feedback into key performance indicators
- Train all staff to provide high quality customer care
- Enable our stakeholders to provide feedback easily, through surveys, complaints and plaudits.
- Establish Customer Service Excellence accreditation.

The objectives of the customer services strategy will apply to both internal and external stakeholders. Customer care will extend to our partners in the private, public and voluntary sectors.

4. Principles of Customer Care Strategy

The following principles will be at the core of the customer services strategy

- Every employee of Portsmouth Hospitals NHS Trust will have a part to play in delivering excellent customer care. It is not a specialist function owned by one particular area.
- Every employee of Portsmouth Hospitals NHS Trust will have good awareness and understanding of expected behaviours incorporated in the Trust's vision (see appendix 1)
 - Best Care – the safest and best care for all patients
 - Best People – our people in the lead
 - Best Hospital – financial stability and a hospital we are proud of.
- Customer care objectives will be included in all business plans
- All Portsmouth Hospitals NHS Trust employees will have customer care targets to meet in their annual appraisal
- Stakeholder feedback will inform and become integral in key business processes within Clinical Service Centres.

5. Customer Care Standards

The Portsmouth Hospitals NHS Trust customer care standards are in line with service excellence standards. The aim of the standards is to make stakeholders the focus of service provision. The standards are divided into five criteria

- Criterion 1 Customer Insight
- Criterion 2 The Culture of the Organisation
- Criterion 3 Information and access
- Criterion 4 Delivery
- Criterion 5 Timeliness and quality of service

5.1 Customer Insight

Customer insight focuses on the importance of developing an in-depth understanding of your customers.

- I. Portsmouth Hospitals NHS Trust will have in depth understanding of current and potential stakeholders groups based on current and reliable information
- II. Portsmouth Hospitals NHS Trust will develop insight about our stakeholder groups to better understand their needs and preferences via a variety of ways e.g patient feedback surveys, stakeholder and GP surveys, patient groups etc.
- III. Portsmouth Hospitals NHS Trust will make particular effort to identify hard-to-reach and disadvantaged groups and individuals and have developed services in response to their specific needs.
- IV. Portsmouth Hospitals NHS Trust engages and involves customers using a range of methods appropriate to the needs of the identified groups.
- V. Clinical Service Centres will make stakeholder consultation integral to continual service improvement. Stakeholders are informed of results and actions taken.
- VI. Strategies and opportunities to engage stakeholders are reviewed regularly to ensure the methods used are effective and provide reliable representative results.
- VII. Portsmouth Hospitals NHS Trust uses reliable and accurate methods to measure customer satisfaction on a regular basis.
- VIII. Portsmouth Hospitals NHS Trust will analyse and publicise satisfaction levels to the full range of stakeholders about all main areas of service and how they have been improved as a result of feedback.
- IX. Included in Portsmouth Hospitals NHS Trust measurement of stakeholder satisfaction will be specific questions relating to key areas including those on delivery, timeliness, information access and the quality of customer service.
- X. Portsmouth Hospitals NHS Trust sets challenging and stretching targets for customer service to ensure levels are improving
- XI. Portsmouth Hospitals NHS Trust makes positive changes as a result of stakeholder feedback analysis improving the patient journey.

5.2 The Culture of Portsmouth Hospitals NHS Trust

Customer-focused culture will become the core of the business model based on detailed understanding of stakeholders.

- i. Portsmouth Hospitals NHS Trust has a corporate commitment to putting patients and their families at the heart of service delivery
- ii. Customer insight will inform policy and strategy to prioritise service improvement activity.
- iii. Portsmouth Hospitals NHS Trust will have policies and procedures that support the rights of patients to expect excellent levels of service.
- iv. All stakeholders and stakeholder groups are treated fairly.
- v. The privacy and dignity of all stakeholders is maintained.
- vi. All Portsmouth Hospitals NHS Trust employees are actively encouraged to promote and engage in the customer-focused culture of the organisation
- vii. The customer-focused culture will be reflected in the recruitment, training and development of Portsmouth Hospitals NHS Trust staff.
- viii. All Portsmouth Hospitals NHS Trust will be polite and friendly to stakeholders and have an understanding of their needs
- ix. Customer-focused service delivery will be a priority at all levels of Portsmouth Hospitals NHS Trust. Individuals will be evaluated through performance management.
- x. Clinical Service Centres will be able to demonstrate how patient feedback is incorporated into internal processes, policy development and service planning
- xi. Customer- focused services will be valued, recognised and celebrated.

5.3 Information and Access

All stakeholders will be able to access accurate and detailed information.

- i. Information of the full range of services and contact details that Portsmouth Hospitals NHS Trust provides will be readily available to stakeholders.
- ii. Where there is a charge for services e.g. parking, Hospedia entertainment, amenity beds etc, stakeholders will be fully informed of all costs
- iii. All communication to stakeholders is available and appropriate for their needs and understanding.
- iv. All information to stakeholders is current, accurate and complete and provided in a variety of medium
- v. Our services are accessible to stakeholders through a provision of a range of alternative channels e.g. hearing loops.
- vi. Accessibility will be reviewed regularly. Stakeholder feedback will identify possible service improvements and offer better choices.
- vii. The facilities within Portsmouth Hospitals NHS Trust will be as clean and comfortable as possible.
- viii. Portsmouth Hospitals NHS Trust interacts and supports the wider community.

5.4 Delivery

The successful delivery, outcomes and how problems are managed, of the services delivered by Portsmouth Hospitals NHS Trust, is very important to stakeholders.

- i. Portsmouth Hospitals NHS Trust will keep stakeholders informed about performance
- ii. Stakeholders, partners and staff are consulted and involved in reviewing and raising local standards.
- iii. Stakeholders will be informed what they can expect from our services.
- iv. Portsmouth Hospitals NHS Trust will develop services utilising stakeholder feedback, best practice and benchmarking against similar organisations
- v. Portsmouth Hospitals NHS Trust will have an easy-to-use complaints procedure which includes a commitment to deal with problems fully and solve them wherever possible within a reasonable time limit
- vi. Portsmouth Hospitals NHS Trust staff will receive training and guidance on how to handle complaints.
- vii. Portsmouth Hospitals NHS Trust will learn from mistakes by identifying patterns in formal and informal complaints. Stakeholders will be informed of how services improve by action taken.
- viii. Portsmouth Hospitals NHS Trust will ensure that the outcome of the complaints procedure for stakeholders (whose complaint is upheld) is satisfactory for them.

5.5 Timeliness and Quality of Service

Stakeholders identify what are the most important factors in customer care service. Clinical Service Centres will raise the profile of monitoring customer service standards within the performance management process.

- i. Clinical Service Centres will set appropriate and measurable standards for timeliness of response for all forms of stakeholder contact including phone calls, letters, e-communications and personal callers.
- ii. Clinical Service Centres will make information available about the promises on timeliness and quality of customer care service their patients can expect.
- iii. Clinical Service Centres will share good customer service practice with colleagues and partners
- iv. Clinical Service Centres will keep all users informed of 'next steps' in patient pathways.
- v. Clinical Service Centres will keep stakeholders informed of wait times and any problems.
- vi. Clinical Service Centres will monitor performance against standards for timeliness and quality of customer care service and take action if problems are identified.
- vii. Clinical Service Centres will publicise and benchmark their performance against customer care service.

6. Customer Care Training and Development

To implement and offer customer training and development to all Portsmouth Hospitals NHS Trust staff will be dependent on the finances and resources available in the current healthcare economy.

- 6.1 Customer care training is included in Portsmouth Hospitals NHS Trust induction programme, which all new employees of the Trust attend. Trust induction is currently delivered in sessions. Development is underway for an e-learning induction package which will include customer care. The customer care e-learning package will be readily available to all Trust staff via the intranet.
- 6.2 Portsmouth Hospitals NHS Trust recognises that managers have a crucial role to play in transforming the services we currently provide to ensure the delivery of the best quality healthcare to the population we serve. Customer care is pivotal in the provision of quality healthcare and is linked very closely to the Trust's Equality and Diversity Policy. Part of the Leadership and Management Development Framework facilitates development of customer care and communication of Portsmouth Hospitals NHS Trust leaders and managers.
- 6.3 Customer care training should be available for all staff and should include customer care standards, contact skills, including use of the telephone, email and written correspondence.
- 6.4 Areas of poor customer care standards, highlighted by stakeholder feedback and complaints, should have departmental training programmes tailored to their needs to facilitate changes in attitudes and improvement customer care core standards.
- 6.5 Benchmarking of processes will be collated and shared from areas of good customer care standards, highlighted by stakeholder feedback and plaudits.
- 6.6 The Customer Service Excellence standards will influence customer care training and development, enabling Portsmouth Hospitals NHS Trust to acquire accreditation



7. Conclusion

This strategy has set out the overall customer care strategic aims and objectives of the Trust. The key challenge for the Clinical Service Centres is to develop and implement customer care standards as an integral part of their services.

Expected Behaviour		Unacceptable Behaviour
Best Care – The safest and best care for our patients	Naked below the elbow follow Trust procedures for hand hygiene	Forgetting we are here to provide a service to patients Criticising colleagues/disagreeing with them in front of patients, visitors and other staff Appearing unapproachable and moody Sharing personal beliefs and opinions with patients Blaming others/other departments for mistakes Wearing inappropriate dress/or having an unprofessional appearance Being unsupportive of change/of new ideas for improvement Moaning and demoralising others without making an attempt to change things
	Listen to the wishes and preferences of patients and stakeholders	
	Question poor practice and behaviour	
	Learn from mistakes and ask for support where necessary	
	Respond promptly to bell calls, telephones and other requests for help	
	Maintain privacy and dignity. Ensure confidential information is kept safe and secure	
Best People – Our people in the lead	Treat everyone in a friendly, courteous manner; smile and make eye contact	
	Help anyone who appears lost	
	Access opportunities for learning and development	
	Use plain language and speak in English when carrying out duties	
	Treat patients and colleagues with respect	
	Understand people come from varied backgrounds; challenge bias, prejudice and intolerance	
Best Hospital - Financial stability and a hospital we are proud of	Ensure appearance is professional and name badge visible	
	Look for better ways of working to achieve improvements	
	Respect patients time; apologise and explain if we keep people waiting	
	Uphold the values and be proud to be part of the Trust	
	Keep work area clean, tidy and pick up litter when you see it	