

Using the templates

These templates are set up to make planning and running your event as easy as possible. The templates are pre-written with customisable fields for you to personalise them to your event.

The editable fields are highlighted in Grey in the Microsoft templates (highlighted yellow in this PDF). Please note that the grey highlight will not print or show if exported into another format, ie. PDF. This is purely for guidance. All other text and images are locked.

The patient letter and press release text should be edited as indicated and then all text copied and pasted into your own Trust letterhead template before mailing.

The templates are also watermarked. This watermark will be removed by NHS Elect once you have completed it and returned it to them for review. This is to ensure that all documents are correctly completed. They will also insert your Trust logo onto the templates once approved.

The following pages show each of the templates and the editable fields for guidance.

For further help please contact:

Sue Kong
sue@nhselect.org.uk
020 3170 6315

or

Joe Blunden
joe@nhselect.org.uk
020 7520 9088

NB. All documents remain the copyright of NHS Elect and must not be shared with anyone outside your organisation.

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Planning and Running a Goldfish Bowl Workshop

Your name

Job Title

Your Foundation Trust Name

DD: 00000 000000

Email: your.name@yourfoundationtrust.nhs.uk



Why we are doing this for <insert service here>

Purpose of the project

To improve the quality of <Insert service here> to ensure that patients receive a consistently high standard of service and a positive patient experience

Project lead: <Name>, <Job Title>

Clinical sponsor: <Name>, <Job Title>

Executive sponsor: <Name>, <Job Title>

Overview of current issues

Patients:

- <Insert issues, ie. Variable performance and patient experience depending on the booking route allocated>

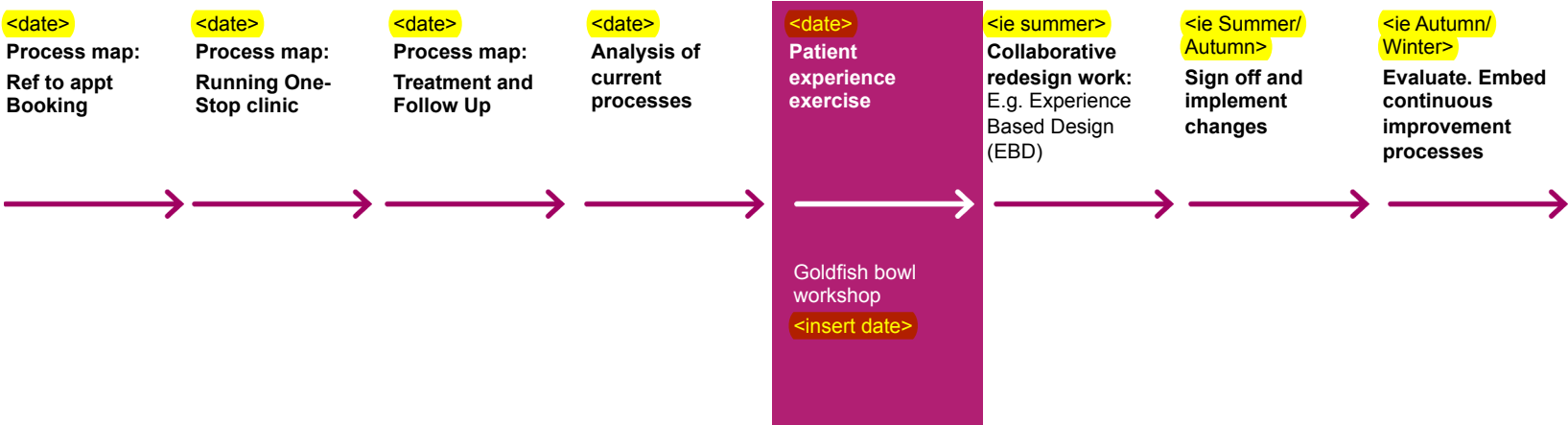
Staff:

- <insert issues, ie. Duplication and waste>

Quality standards:

- <ie. Meeting targets but not excelling in all areas>

Service improvement project activities:



Aims, objectives and outcomes of this event

Aims

- An interactive event designed to encourage staff to learn from the stories of service-users and to convert that learning into attitudes and behaviour that serves to improve the quality of service provided

Objectives

- To recruit a minimum of 3 and no more than 6 patients/carers
- To recruit a variety of patients/carers to allow for a balance of feedback from the stories
- To give the patients/carers 6 weeks' notice and a chance to RSVP
- To offer corporate customer care through the presence of the PALS team

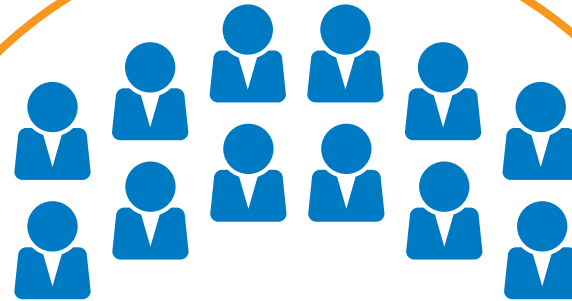
Outcomes

- Have a better developed understanding of the experience of users of the service they provide
- Appreciate the need for all staff to adjust attitude and behaviour in order to ensure that the experience of service-users is as good as it can be
- Understand the need for all staff to think through options for service improvement and better team working – and to share those appropriately
- Have an awareness of the sorts of actions that they might take in the course of their day-to-day practice that will serve to improve the quality of the experience of service-users

Key ingredients for the goldfish bowl: the basics

1. Select and book a venue with two adjacent rooms and a refreshments area
2. Recruit appropriate staff and patients
3. Set up the “goldfish bowl” room in the following layout:

**12 – 14 members
of staff**



3 – 4 patients
(allow space for someone
to accompany them)



Facilitator



How does a goldfish bowl run?

Time	Item	Location	Who (suggested examples)
12:30	Planning team to meet	Goldfish bowl room	Facilitator, Project lead, Head of Patient Experience, Clinical lead for project
12:45	Set up rooms and layout	Goldfish bowl room	Facilitator
13:15	Patients and staff start to arrive	Lobby	PALS representative
13:30	Staff briefing	Adjacent room	Head of Patient Experience and Clinical lead
13:30	Patient' s briefing	Goldfish bowl room	Facilitator
13:45	Staff join the patients	Goldfish bowl room	Staff
13:50	Patients tell their stories	Goldfish bowl room	Facilitator supports and prompts patients, and takes notes on flipchart
14:40	Patients have refreshments then depart	Adjacent room	PALS representative
14:40	Staff have refreshments and read notes from flipcharts	Goldfish bowl room	Staff
15:10	Staff reflection, discussion and action plan	Goldfish bowl room	Facilitator and staff
16:00	Close		

Challenges of managing the event

Patients

Recruiting for a balance of the stories

- Positive experience
- Poor experience
- Emotional content
- Scope

Staff

Arrive on time

- Cancel or shorten other commitments on the day
- Respect and observe key ground rules
- No interaction during the stories
- No interruption e.g. pagers and mobiles

Template: Action plan

Goldfish bowl: patient experience and involvement event on <date>

What are we trying to accomplish?
 <insert text>

Lead <name>

Category	Actions	Who	Completion date	Done?
Agenda and set up for the A1 day	<text>	<name>	<date>	✓
	A2 <text>	<name>	<date>	✓
	A3 <text>	<name>	<date>	✓
Recruit staff	B1 <text>	<name>	<date>	✓
	B2 <text>	<name>	<date>	✓
	B3 <text>	<name>	<date>	✓
Recruit patients	C1 <text>	<name>	<date>	✓
	C2 <text>	<name>	<date>	✓
	C3 <text>	<name>	<date>	✓
Running the event	D1 <text>	<name>	<date>	✓
	D2 <text>	<name>	<date>	✓
	D3 <text>	<name>	<date>	✓
Action on findings	E1 <text>	<name>	<date>	✓
	E2 <text>	<name>	<date>	✓
	E3 <text>	<name>	<date>	✓

Example: Action plan

Goldfish bowl: patient experience and involvement event on 28.10.11

What are we trying to accomplish?

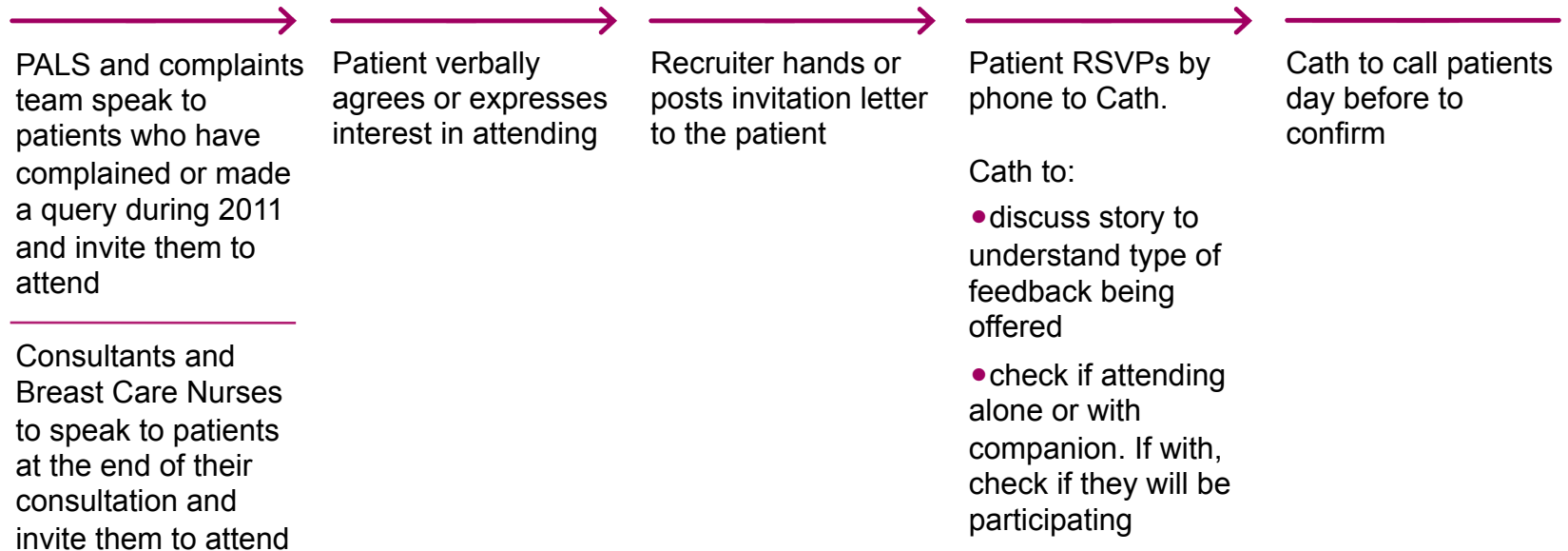
To understand the patient experience of Breast outpatient services and how to improve
 To align this feedback with the goals and actions of the workshop group

Lead


Cath Heaney
 Transformation Projects Facilitator

Category	Actions	Who	Completion date	Done?
Agenda and set up for the day	A1 Telephone conference with Sue Kong, NHS Elect, to establish how event runs, the tasks required for set up and the support provided by NHS Elect	Facilitator	18/08/2011	✓
	A2 Book suitable rooms - St Mary's Church, Camberley booked 12.00-18.00 on Wednesday 26th October 2011 - Parkview room for staff briefing - Parkside room for patient briefing, goldfish bowl exercise, staff action planning	Facilitator's PA	04/08/2011	✓
	A3 Prepare agenda, circulate to staff attending	Facilitator	15/09/2011	✓
Recruit staff	B1 Email to invite staff to participate	Facilitator, staff volunteers	26/10/2011	✓
	B2 Send out a list of confirmed staff who will be participating, along with the agenda	Facilitator	11/08/2011	✓
	B3 Staff to check morning commitments and ensure that they can arrive no later than 1pm on 26th October	Facilitator	15/09/2011	✓
Recruit patients	C1 Draft the recruitment process and circulate to those who have volunteered to recruit patients	All staff attending	01/10/2011	✓
	C2 Recruitment to take place from 19th - 30th September to give patients, their relatives /carer's notice	Cath	15/09/2011	✓
	C3 Circulate final list of participating patients to attending staff	Staff who volunteered to recruit	30/09/2011	✓
Running the event	D1 Planning meeting and set up on the day at 12.30	Cath	01/10/2011	✓
	D2 Greet patients, offer refreshments at 12.45 - Brie, Karen, Sandra, Ruth	As per agenda	26/10/2011	✓
	D3 Run the goldfish bowl and action plan sessions	As per agenda	26/10/2011	✓
Action on findings	E1 Provide any ongoing support and information for the patients after the session	NHS Elect Facilitator	26/10/2011	✓
	E2 Provide an action plan document following the event	PALS and Head of Patient Experience	26/10/2011	✓
	E3 Incorporate findings in to the workshop group's action plan	NHS Elect Facilitator	04/11/2011	✓

Recruitment process: example from Frimley Park Hospital



Patient invitation letter template

Your Trust Logo 
 NHS Foundation Trust

<Name>
 <Address>
 <Address>
 <Town>
 <County>
 XX0 0XX
 <Date>

Organization name
 Sample Address
 Sample Address
 County
 XX0 0XX
 Tel: <000 0000 0000>
 Fax: <000 0000 0000>
 www.yourtrust.org.uk

Dear <Name>

Re: Taking the Patient Experience to Heart [OR] Enhancing Quality of Care through Improved Communication

Thank you for agreeing to attend the above event on <Date> at <time> in the <location details>. We look forward to meeting you and learning about your experience at our <hospital/service/department details>.

On the day, you will meet other patients who have also come to share their experience of their care at <Trust Name>. In each seminar room, there will be a few other people like yourself and you will have approximately 10 minutes to tell your story and share your experience. Each of you will take your turn and listen to each other.

We recognise that some people may find it difficult to speak in public so our facilitators will be present to support you. You will not be interrupted by the 10 members of staff in the room or be asked to answer questions from staff. The session will last just under an hour and then you will break for some refreshments.

To enable us to learn as much as possible in the allocated time, we invite you to think about what our staff did in making your

- Your arrival experience
- Your consultation/diagnostic testing/ ward stay experience and
- Your discharge and departure experience
- memorable (good or bad)

and please let us know how we made you feel with our care, treatment and communication. You may jot down some notes to help you remember and bring them with you.

Thank you again for volunteering to help us with this event. Please RSVP and let us know whether your partner / family will also be accompanying you so we can make space for them in the seminar rooms too. Please could you confirm that you are attending by telephoning <contact name> on <telephone number>.

We look forward to welcoming you and hearing your feedback as we are keen to improve on our services for patients and their families.

Yours sincerely

<Name>
 <Job Title>

Customise the text supplied in the template to your event and drop it into your standard letterhead template.

Add any helpful information on the location and travel advice on the reverse as well as a map if available.



Masterplan for your Goldfish Bowl event

Enhancing Quality of Care through Improved Communication and Team Working

Aim

An interactive event designed to encourage staff to learn from the stories of service-users and to convert that learning into attitudes and behaviour that serves to improve the quality of service provided.

Outcomes

By the end of the event, participants will:

- Have a better developed understanding of the experience of users of the service they provide
- Appreciate the need for all staff to adjust attitude and behaviour in order to ensure that the experience of service-users is as good as it can be
- Understand the need for all staff to think through options for service improvement and better team working – and to share those appropriately
- Have an awareness of the sorts of actions that they might take in the course of their day-to-day practice that will service to improve the quality of the experience of service-users

Planning Team

The names and initials (for action planning) of the core team involved, normally a clinical consultant lead, nursing lead and a managerial lead with learning and development / training and PALs involvement too.
Sometimes comms

Date of meeting

Who was in the meeting

names of all attendees

Action points

Write your action points here


Pending Approval by NHS Elect


What we need to do

Tasks	Decision	Lead
<p>Venue and date for the training session</p>	<p>To decide on a date in Month to take account of the survey results and venue for briefing staff and break out rooms. Consider baby changing facilities (if it is a children / maternity services), refreshments and lunch depending on the group of staff / patients involved.</p> <p>You need a room for each goldfish session. Each room should be able to hold 20 people (facilitator, service users who may bring plus-one and 12-14 staff). An area for refreshments.</p>	
<p>Service users / patients</p>	<p>To recruit 3-4 service users / patients per room. About 12-14 staff in each room.</p> <p>Draft invite letter to the patients about the morning session and why their input would be invaluable. We need to know whether these patients come with a good story or a bad one. We need a mixture of good, bad and neutral stories in each goldfish bowl exercise (this is very important for staff learning).</p> <p>Need to give 6 weeks notice and a chance for the patients to RSVP to the Trust. Best organised by Comms / PALS to give that corporate customer care and co-ordination.</p>	<p>[[insert initials of team]]</p> <p>To start developing their list of willing patients. Some Trusts start by approaching those who have made a complaint or compliment so at least they are committed to tell their story. Then build up your own list of patients who would be willing to participate in future engagement events. This is much better than going to the patients cold.</p> <p>SK attaches an example of a draft letter that you can send to the patients:</p> <div style="text-align: center;">  <p>Patient letter template for Goldfish Bowl</p> </div> <p>Here is the patient briefing to be used by the facilitator on the day of the session:</p> <div style="text-align: center;">  <p>Goldfish Bowl - Briefing for patients.pdf</p> </div>

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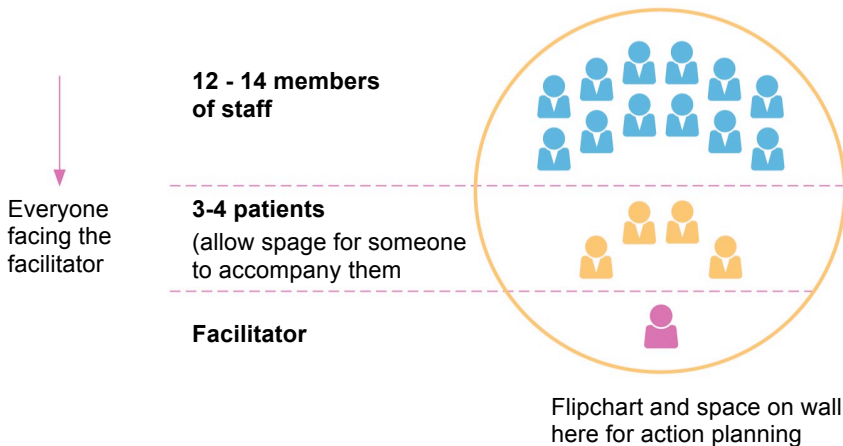
Tasks	Decision	Lead
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Staff	<p>Decide on which staff to be released for the first training date</p> <p>Briefing session with staff on active listening and the goldfish bowl exercise in their team meeting prior to the event</p>	<p>Initials of team – To provide X with a list of the patients in each room with indication whether their story is going to be positive, negative etc and for the names of staff and their job roles attending in each room.</p> <p>Use the staff briefing which is best delivered by both clinical lead and the managerial lead present so the staff understands that it has support and commitment from all.</p> <p> Goldfish Bowl - Briefing for staff v2.pdf</p>
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Role play company (additional if required)	<p>The goldfish bowl exercise has worked extremely well when coupled with an interactive theatre forum learning from a Roleplay company. Roleplay UK will offer a discount to NHS Elect members if interested.</p> <p>Results of the goldfish bowl exercise and the QEH, Greenwich experience, please click on these links.</p> <p> QEH Taking the Patient Experience to</p> <p> QEH Taking the Patient Experience to</p> <p>http://www.youtube.com/watch?v=KdRjjsWZJ44</p>	
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Pending Approval by NHS Elect

Illustrative running order with indicative timings which can be changed to an afternoon session or later in the morning if more appropriate

Time	Activity	Resources	Location	Lead	Duration
	Planning team to meet				
	NHS Elect facilitators to set up rooms with flipcharts and layout where necessary	Seating and space for: <ul style="list-style-type: none"> • 15 staff on the outer ring • 3 women and partners in the inner ring • 1 facilitator Flipchart, bluetak, post-it notes and pens for staff and tissues			30m
	<p>Everyone facing the facilitator</p>  <p>12 - 14 members of staff</p> <p>3-4 patients (allow space for someone to accompany them)</p> <p>Facilitator</p> <p>Flipchart and space on wall here for action planning</p>				
	Users and staff start to arrive	Sign in			15m
	Welcome to the event – and why it is important (Briefing to staff)	SK's goldfish bowl briefing notes as guidance			30m
	Service-user briefing for discussion sessions begin at 9.45 when they arrive at 9.30, give time in case there are transport and parking problems. Users are directed and taken to each of the rooms.				45m
	Move into Discussion Sessions	Staff are led to their respective rooms			10m
	Facilitated discussion among service users				50m
	Service users leave for their refreshments				10m
	Staff reflection and discussion				50m
	Possible action and adjustments	Flip chart + pens in each room and tissues (in case)			15m
	Facilitators debrief to Planning Team				-

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Activity	Resources
Arrive	All planning team / secretary / PALs (i.e., those involved in the running of the event) should arrive at venue at this time
Briefing/orientation	Details of the day will be outlined; responsibilities will be detailed and allocated
Meet and greet delegates	Trust staff will be detailed to position themselves around the site to guide participants to the refreshment area
Meet and greet service users	Certain Trust Staff will be detailed to position themselves around the site to welcome service-users, orient them and direct them to the refreshments area. Some Trusts have used their PALs, Comms and Secretaries for this part of the session
Ushering	Trust staff will be allocated to either guide participants to the plenary session or service-users to their respective seminar rooms for the discussion sessions. Some Trusts have used their PALs, Comms and Secretaries for this part of the session
Welcome to the event	<p>Participants will be formally welcomed</p> <p>The domestic arrangements will be outlined, e.g., refreshment areas, toilets, lunch arrangements, messages</p> <p>The reason for the event will be outlined</p> <p>The aim and proposed outcomes for the event will be explained</p> <p>The shape of the day will be described</p> <p>Input on the significance of communication in health care – and why the session has come about</p>
Delegate staff briefing	Details of the “goldfish bowl technique” will be shared with service-users by their respective facilitators and the character of the session will be outlined (Briefing supplied by NHS Elect)
Service-user briefing	Details of the “goldfish bowl technique” will be shared with service-users by their respective facilitators and the character of the session will be outlined (Briefing supplied by NHS Elect)

Pending Approval by NHS Elect

Goldfish Bowl

Be part of our patient listening group so that our staff can deliver an even better patient experience

We want to hear and learn from your stories of excellent care as well as stories where we could have done better. Staff will use your story for their training and service development.

If you would like to join our Goldfish Bowl or want more information please contact:

contact name

Tel: telephone number

Email: name@yourtrust.nhs

Pending Approval by NHS Elect



The Goldfish Bowl
Recruitment plan
Staff attendees

Department Event date

	Name	Role	Department
	1		
	2		
	3		
	4		
	5		
	6		
	7		
	8		
	9		
	10		
	11		
Minimum no.	12		
	13		
	14		
	15		
	16		
	17		
Maximum no.	18		

Pending Approval by NHS Elect

**The Goldfish Bowl
Recruitment plan
Patient attendees**

Department **Event date**

Name	Address	Phone number (mobile is best)	email	Story (Positive, negative, neutral. Each goldfish bowl needs one of each)	Confirmed	Attendance checked one month before?	Attendance checked one month before?	Attendance checked one month before?
1				Positive	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2				Positive	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Minimum no.	3			Positive	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4				Positive	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5				Positive	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Maximum no.	6			Positive	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Pending Approval by Elect

Select the appropriate choice from the drop down menu

Click on check boxes on completion

Name
Address
Address
Town
County
XX0 0XX

Personalise the highlighted areas and then copy all the text into your own Trust letterhead

Organisation name
Sample Street
Sample Town
County
XX0 0XX
Tel: 000 0000 0000
Fax: 000 000 0000
www.yourtrust.org.uk

Date

Dear <Name>

Re: Taking the Patient Experience to Heart [OR] Enhancing Quality of Care through Improved Communication

Thank you for agreeing to attend the above event on **Date at time in the location details**. We look forward to meeting you and learning about your experience at our **hospital/service/department details**.

On the day, you will meet other patients who have also come to share their experience of their care at **Trust Name**. In each seminar room, there will be a few other people like yourself and you will have approximately 10 minutes to tell your story and share your experience. Each of you will take your turn and listen to each other.

We recognise that some people may find it difficult to speak in public so our facilitators will be present to support you. You will not be interrupted by the **10** members of staff in the room or be asked to answer questions from staff. The session will last just under an hour and then you will break for some refreshments.

To enable us to learn as much as possible in the allocated time, we invite you to think about what our staff did in making your

- Your arrival experience
- Your consultation/diagnostic testing/ ward stay experience and
- Your discharge and departure experience
- memorable (good or bad)

and please let us know how we made you feel with our care, treatment and communication. You may jot down some notes to help you remember and bring them with you.

Thank you again for volunteering to help us with this event. Please RSVP and let us know whether your partner / family will also be accompanying you so we can make space for them in the seminar rooms too. Please could you confirm that you are attending by telephoning **Contact Name** on **telephone number**.

We look forward to welcoming you and hearing your feedback as we are keen to improve on our services for patients and their families.

Yours sincerely

Name
Job Title

When you (and your partner / carer if you have brought one with you) have finished speaking, you will be taken out of the room and go for refreshments and receive support from PALS team or another member of staff, to follow up on any issues you have raised. There will be no contact or conversation between you and the staff in the room.

The staff will then stay in the room to reflect on your stories and participate in group discussion and action planning led by the Facilitator.

The most effective stories are those told from memory, rather than from reading out a prepared script. This allows staff to really understand which events had the most impact, as well as how their actions and words made you feel.

For more information or to register your interest, please e-mail <name@yourtrust.nhs.uk> or call [<Name>](tel:<telephone number>) on [<telephone number>](tel:<telephone number>)

Reviewed date: [<date>](date:<date>)
Leaflet number: [<xxxxxx>](xxxxxx:<xxxxxx>)

The Goldfish Bowl

Staff training event

Improving patient experience



What is the Goldfish Bowl?

The Goldfish Bowl is a learning workshop for staff to learn about your healthcare experiences – good and bad. The staff will be listening to your stories and creating an action plan for improvement.

The action plan will include personal development, team development and organisational improvements.



Why are we doing this?

The purpose of the Goldfish Bowl is for staff to:

- Have a better understanding of the experience of users of the service they provide.
- Appreciate the need for all staff to adjust attitude and behaviour in order to ensure that the experience of service-users is as good as it can be.
- Understand the need for all staff to think through options for service improvement – and to share those appropriately.
- Have an awareness of the sorts of actions that they might take in the course of their day-to-day practice that will serve to improve the quality of the experience of service-users.

How does it work?

The event is called the Goldfish Bowl as you will be sitting in a semi circle facing the Facilitator, with the staff sitting on the outside. They are not allowed to interrupt you and nor are other service users / patients, as this is your protected time.

You will be briefed in this room and settled down with your refreshments; there will typically be about 3 or 4 patients (possibly partners / carers too). Staff will come in quietly and sit in the outer circle and will not be facing you. The Facilitator will introduce you by your first name or any name you would like to use.

The Facilitator will jot down notes and key points on a flipchart as you talk about your experience. It is important that we capture your words and feelings so the staff can use them in the reflective and action planning session later. The flipchart notes will also act like 'subtitles' to the staff as you tell your story.

Patients will have about 15 minutes and will remain in their seat while each person takes their turn to tell their story, focussing on what staff did that went well (behaviours, actions, processes) and what didn't go as well. This will help staff recognise what is good and bad behaviour. E.g. 'the nurse was really kind to me' - how did they show that kindness? Importantly how did those actions make you feel?

Press release

Personalise the highlighted areas and then copy all the text into your own Trust letterhead

Organisation name

Sample Street
Sample Town
County
XX0 0XX

Tel: 000 0000 0000
Fax: 000 0000 0000
www.yourtrust.org.uk

(Potential headings – choose one:)

Patients from Hospital Name needed to help improve patient experience
Patients willing to share their experience needed to help train hospital staff
Patients tell their story to improve patient experience at Hospital Name
Patients needed to help with patient experience/customer care (delete as appropriate) training for staff
Patients needed for ‘goldfish bowl’ staff training

Have you been a patient with the Name of service service at Hospital Name?

Trust Name needs patients to talk about their experience of being a patient for staff training sessions.

The Trust/Hospital/Service (Delete As Applicable) is looking for patients who have had good, average and bad experiences to talk about their experience so multi-disciplinary teams (nurses, doctors, managers, administrative and support staff) can better understand how it feels to be a patient and so improve the care they give.

Training sponsor, clinical leader or senior manager (complete as appropriate) said: “It is not enough for us to provide good clinical care, we want to ensure every aspect of our patients’ experience is good – from how involved and informed they feel to the way all members of staff talk to them. Our patient experience / customer care (delete as applicable) training has been specifically designed to help staff:

- Have a better developed understanding of the experience of users of the service they provide
- Appreciate the need for all staff to adjust attitude and behaviour in order to ensure that the experience of service-users is as good as it can be
- Understand the need for all staff to think through options for service improvement – and to share those appropriately
- Have an awareness of the sorts of actions that they might take in the course of their day-to-day practice that will improve the quality of the experience of service-users.

If you have been seen by the Service in the last year, as an inpatient and/or outpatient (delete as appropriate) and would be willing to talk about your experience, please contact Name Of Contact Eg PALS for more information.

The team will develop an action plan, based on the insight the patient stories has given to help them improve the experience for their patients in the future.

Sue Kong, the Director at NHS Elect who developed the training, explained why patients are needed to make the training work: “It is important for staff to take the time to hear things from a patient’s perspective – without any distractions and without getting defensive”.

“Patients sit in a semi-circle facing a facilitator and tell their story (for about 10 minutes). Members of the Name of service team sit on the outside facing the patients’ backs listening. The staff are not allowed to talk or interrupt – this about them hearing things from the patients’ perspective and reflecting on what they have heard.”

Ends

Notes to Editors

1. The Trust’s **customer care / patient experience (delete as appropriate)** training has been developed specifically for the NHS and includes two types of training sessions – one for individuals and one for multi-disciplinary teams to participate in together.
2. The Multi-disciplinary team training is called the ‘goldfish bowl’ because the staff are on the outside looking in at the patients’ perspective. The team will use the insight the patients’ stories give them to agree the things they will do and the changes they will make to improve their patients’ experience in the future. The concept is borrowed from reflective and action learning techniques.
3. The training has been developed by NHS Elect. NHS Elect is an NHS members’ network. It is part of the NHS, providing health organisations with high quality support to supplement in-house management teams and support these teams to develop new skills

Further information

For further information please contact **Media contact details**

Edit & copy into your letter template

Goldfish Bowl exercise for improving the patient experience within **Service/speciality** outcomes date

	Action Suggested headings are given below but you can replace with your own	Timescale	Learning from elsewhere
<p>What I can do right now to improve the patient experience</p>	<p>Raising our own standards:</p>	<p>eg. All of these actions can be done now and does not require any permission from anyone.</p>	<p>US Treatment Centres ensure no patient is left on their own for any more than 10 minutes without a member of staff saying 'hello' or checking they are being seen to. Makes sure no patients think they are forgotten – making them feel special.</p> <p>The patients belong to everyone. They are not my patient or your patient, but our patient.</p> <p>Hospitals in the Netherlands are starting to look at giving patients a schedule when they present themselves for their appointment. This helps to manage patient's anxiety during their time with you, their expectations of waiting and ensure the team is focussed on making sure the patient's schedule runs to time. It breaks down their hospital stay with details of time of their tests, operation and approx. time for going home.</p> <p>Cleveland Clinic's Empathy – The Human Connection to Patient Care: https://www.youtube.com/watch?v=cDDWvj_q-o8</p> <p>Add local organisation / departmental examples here</p>

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	Action Suggested headings are given below but you can replace with your own	Timescale	Learning from elsewhere
What <i>my department /unit can do</i> to improve the patient experience	<p>Patient facing ideas ('Front room' activities that patients can see and hear)</p> <p>Discharge within the team</p>	<p>eg. To be followed up in team meetings</p>	<p>Good Samaritan Surgical Centre in Cincinnati, USA has a simple A5 card which they print on their printer. It has the name of the Treatment Centre on the front, and get well soon message inside. This card is attached to the patients' notes and follows the patient pathway, each member of staff who has come into the contact of the patient, will sign the card after they have inputted the clinical data in their notes, by the time the patient is discharged, a patient survey is folded inside the card and given to the patient. It reinforces the team work in delivering the care to the patient as well as personalising the care.</p> <p>Some staff even write something memorable if they have had further conversations with the patient. A real feel-good factor for the patient and the whole team with little cost!</p> <p>Patient Satisfaction at Leighton Treatment Centre, Crewe has been consistently high with 96-97% due to tea and toast. 100% of patients commented on the surveys that this was one of the key selling points of the Treatment Centre and reason for persuading others to go to Leighton Treatment Centre.</p> <p>Kaiser Permanente Hospital in San Francisco has a 'Pizza Friday' once a month to reward the whole team for achieving clinical outcomes and high patient satisfaction. Again, little cost for keeping morale up, reinforcing the team spirit and delivering performance results for the organisation.</p> <p>The British Army has a saying: 'Complain inwards or upwards, never outwards'. Our take on this can be 'Conversation for the back of house, not for the front of house'.</p> <p>Add local organisation / departmental examples here</p>

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	Action Suggested headings are given below but you can replace with your own	Timescale	Learning from elsewhere
What my organisation / other departments can do to help us improve the patient experience	<p>Cultural change – Putting the Patient First</p> <p>Wider team working</p> <p>Discharge with other professionals</p> <p>Discharge with other professionals</p>	<p>Team to discuss resources and further plans with other Directorates and senior staff</p>	<p>Sherwood Forest Hospitals NHS Foundation Trust has started to use volunteers to help patients fill in patient surveys and the Patient Experience Tracker (an electronic system introduced by Dr Foster).</p> <p>South Essex Mental Health Trust has started live patient feedback with their clinicians with great success and helping the organisation to become more patient focussed. This is now part of their monthly / regular performance meetings.</p> <p>Heart of England NHS FT and Birmingham Women’s NHS FT have implemented ‘Back to the Floor’ programmes for their Senior Executives – scheduled into their diary at regular intervals.</p> <p>Salisbury NHS FT – has a patient helpdesk where it is manned by CEO and senior managers on a half day rota.</p> <p>Add local organisation / departmental examples here</p>

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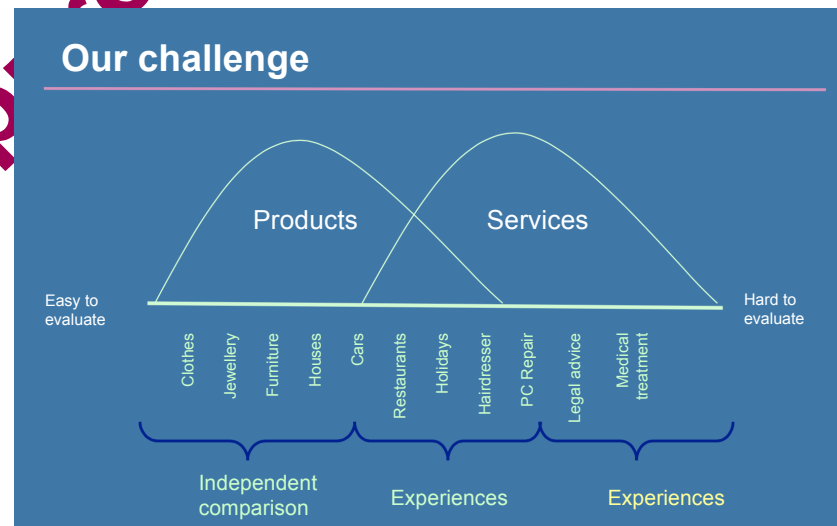
Reflections from the team at the workshop:

Write your own reflections here, for example: The team reflected how communication is key. They welcomed the chance to enhance the patient's experience. More sessions like this would be useful. The power and value of happy memories was also identified.

Improving the patient experience is the hardest customer care skill to master because you are engendering / selling belief and trust in the patient. The Patient is far removed from understanding the clinical purposes of their care because they are not trained in medicine. This is similar to legal services. Think about the last time you ask a solicitor for legal advice. You have no idea how to judge that professional's expertise apart from looking at the administrative processes, the way they speak to you, the patience they show to explain something complex to you, the way their secretary book your appointment and their friendliness as well as asking your friends / family who have used him / her whether they are any good?

This is the same for healthcare – the patient will use proxies to help them judge the quality of healthcare services and whether they should have faith in your advice and clinical intervention. They rely on their five senses to make sense of their treatment which is why all the patient stories will always refer to cleanliness, car parking, hospital food, how you work as a team, your communication and empathy skills.

Perception is the Patient's Reality!



The patients' stories in their own words

	Feedback from Name	Feelings during the patient journey
Communication Care Other factors		
Care eg. A&E eg. EAU & Ward 9 Discharge Other		
Care eg. A&E: eg. EAU eg. Ward 4, 5 and 6 Other		

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The patients' stories in their own words

Illustrative example from a maternity department showing how to record patient stories

	In their own words: Alex	Feelings during the patient journey
Background	<ul style="list-style-type: none">• Straight Forward pregnancy. Due just before Christmas and came in for sweeps	"Didn't know what to expect but I felt at ease"
Care	<ul style="list-style-type: none">• Planned to come to MLU and called when I had contractions• Came through A&E• Staff on A&E saw me come in and walked me through	"Interesting way in but felt at ease" "I was shocked at how nice everyone was"
Staff	<ul style="list-style-type: none">• Hoped for water-birth. Joan was with me and made me feel really calm.	"Felt really well looked after"
Delivery	<ul style="list-style-type: none">• Had him at 3.45am and managed just to have Paracetamol• Had 3rd degree tear and could tell something wasn't right but staff remained calm.• Went to theatre to have it repaired• Positive experience	
Post natal	<ul style="list-style-type: none">• I used the call buzzer and staff did keep checking on me	
Would you recommend?	<ul style="list-style-type: none">• I would recommend it – a nice relaxed environment	

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Workshop attendance

The workshop was facilitated by **Simon Jarvis and Sue Kong** at NHS Elect www.nhselect.org.uk

The workshop was attended by a cross section of staff.

Patients in attendance were:

Insert Names

There were total of **xx** staff.

Insert Delegate List If Available

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The Goldfish Bowl: Case study template

Trust name

Name

The principle

Describe

Our challenge

Describe

What we did (the process)

Describe

What we achieved (the outcomes/data)

Describe

Testimonials from staff groups and patients

Describe

Key trust contacts

Names

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Trust Name

Improving the Patient Experience Programme

Date

Time of event

Address

eg. 10.30 - 10.35

Introductions

eg. 10.35 - 10.45

Theory behind the Goldfish Bowl model

- What is this good for?
- Where do Trusts come unstuck with this model: planning, planning, planning

eg. 10.45 - 11.10

Toolkit / Props / Resources / Templates

Preparation timetable

- What you will need to prepare / bring / or venue need to provide prior to the day and on the day
- Invitation letters
- Chasing patients and staff
- Staff briefing and ground rules
- Facilities: Eg. Baby changing etc

eg. 11.10 - 11.40

Walking through the Goldfish Bowl session

- Sequence of events
- Stage management

eg. 11.40 - 12.30

Strategies for dealing with behaviours during the event

- From patients
- From staff

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