

NOT PROTECTIVELY MARKED

Public Board Meeting		January 2019 Item 10
THIS PAPER IS FOR DISCUSSION		
PERSON CENTRED CARE UPDATE		
Lead Director	Claire Pearce, Director of Care Quality and Strategic Development Mark Hannan, Head of Corporate Affairs and Engagement	
Author	Alan Martin, Patient Experience Manager	
Action required	The Board is asked to discuss the paper and provide feedback.	
Key points	<p>This paper provides an update of our patient experience activity.</p> <p>The paper highlights our latest data on compliments, our Patient Focus Public Involvement work as well as complaints, their themes and actions to address them.</p> <p>An update is also provided on cases with the Scottish Public Services Ombudsman (SPSO).</p>	
Timing	An update is presented bi-monthly to the Board.	
Link to Corporate Objectives	<p>1.1 – Engage with partners, patients and the public to design and co-produce future service.</p> <p>1.2 - Engaging with patients, carers and other providers of health and care services to deliver outcomes that matter to people.</p>	
Contribution to the 2020 vision for Health and Social Care	<p>Person-centred care is delivered when health and social care professionals work together with people who use services, tailoring them to the needs of the individual and what matters to them. The Service's Person-Centred Health and Care plan promotes patient and staff participation in the development of services and continuous improvement of the experience of patients and of staff.</p>	
Benefit to Patients	<p>Patient and carer feedback involvement in service development helps ensure services meet patient needs. Feedback helps drive continuous improvements to services and evidence that service developments are driving anticipated improvements.</p>	
Equality and Diversity	<p>The Service works with a wide range of patient and community groups to help ensure that the feedback gathered is representative of communities across Scotland. Patient feedback is closely linked to the Service's Equality Outcomes work.</p>	



**Scottish
Ambulance
Service**
Taking Care to the Patient



NOT PROTECTIVELY MARKED

SCOTTISH AMBULANCE SERVICE BOARD

PATIENT EXPERIENCE

CLAIRE PEARCE, DIRECTOR OF CARE QUALITY AND STRATEGIC DEVELOPMENT

SECTION 1: PURPOSE

This paper covers the period between 1 April 2018 and 10th January 2019.

It provides an update on trends, themes and mitigating actions from patient and carer feedback. Monitoring of complaints and compliments helps identify areas for improvement. Proactive patient and public engagement helps us to work in partnership to develop improvements to our services and to ensure that any service change is improving the patient experience.

The paper also provides data on our performance against the complaints handling standard, the number of cases which have gone to the Scottish Public Service Ombudsman (SPSO) and the outcome of these cases.

SECTION 2: RECOMMENDATIONS

The Board is asked to discuss this report and provide feedback.

SECTION 3: EXECUTIVE SUMMARY

The Service actively seeks feedback on its services so that it can continue to make improvements. We have many ways of gathering feedback – face to face, patient forums, online portals, complaints and concerns channels.

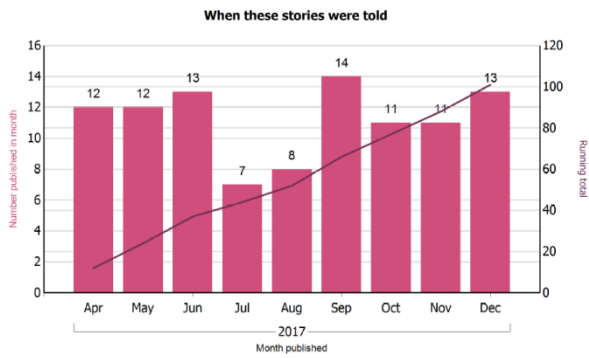
Latest data shows that 746 compliments have been received by the Service since 1 April 2018.

Doc: Name Patient Experience Update	Page 2	Author: Patient Experience Manager
Date: 2019-01-30	Version 1.0	Review Date: January 2019

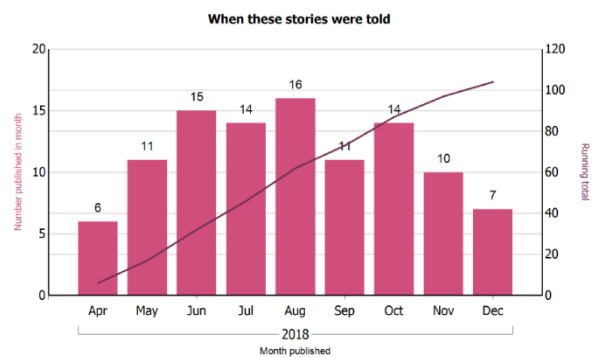
Care Opinion

Care Opinion continues to be a valuable source of feedback for the Scottish Ambulance Service. There has been an increase in the volume of stories between the 1st of April 2017 – 31st of December 2017 and the 1st of April 2018 – 31st of December 2018 with quite a variance in the times they have been shared as illustrated below.

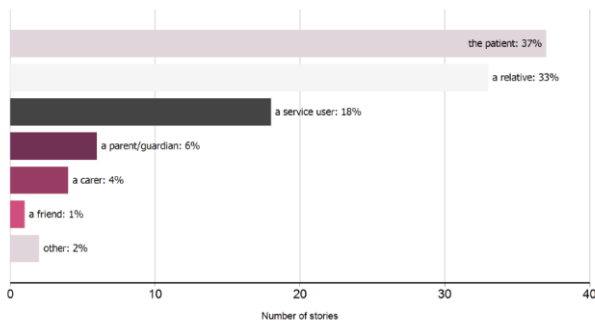
2017



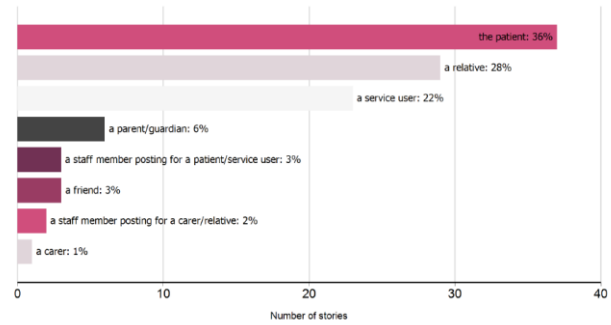
2018



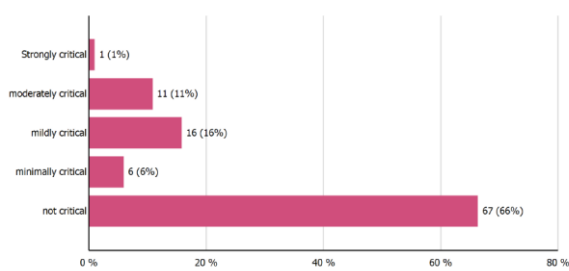
How the authors of these stories identify themselves



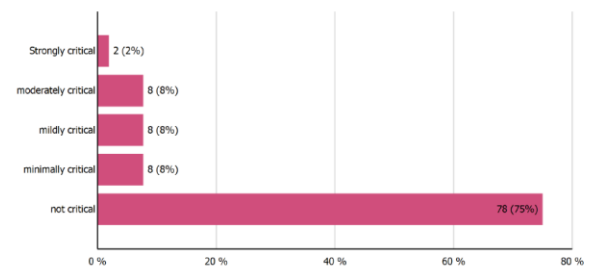
How the authors of these stories identify themselves



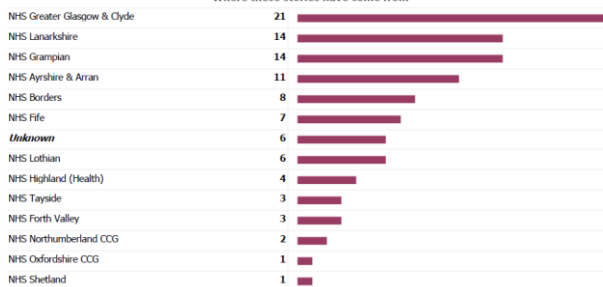
How moderators have rated the criticality of these stories



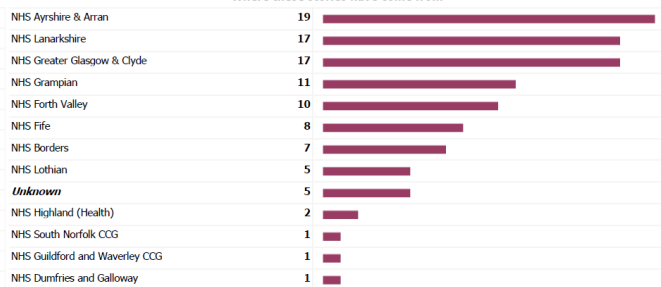
How moderators have rated the criticality of these stories



Where these stories have come from



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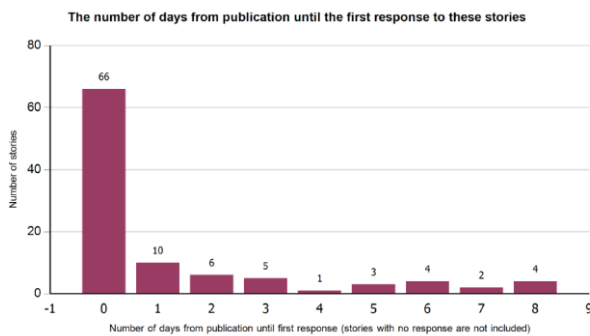


Between the 1st April 2018 and 31st December 2018 the following tags were used with 'care' and 'staff' coming top of the 'what's good' about the Service column for the second year running. In terms of 'what could be improved', communication was the top suggestion from authors, although this has decreased from 6 mentions to 4.

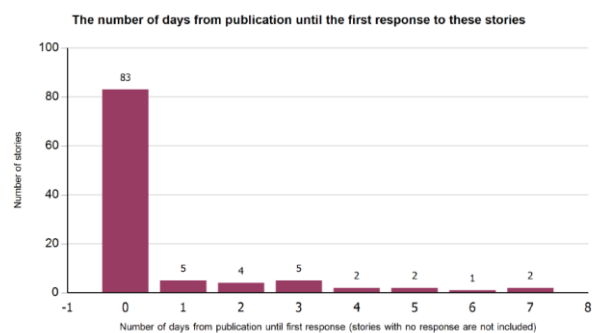
<i>What's good?</i>		<i>What could be improved?</i>		<i>Feelings</i>	
Care	32	communication	4	thank you	37
staff	25	patient transport	4	grateful	17
paramedics	17	ambulance wait	3	cared for	10
friendly	11	ambulance service	2	reassured	9
professionalism	10	cancellations	2	amazing	7
caring	9	Care	2	Cared about	7
compassion	9	dismissed	2	safe	5
professional	9	food	2	anxious	4
calm	8	information	2	disappointed	4
kindness	7	not listened to	2	impressed	4
paramedic care	7			very frustrated	4
				well treated	4

There has been a conscious effort within the teams to provide a reply to all Care Opinion posts quickly and this is visible in the latest data, with an increase in the amount of posts being responded to within 24 hours as illustrated below.

2017



2018



Compliments

The number of compliments received via digital channels continues to increase, particularly on Facebook, Twitter and Care Opinion.

The Service recorded a total of 746 compliments between 1st April 2018 and 10th January 2019. 582 compliments were received via social media channels and 164 compliments received via the compliments system. Almost all the Care Opinion posts for the period November 2018-January 2019 were complimentary. Some examples of compliments can be found in **Annexes A, B and C**.

Patient Focus Public Involvement (PFPI)

The Service is continuing to develop our new, improved approach to PFPI arrangements. Our Community Engagement Officer is continuing to expand our outreach and engagement to new community groups and organisations within the third sector such as Macmillan, and mental health charities Scottish Association for Mental Health (SAMH) and See Me.

Another successful PFPI meeting was held in October 2018. There was a very large audience with representatives from as far away as Barra and charities such as Enable Scotland. There was a presentation on the new Patient Needs Assessment for Scheduled Care Services. The PNA Steering Group is being restarted to look at assessing patients with a mental health impairment and as a subsequent action of this PFPI meeting, a video laying out the PTS process for a patient will be made to allay any anxiety one might feel.

There was also a presentation on augmented communication methods, which was a discussion around work being done to help people with additional communication needs, or those without English as a first language. This was created to help those with communication challenges communicate with our crews and/or 999. The feedback will be fed into the joint work that Police Scotland, Scottish Fire and Rescue Service and SAS are doing with Napier University around accessing 999.

A presentation was made on the new Paramedic degree programme and upon request; our patient representatives are feeding back to the Academy directly to help inject a larger patient voice to their work.

We also had a presentation on advanced Paramedics in Primary Care and Medicines Management, and perhaps because of the positive experience, patient representatives are being introduced to future CST groups.

Overall feedback from the day was very positive.

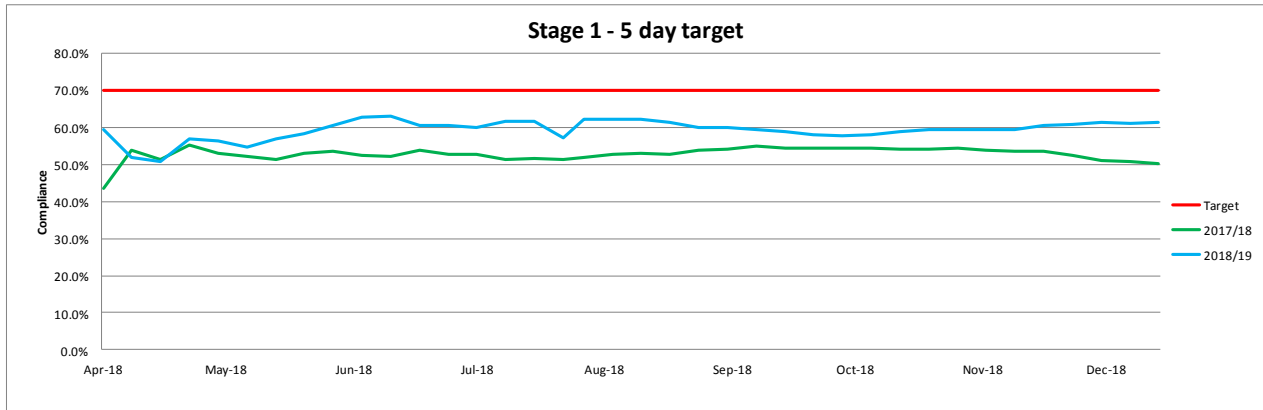
The next PFPI meeting is planned for March 2019.

As part of our engagement work, we are establishing closer working relationships with the Scottish Prison Service, working with NHS Forth Valley, the Scottish Health Council and the Governor of HMP Glenochle to look at how our respective organisations can improve joint working arrangements. This engagement builds on a recent Healthcare Improvement Scotland report on Prisoner Healthcare which recommended better co-ordination among all parties to ensure the highest standards of healthcare provision.

Complaints Data

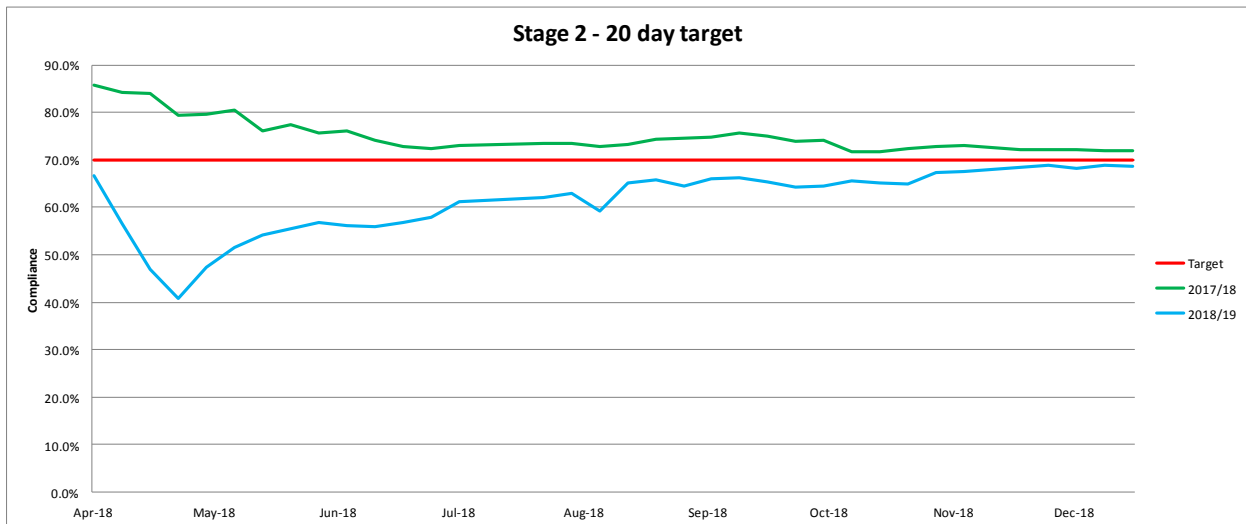
The complaints handling standard for Stage 1 complaints is five working days and for Stage 2 complaints it is 20 working days.

Stage 1 - (1st April – 4th January 2019)



Latest results indicate that Stage 1 complaints compliance is currently 61.5% up from 50.4% in the same period last year.

Stage 2



Stage 2 complaints compliance is currently 68.7% down from 71.9% in the same period last year. Compliance has though increased from the 65.6% recorded in the last Board report in November.

The Patient Experience Manager continues in providing a real time update on the compliance of each region every week and an update on complaints that are out of time. The directors, or their representatives, are then tasked with taking the necessary actions to move cases forward and improve the quality and response times of each complaint. Since the weekly update the compliance has been rising steadily.

Latest actions from Scottish Ambulance Service to improve complaints handling

The initial stage of the Patient Experience Manager's Quality Improvement project took place on week commencing the 19th of November 2018. The event focussed on how the Service learns from complaints. After it was identified that the Service could do more to learn from all complaints, a team, including representatives from clinical, education, operations and Ambulance Control Centres met to look at how the Service could improve current systems and approaches. This is going to be a larger piece of work than first anticipated and a variety of opportunities and challenges were identified through a full review of our current procedures, particularly with regard to consistency. Further consultation will now take place to identify actions, before future testing can begin.

The joint Scottish Ambulance Service and Scottish Public Services Ombudsman (SPSO) training course is planned to be delivered around April time. The Director of Care Quality and Strategic Development and the Patient Experience Manager met with the Training Lead at the SPSO to discuss a final structure of how the course would be set up and the support and training for SAS staff that would be delivered in relation to Patient Complaints. It is anticipated that the training will now be delivered on 3 separate days in the regions with Management from Ambulance Control Centres attending at their relevant regions. It is thought the session will focus on early resolution, Stage 2 complaints and letter writing. It was agreed at the Executive Team Meeting that representatives from management staff from Team Leader and Supervisor up to Regional Director should attend these days for a consistent approach through SAS. This work will help further improve the progress that all management have made in improving compliance rates.

The Year So far

The Year so far			
2017		2018	
Totals			
Stage 1	535	Stage 1	445
Stage 2	297	Stage 2	290
MSP	68	MSP	100
Outcome for all			
Upheld	408	Upheld	367
Part Upheld	156	Part Upheld	155
Not Upheld	335	Not Upheld	293
Transferred to SAER	1	Transferred to SAER	1
Withdrawn	0	Withdrawn	5
Still Being Investigated	0	Still Being Investigated	17
Top 3 Themes			
ACC		ACC	
Delayed Response	241	Delayed Response	154
AMPDS - Triage Process	59	AMPDS - Triage Process	32
Attitude and Behaviour	22	Call not upgraded by EMDC	24
Division		Division	
Attitude and Behaviour	175	Attitude and Behaviour	130
Clinical Assessment	44	Clinical Assessment	59
Driving Standards	43	Driving Standards	13
PTS Control Centre		PTS Control Centre	
Cancellations	82	Eligibility	98
Eligibility	80	Cancellations	84
Attitude and Behaviour	21	Delay in returning home	46

As is illustrated in the table opposite, the current financial year shows some very positive numbers. As a whole the volume of complaints has decreased. There has however been an increase in the volume of correspondence received from MSP's.

The themes of complaints have generally stayed the same. However there has been a welcome decline in both delayed response and attitude and behaviour complaints.

Delayed Response:

Complaints related to delayed responses have declined since 2017; however, periods of excessive demand have continued to lead to a minority of lower acuity experiencing excessive delays in receiving a response.

These complaints are all treated individually and root cause analysis carried out via call audits and examination of Sequence of Events to identify if there has been any missed opportunities to send a resource.

The Service is continuing to recruit extra staff and aligning shift patterns to busy times of the day. A roster review is still underway in the Ambulance Control Centres to determine the optimal shift coverage for Clinical Advisers to ensure that the necessary cover is in the right place at the right time to provide enhanced clinical triage for patients. The demand and capacity review implementation programme will significantly reduce delayed responses.

Attitude and Behaviour:

The new questionnaire which had been designed for testing in the Service is being finalised following feedback received before roll out can commence. The aim of this questionnaire is to allow the Service to identify and measure possible contributory factors more effectively such as time on shift, incidents which occur near end of shift, length of service, meal break data and last known CPD training sessions. This would allow us to identify areas for improvement and any additional support required that the Service could give staff. This questionnaire would be utilised as part of the complaints handling process.

Patient experience is also embedded in our Organisational Development work programme focussing on change, values and culture.

This Year's Upheld SPSO cases

SPSO Tracker						
SAS Ref/Decision	Date Received from SPSO	SAS Decision	SPSO Ref	Complaint Overview	Recommendation	Status
WEMDC/34/109 16/18	6 th June 2018	Upheld	201708555	1. Delayed Response.	<p>SAS recommendation: Discussions to take place with Dispatch for reflective practice with refresher on Standard Operating Procedures and call audits to be fed back and appropriate action taken to address.</p> <p>SPSO recommendations: None</p>	***This has been closed as SAS have now received intimation of legal proceedings.***
EC/23/11007/18	9 th August 2018	Upheld	201802571	1. The Ambulance Crew unreasonably failed to take the patient to hospital.	<p>SAS recommendation: Investigation commissioned with staff involved.</p> <p>SPSO recommendation: Feedback was given in respect to the SAER Checklist that was used at the time. This case should have been a SAER according to the checklist and this caused confusion, however the SPSO understand the reasoning for this not being a SAER. Complete</p>	Upheld
WEMDC/31/869 1/17	11 th October 2017	Upheld	201703342	<p>1. The Scottish Ambulance Service unreasonably delayed in sending an ambulance after the patient suffered an accident. - UPHELD</p> <p>2. The Scottish Ambulance Service then unreasonably delayed in transferring the patient from his local hospital to a trauma centre. - NOT UPHELD</p>	<p>SAS recommendation: Review to be undertaken with the dispatcher in the team.</p> <p>SPSO recommendation: Evidence that the SPSO findings in relation to this case have been considered and, where appropriate, action has been taken and any changes disseminated. Complete</p>	Upheld

EEMDC/25/108 45/18	6 th April 2018	Upheld	201708212	1. The Ambulance Service failed to provide reasonable care to the patient	SAS recommendation: No recommendations SPSO recommendation: 1. Write a letter of apology. Complete 2. Feed back to the relevant staff in a supportive way the findings of the SPSO outcome. Complete	Upheld
EEMDC/25/110 79/18	3 rd May 2018	Not Upheld	201800189	1. Delayed Response.	SAS recommendation: None SPSO recommendation: 1. Write a letter of apology. Complete 2. Feed back to the relevant staff in a supportive way the findings of the SPSO outcome. Complete	Upheld
WC/24/8529/17	26 th October 2017	Not Upheld	201703141	1. SAS's actions in relation to your assessment and transfer to hospital were unreasonable.	SAS recommendation: Reflective case review with both crew members, highlighting the Service values and the need for positive communication with patients and others on scene to be completed SPSO recommendation: 1. Write a letter of apology. Complete 2. Feed back to the relevant staff in a supportive way the findings of the SPSO outcome. Complete	Upheld
WC/34/10306/1 7	18 th April 2018	Part Upheld	201709148	1. SAS were called to a patient and referred to a GP.	SAS recommendation: Informal reflective case review with Paramedic to remind of the need to follow SAS policy on safety netting with appropriate documentation being completed. SPSO recommendation: 1. Write a letter of apology. Complete 2. Hold a reflective session with the crew to allow them to understand the outcome of this decision and to allow learning to take place. Complete	Upheld
WEMDC/34/105 93/17	12 th February 2018	Not Upheld	201707301	1. Inappropriate coding of call.	SAS recommendation: Nil SPSO recommendation: 1. Write a letter of apology. Complete 2. Hold a reflective session with the clinical advisor to allow them to understand the outcome of this decision and to allow learning to take place. Complete	Upheld

SE/25/8150/18	8 th December 2018	Upheld	201701591	<p>1. SAS crew failed to transfer the patient to hospital in an appropriately safe manner.</p> <p>2. SAS's handling of the complaint was unreasonable. There were unreasonable delays and poor communication. - UPHELD</p>	<p>SAS recommendation: Findings will be evidenced within remedial clinical review document which will be uploaded upon completion.</p> <p>SPSO recommendation: 1. Write a letter of apology. Complete</p> <p>2. Complete and share an anonymised case study highlighting and identifying the failings of this case. Complete</p> <p>3. Highlight the requirements of the complaints handling procedure and the findings of this outcome with the relevant complaints handling staff. Complete</p>	Upheld
WEMDC/34/110 52/18	18 th December 2018	Upheld	201800817	<p>1. The Scottish Ambulance Service unreasonably delayed in sending an ambulance</p>	<p>SAS recommendation: Request the clinical hub to have reflective discussion with clinician</p> <p>SPSO recommendation: 1. Evidence the MPDS system has been reviewed to ensure that the consideration of sepsis is taken in all coded calls. Review Requested</p> <p>2. Evidence that the findings from this report in relation to the initial call handling failures have been fed back to staff in a supportive way. Review Requested</p>	Upheld – Review Requested

When a decision to not uphold a complaint is made by the Service and subsequently upheld by SPSO, the outcome is shared with the management team to review any learning that can be considered in the handling of future complaints.

Examples of compliments received

Last night I was transporting my 3yr old home after getting his finger tip re-attached. We got stuck in a queue because of a three car crash in the **** area. The hospital never gave us Calpol to take home and as we had waited over an hour my son was in severe pain. My wife put a post on Facebook begging for help. Luckily at the front of the queue was an off duty nurse. We know her personally, she was with her daughter. They kindly approached a Policeman to pass on details of our dilemma. The Police man spoke to a Female Paramedic who had attended this incident, both her and a male paramedic took the time to walk around half a mile to give my son some pain relief. I didn't get their names but it may be easier for you to find out as there will be records somewhere you could check please! I would like to say a massive thanks to them and also ask that they are shown some sort of recognition by the NHS. They not only walked half a mile they did it carrying a huge green bag in heavy rain and strong gusty winds. They are a credit to the NHS and a credit to our country!

I would like to convey my sincere thanks to Paramedics who attended to my mother on Thursday, ** January 2018 at approximately 2.45pm at They treated her and my family with respect and compassion who were with her. They were also very helpful when I arrived explaining everything to me and taking me to the ambulance to get a print out of her OBS to give to her GP. They went above the call of duty by contacting her GP to arrange an appointment for that day but unfortunately it was the following day before we could get an appointment.

I am writing this letter because I want to thank the two gentlemen who came to my grandmother's rescue on the evening of the **th Dec. They were extremely kind and compassionate towards her and made her feel at ease despite being in pain and shock after falling and fracturing her neck of femur. Not only did they treat her medically but they upheld her dignity and showed a great level of kindness toward her. A credit to the service Many thanks

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Social media

Scottish Ambulance Service
 Published by Mark Bing [?] · 18 December 2018 at 14:11 · 🌐

"You guys do a truly amazing job - thanks so much from the bottom of my heart brilliant service. The crew was absolutely smashing."

A man has sent a heartfelt thanks to the Scottish Ambulance Service Crew who saved his wife's life.

Adrian Fearnley, 61, of praised the "first class" service of Michael Roberts and Tanya Ellis, based out of Stranraer station, who responded to an emergency call involving Pauline Fearnley.... [See more](#)



Scottish Ambulance Service
 Published by Mark Bing [?] · 18 December 2018 at 10:25 · 🌐

An Angus mum has praised the two Dundee-based emergency responders who assisted the birth of her second child.

Aimee Young was at home when she started experiencing contractions. Along with her mum, Jackie Law, and auntie, Trisha Law, they rushed off to Ninewells.... [See more](#)



Scottish Ambulance Service
 Published by Mark Bing [?] · 16 November 2018 · 🌐

"I can't thank them enough for saving my life. If not for Nathan and Paul, I would not be having this conversation today."

A company director who 'died' twice has sent a heartfelt thanks to the two Perth emergency responders who brought him back to life.

Matthew Rooney, 59, suffered a heart attack at his Newburgh house before going on to have two cardiac arrests.... [See more](#)



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Care Opinion

I would like to thank the 2 Wonderful ambulance women who attended my address recently at around 20-00 to 20-30hrs, They were absolutely amazing in the way they dealt with me, I can't remember their names, but I would like to express my total thanks. You were both an asset to the Ambulance service, thanks very much again

I had a very fast delivery of my baby at home.

The paramedics were amazing.

They came in and took control of the situation. Made me and my baby feel safe. Nothing was rushed. Nothing made me feel nervous or scared. They explained everything to me and my worried husband.

They got us settled and gave me pain relief and got us into the ambulance and took us to labour ward. These people are angels. They also took control of the situation and checked us over. The level of care from this pressured service is amazing. Myself and our new baby girl are thriving at home.

I would just like to reach out and get these wonderful people the recognition they deserve. I cannot thank them more.

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