



# Patient Experience & Engagement Strategy 2025-2030

**NHS**

University Hospitals  
Coventry and Warwickshire  
NHS Trust

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# Foreword

**Improving the experience of each individual patient is at the centre of the NHS Constitution. Obtaining feedback from patients and taking account of their views and priorities are vital for the delivery of high-quality services and for driving real service improvements.**

**This strategy builds on our commitment to living our values by ensuring we put patients first in all that we do. Our organisational strategy 2022-2030, More than a Hospital captures our vision for delivering world-leading care for our communities, underpinned by investment in enabling areas to improve the care quality, treatment outcomes and the experience of patients and their families.**

We know that when our patients and their families feel listened to and involved in the decisions made about their care, they respond well to the care offered.

Over the years, we have engaged with and listened to our patients using the feedback received to identify learning and make service improvements. We now want to scale this up, increasing our ambition to improve our services, through collaboration, engagement and participation.

Our partnership with the Virginia Mason Institute and our commitment to improvement using our UHCWi methodology has brought about change and continuous improvement to the quality of care we provide for our patients. We will place equal importance on the experience of our patients and those that support them as we do on the quality and safety of services.

In shaping this strategy, we have asked what matters most to patients and those who support them. This has informed our vision around recognising individual unique experience of our services, by listening to what patients tell us, being responsive and striving to be better each and every day.

We have developed three purpose statements to support us to achieve our vision, Listen, Act and Improve. This will ensure that the insights from patients and their families are used to improve care and services. By seeking, monitoring and acting upon patient feedback, including when things go wrong, we are able to make improvements in areas that patients say matter most to them.

Through this strategy, we recognise the opportunity to shape a culture that is more sensitive to listening and acting on feedback that is consciously inclusive, individualised and sensitive to the needs of the patient and family. By doing this, we aim to change the way our services are designed and delivered and ensure that the experience of those using our services is at the heart of everything we do.

**Professor Andy Hardy**

Chief Executive Officer



**Tracey Brigstock**

Chief Nursing Officer



# Introduction



# Introduction

Our vision as set out in our organisational strategy “More than a hospital – our strategy 2022/2030” is to be a national and international leader in healthcare, rooted in our communities. This means delivering the best care for our communities. It means being exceptional in everything we do.

Above all, in the changing health and care landscape we aim to be an outstanding partner in local care, with our regional work enabling us to improve care quality and outcomes for everyone and putting our patients first remains at the heart of everything we do.

To remind us of this our strategic triangle has the patient at the top.

Outcomes and experience in healthcare are of equal importance to patients.

At UHCW we have developed this patient experience and engagement strategy that outlines our goals and objectives between 2025-2030, and how we intend to achieve them.

We want to listen to our patients, families and carers to understand what is important to them, to value their ideas and to learn when care doesn't meet expectations. We want to work in partnership with our patients and communities when reviewing services and let the 'expert by experience' be instrumental in redesigning and shaping future services.

We want this to be a continuous cycle of improvement so that better never stops.

To support us in achieving the above we need a coherent set of interventions/decisions to maximise the impact on improving the outcomes that are important to our patients.

This strategy has been developed to achieve just that.



# UHCW patient experience in numbers

**1.5** million  
patient  
contacts per  
year

**5,538**  
babies born at  
UHCW per year

**1,706**  
compliments  
received per  
year

**598**  
complaints and  
**4,823**  
PALS contacts  
received per  
year

**7,725**  
Family and  
Friends  
feedback  
responses  
November 2024

**13**  
Patient partners

**542**  
Volunteers

CQC rating for  
caring  
**GOOD**

## **Our Patient Experience Vision**

**“ Recognising that everyone’s journey through our services is unique, we believe in fostering a culture where all voices are heard and valued.**

**By engaging with patients and communities, we can better understand what matters to them , their experiences and their perspectives.**

**This collaborative approach empowers us to identify where we can do better and implement meaningful changes that truly make a difference.”**

## 4 How we developed this strategy



# 4

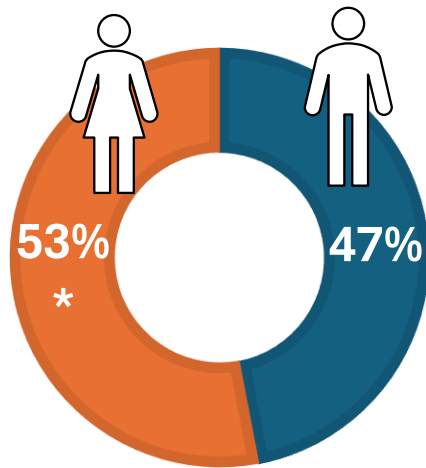
## How we developed this strategy

Between November and December 2024, our volunteers spoke to patients across both our Coventry and Rugby sites and asked them to share their experience of using our services. We have also analysed the responses to four annual patient surveys commissioned by the Care Quality Commission (CQC) during 2024 covering maternity, urgent and emergency care (Type 1 and 3) and Inpatient services.

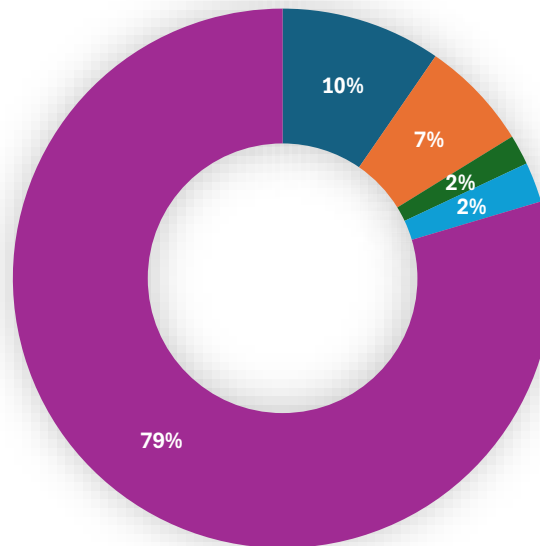
These surveys are a valuable source of feedback and provide broader insights from a larger patient population, complementing the other forms of patient engagement we undertake.

In total around 1,250 patients expressed their views and suggestions. Demographic information is illustrated below:

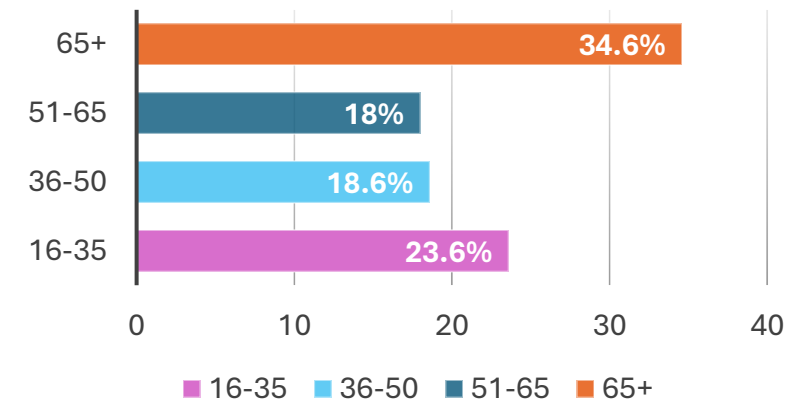
### Gender



### Ethnicity



### Age



■ Asian/ Asian British

■ Black/ African/ Caribbean/ Black British

■ Mixed/ Multiple ethnic groups

■ Other ethnic groups

■ White

\* This does not include gender from the maternity survey as all female

# How we developed this strategy

The most important factors for the patients surveyed related to reducing waiting times, enhancing the quality of care, improving staff interactions with patients and with each other, and increasing accessibility in both physical and digital spaces.

Patients consistently highlighted the importance of timeliness in access to care and compassionate care when it is received, emphasising that delays and a lack of empathy negatively impacted their experiences.

In summary a set of clear priorities for enhancing patient experience emerged including:

- Reducing waiting times and improving transparency about these
- Timeliness in access to interventions
- Improved accessibility to services
- Improving communication – listening and responding
- Greater focus on empathy
- Addressing administrative and environmental factors

We recognise that patients would like shorter waiting times for diagnostic tests, assessments and treatment and our organisational strategy “More than a hospital” aims to address this through its local integrated care and centres of excellence purposes.

This patient experience and engagement strategy will complement “More than a hospital” by focussing on the other factors that our patients see as most important.

As part of the process of developing this strategy and its associated actions we have presented the views of our patients as outlined in the previous section to a range of key stakeholders and will utilise their thoughts and ideas in our delivery plan.

Stakeholders we have engaged with in this process include:

- Patient Engagement and Experience Committee
- Nursing, Midwives and Allied Health Professionals Committee
- Clinical Directors and Clinical Leads
- Health Care Scientists
- Multiple Staff events
- Patient Partners
- Chief Officer’s Group
- Non-Executive Directors

# 5 Our current position



# Our current position

**Putting our patients first, remains at the heart of everything we do. Engaging with our patients and our communities to understand their needs and their ideas as to how we can best meet these is a critical part of how we develop and improve our services and their experience of these services.**

**The following section provides examples of our current position in relation to how we currently engage and work with our patients and communities.**

**A key purpose of this strategy is to identify how we can further improve on the way we do this.**

## **Volunteers**

Volunteers are central to how we engage with patients. At UHCW we have 542 volunteers who fulfil a wide range of important roles across our services.

Our volunteers are often the first people that patients and visitors see when they visit our hospitals in meet and greet and way finder roles. This extends to providing companionship to patients at mealtimes on the wards, through to providing comfort to people in theatre, running the hospital radio station through to one-to-one palliative care and bereavement support and many more roles.

In total our volunteers give over 60,000 hours of their time each year.

## **Patient partners**

UHCW have a team of Patient Partners who provide a patient perspective on the design, planning, delivery and performance of services and issues related to patient and public experience of the Trust.

Patient partners are members of the public with experience of University Hospitals Coventry and Warwickshire NHS Trust (either as patients or carers) who volunteer with UHCW to represent the views of patients, their families and the general public.

Some of the areas that Patient Partners have been involved in includes: Patient Led Assessment of the Care Environment assessments and ongoing reviews at both UHCW sites, a task and Finish group relating to discharge documentation and a Smoking Cessation working group.

## **Maternity and Neonatal Voices Partnership**

The role of the MNVP (Maternity and Neonatal Voices Partnership) is to work collaboratively with the service users and health professionals to enhance maternity and neonatal services. By listening to the experiences and feedback of service users, the MNVP ensures care is responsive and inclusive to the service user needs.

## **Involving patients in research**

Involving patients in research, either as participants, as experts in their condition or as champions of research, ensures that our research meets the needs of our patients. As such, Patient and Public Involvement and Engagement (PPIE) continues to be strategic priority for Research & Development (R&D).

By working with researchers, patients and the public can improve research and make a difference to healthcare in the future. Established in 2017, our Patient and Public Research Advisory Group comprises over 70 patients and members of the public who use their unique views, experiences, and insights to guide research across several specialities.

# Our current position

## Patient Feedback

The Patient Insight and Involvement Team continue to collect patient feedback through the Friends and Family Test Survey, National Survey Programme, local departmental surveys and through the Patient Story Programme where patient stories are shared with Trust Board.

## UHCW Improvement (UHCWi)

As part of our strategic commitment to putting patients first we use our UHCWi management system to measure value from a patient or customer perspective. Over 70% of our staff have been trained in value and waste from a patient perspective. When we run improvement events (Rapid Process Improvement Workshops) that are looking at Patient treatment or care processes we include patients as equal members of the improvement teams. Where this isn't possible or may not be representative, we will send staff to speak to patients about improvement ideas during the events. We will also have the patient representatives as part of the "report out" where we share the outcomes with whole organisation. This approach powerfully demonstrates that we want our patients to coproduce our improvements. Our commitment to continuous improvement and openness is further demonstrated at our weekly stand up where we share improvements in our public main reception at University Hospital site.

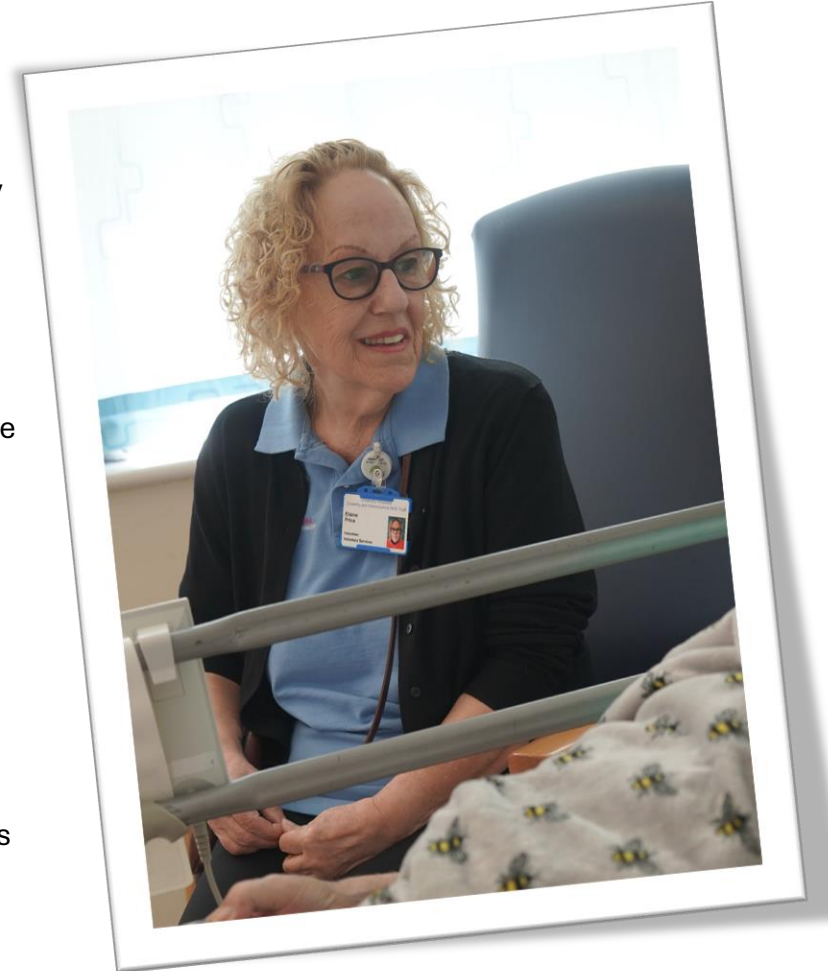
## Working with patients and communities' forum

Supporting the vision of our organisational strategy, More than a Hospital, to be rooted in our communities, we have established a forum comprising colleagues from across the Trust actively participating with patients, members of the public and communities in service delivery, planning and evaluation.

The Trust's Working with patients and communities' forum strives to ensure successful involvement of the people of Coventry and Rugby, through the coordination and sharing of activities, networks, relationships and championing the use of insights to improve our understanding of patient experience.

The group is in the process of drawing up a work programme to support the development of a culture across the Trust, where using insights from patients and the public to improve care, involving people in decisions about their care and co-producing services becomes business as usual.

The forum links in with system partners to work collaboratively to engage local people where appropriate, rather than duplicating efforts.



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# Our commitment to improve patient experience and engagement



# Our commitment to improve patient experience and engagement

We have developed three commitments to frame our approach to continually improve patient experience.

These are listen, act and improve.

**Listen** in this context is about seeking feedback and actively listening and hearing what patients, carers and visitors say around their experiences and involving them in how we could improve this.

**Act** means responding to the feedback promptly.

**Improve** is about creating the right conditions within the organisation to ensure that improvement is continuous.

For each of these commitments, we have identified how we will deliver against each one and our rationale for doing this. This is detailed in the following pages.

The actions we will take to deliver these commitments will be detailed in the Patient Experience and Engagement Strategic Delivery Plan that will complement this strategy.

## LISTEN

Continually seek feedback and recommendations for improvements from patients and carers

## ACT

Empower our staff to respond and act promptly on patient feedback

## IMPROVE

Build on our culture of continuous improvement to ensure that our patients are front and centre in all we do

# LISTEN- Continually seek feedback and recommendations for improvements from patients and carers

| How we will we do this   | The improvement that patients and carers will see  |
|--|--|
| <p>We will ensure that we use every contact with our patients to ask about their experience and how we could make it better</p>  | <ul style="list-style-type: none"> <li>• Service improvements will be influenced according to what is important to both individual patients and groups of patients</li> <li>• The number of ways that we gather feedback will be enhanced to embrace technology and promote inclusivity</li> </ul> |
| <p>We will seek real time feedback from every contact and take any action required, in a timely way</p>  | <ul style="list-style-type: none"> <li>• Staff will feel confident to seek feedback and ensure timely action to meet patient and carer expectations</li> </ul>   |
| <p>We will ensure the experience of those involved in or affected by patient safety events are heard and any immediate improvements required are identified and acted upon</p> | <ul style="list-style-type: none"> <li>• We will be better placed to ensure that we will learn quickly when things go wrong; take prompt action to resolve any issues and use this learning to help prevent these events from happening in the future.</li> </ul>                                  |
| <p>We will widen the breadth and depth of our patient partners group to be more representative of the communities we serve</p>   | <ul style="list-style-type: none"> <li>• Patient experience and feedback will be more representative of our diverse communities</li> </ul>   |

# ACT- Empower our staff to respond and act promptly on patient feedback

| How we will we do this  | The improvement that patients and carers will see   |
|---|---|
| <p>We will seek to understand how we can further empower and encourage our staff to respond in a timely way to resolve issues that adversely impact on patient experience</p> | <ul style="list-style-type: none"> <li>• Patients and carers will feel that their issues are dealt with consistently and with respect, dignity and compassion.</li> </ul>   |
| <p>We will continue to embed the “what matters to you” in planning patient care and treatment.</p>  | <ul style="list-style-type: none"> <li>• Patients and carers will feel empowered and supported when making decisions about their personal care and treatment.</li> </ul>  |
| <p>We will continue to embed “Standards Matter” principles into standard work .</p>   | <ul style="list-style-type: none"> <li>• The physical environment will be clean, tidy and comfortable and care and treatment will be timely, effective and respectful to patients' needs and expectations.</li> </ul> |
| <p>We will ensure that learning from patient safety events is shared widely.</p>  | <ul style="list-style-type: none"> <li>• Patients and carers will be confident that staff are learning from safety events, in a timely way, improving upon safety outcomes.</li> </ul>                                |

## IMPROVE- Build on our culture of continuous improvement to ensure that our patients are front and centre in all we do

| How we will we do this   | The improvement that patients and carers will see  |
|--|--|
| We will require all service areas to regularly demonstrate that they are listening and acting on patient feedback    | <ul style="list-style-type: none"><li>• Patient experience feedback will be shared with direct care staff and improvements reflected through reports and patient stories more widely</li></ul> |
| We will ensure that all service improvements and transformation projects are aligned to improving patient experience | <ul style="list-style-type: none"><li>• Patient and service user views will be embedded in all service improvements and transformation projects.</li></ul>                                     |
| We will ensure that we involve patients in every major service improvement   | <ul style="list-style-type: none"><li>• Services will be co-designed to better meet the needs of our local communities</li></ul>   |

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Where do we want to be and how will we know we are there?



# Where do we want to be and how will we know we are there?

To assess the effectiveness of our strategy, we have established a set of key indicators to monitor progress. Our goal is to achieve continuous improvements over the period of the strategy, ultimately reaching the top quartile of providers for each indicator by 2028-2029 (Top 40 in the country) and maintaining this level of performance through 2029-2030 and beyond. The indicators we have chosen are collected annually through the Care Quality Commission Inpatient, Urgent and Emergency Care and Maternity surveys and through the annual staff survey.

| Source                                      | Metric   | Target (by 2028/2029) |
|---|--|-----------------------|
| CQC Adult Inpatient Survey                  | Overall Experience   | Upper Quartile        |
| CQC Maternity Survey                        | Overall Experience   | Upper Quartile        |
| CQC Urgent and Emergency Care Survey Type 1 | Overall Experience   | Upper Quartile        |
| CQC Urgent and Emergency Care Survey Type 3 | Overall Experience   | Upper Quartile        |
| NHS Staff Survey                            | Care of patients/service users is my organisation's top priority   | Upper Quartile        |
| NHS Staff Survey                            | If a friend or relative needed treatment I would be happy with the standard of care provided by the organisation | Upper Quartile        |

# Managing delivery

A detailed delivery plan will be developed for this strategy. This will include a clear reporting and accountability framework to monitor progress and ensure that delivery is on track and that risks are identified and mitigated.

The Chief Nursing Officer is the Senior Responsible Owner for the strategy with support from a designated Non-Executive Director.

Progress and performance of this strategy will be monitored through the Strategic Transformation Board and the Patient Experience and Engagement Committee.

This will be done by measuring performance against the national annual patient and staff surveys, regular analysis of family and friends survey data and other patient experience/safety metrics. In addition, an annual report will be produced and reported to the Trust Board.

We recognise that the environment in which we operate in is continually changing and patient and carers needs and preferences are impacted by this. Therefore, this strategy will be a living document that will evolve between now and 2030. However, our vision to do better and implement meaningful changes that truly make a difference is our anchor point and will not change.

