

## Progress against the 2018/19 Grading

Key:

Grading rating	Meaning
E	Excelling
A	Achieving
D	Developing
U	Undeveloped

### Objective 1: Better Health Outcomes for All

Narrative: The NHS should achieve improvements in patient health, public health and patient safety for all, based on comprehensive evidence of needs and results

Outcome	Previous Grading Panel rating	Recommended Grading Panel rating	Our actions	Documentary evidence
1.1 Services are commissioned, procured, designed and delivered to meet the health needs of local communities	A	E	<p>Healthy Child Program - In <b>Cambridgeshire and Peterborough</b>, the Trust is working in collaboration with CPFT so that services are delivered in the same way in neighbouring counties.</p> <p><b>Age</b></p> <ul style="list-style-type: none"> <li><b>Luton Service example: School Nurse:</b> Bespoke surveys were created for the School Nurse Team adapted for children of three age groups and available on paper, online and via a QR code on smartphones.</li> <li><b>Luton Service Example: Collaborative Working with Flying Start:</b> a joint survey of parents and families attending Healthy Child Clinics at Children Centres was launched in March 2019.</li> <li><b>Luton Service example: Chat Health for young people aged 11-19</b> started 28.01.2019. An example of a successful outcome for a service user includes a who child identified himself, age and who he was with Mother audible in the background. He spoke openly about how he was unsure about his sexuality. The child commented that is was the best day he had had so far because he was able to speak openly about his worries. Another young person who had text in for support through chat health after having taken an overdose of paracetamol was carefully managed, supported and sign posted to further support.</li> </ul>	<p>Survey Questionnaire and results</p> <p>Quarterly Reports</p> <p>Board papers</p> <p>Terms of Reference</p> <p>Service specifications</p> <p>People Participation Approach</p> <p>Patients and Service Users subgroup papers.</p>

Outcome	Previous Grading Panel rating	Recommended Grading Panel rating	Our actions	Documentary evidence
			<ul style="list-style-type: none"> <li>• <b>Luton Service example: Chat Health for young people aged 11-19</b> Promoting the role of Chat Health Ambassadors and school visits to promote Chat Health are planned in Q3 2018/19.</li> <li>• The <b>Luton Community Respiratory Team</b> accommodate alternative appointment times specifically for parents or guardians of school age children or carers of dependents with disabilities that require collection at specific times.</li> <li>• The <b>Bedfordshire 0-5 service</b> met all the standards to be successfully reaccredited with the UNICEF Baby Friendly level 3 accreditation.</li> <li>• The <b>Bedfordshire 5-19 service</b> worked with young people of varying ages and gender to create a Friends and Family feedback form that was fit for purpose. From the feedback a holiday drop in was set up at convenient times and venues for young people.</li> <li>• The <b>Bedfordshire Oral Health Team</b> registered targeted nurseries, pre-schools and primary schools for the My Smile award. This quality mark is awarded to early years settings which fully implement the four My Smile steps to provide a tooth friendly environment for the children they care for. This includes supervised tooth brushing in the setting; ensuring snacks are tooth friendly and other criteria to ensure a good foundation for good oral health. Once achieved, a certificate is awarded to the successful settings and their accreditation is valid for two years. The team also provide training and support wherever it is needed to successfully implement the steps.</li> <li>• The <b>Bedfordshire Orthoptic Team</b> along with the University of Leicester looked at the impact of glasses and patching to improve amblyopia treatment of children.</li> <li>• The <b>Bedfordshire Orthoptic Team</b> also worked with Moorfields Eye Hospital on using gaming to improve vision.</li> <li>• <b>Norfolk Healthy Child Programme (NHCP)</b> - Continued involvement of young people and schools in the development of Chat Health Ambassador programme - all schools offered opportunity to take part in programme from September 2018.</li> </ul> <p><b>Gender reassignment</b></p> <ul style="list-style-type: none"> <li>• <b>Luton Chat Health Promotional material:</b> was intentionally purchased in colours that were neutral and not commonly associated for either the male or female gender.</li> </ul>	<p>Patient Stories</p> <p>CCS/CPFT Joint Children's Partnership work</p>

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			<p><b>Religion and belief</b></p> <ul style="list-style-type: none"> <li>• <b>Luton service example: Paediatric Epilepsy:</b> In recognition of Ramadhan, the Muslim month of fasting, the timing of an engagement session planned for fathers of children with Paediatric Epilepsy is being adjusted to encourage attendance.</li> </ul> <p><b>Disability</b></p> <ul style="list-style-type: none"> <li>• <b>Luton Service Example: ADHD:</b> work is currently underway to engage with children with ADHD and their families on three specific areas of work; access to services (appointments out of hours, virtual clinics), reviewing a proposed discharge summary letter and developing an information pack. Networking and collaboration with local groups such as Luton Parent Carer Forum, Families United Network, Outside –in and FLAG has enable meaningful interaction with families of children with specific diagnosis ensuring that future services, correspondence, and communication is tailored to the needs of the service user and the service users family.</li> <li>• <b>Luton Service example : Dementia Workshops:</b> A multi stakeholder coproduction project including CCS, Mental Health, Social Care, the Voluntary sector and service users that started in 2016 is being revisited on 21.5.2019 to which service users and health professionals are being invited back to evaluate the outcomes and changes to pathways that were coproduced together. Michelle Pilkington, Community Matron, is the new CCS Dementia Nurse Specialist.</li> <li>• <b>Luton Service example: The At Home First Team</b> enlist the support of the Dementia Nurse Specialist for patients with Dementia and the personalised care plan is then taken to the patients home and reviewed in detail by the Nurse Specialist to ensure support and care is appropriate and relevant.</li> <li>• In <b>Bedfordshire</b>, the Nurse Specialist Co-ordinator for behaviour that may challenge who has a special interest in ADHD and the Nurse-Led Service, along with input from the community paediatric service, implemented an innovative ADHD assessment process. This process offers support for parents through behaviour workshops and initial assessments, and is undertaken whilst waiting to see a Paediatrician for a clinical review and relevant diagnostic assessments. This has led to positive parent feedback and improved service delivery.</li> <li>• The <b>Bedfordshire Speech &amp; Language Service along with the Occupational Therapists</b> worked with a children’s centre and a school to produce a DVD to demonstrate the value of parents and universal services spending time with children to promote communication and independence skills. The DVD was developed with Parent Partnership groups and is being shared widely; it is receiving incredibly positive feedback.</li> </ul>	

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			<ul style="list-style-type: none"> <li>• <b>Ambulatory Service Example</b> - People with visual impairments attended a Focus Group at North Cambs Hospital in March 2019 to discuss the Hospital redevelopment project. Suggestions for consideration included a coloured line on the floor between the carpark and new entrance to guide people.</li> <li>• <b>Norfolk Healthy Child Programme</b> work collaboratively with the Local Offer to ensure services meet the needs of those families , children and young people with additional needs and disabilities. This has included developing an annual HCP contact with children and young people by an HCP practitioner, partnership work to improve referral to specialist services and work with families, Acute Trusts and complex needs schools to provide very early services and health support in community and school settings.</li> </ul> <p><b>Race</b></p> <ul style="list-style-type: none"> <li>• <b>Luton Service example</b> : Paediatric Epilepsy Team hold monthly parent groups in two locations to cater for the different demographics. One is attended by BME communities, is purposefully located within easy reach of the relevant community, interpreters attend and service users set the agenda for discussions. Positive outcomes from the group and active service user families include; a number of videos have been created by service users in different languages and more are planned, coproducing an education and information session for male members of the family who are less likely to engage.</li> <li>• A pilot project is planned for <b>MSK Peterborough</b> to deliver Functional Exercise Classes in Urdu, Hindi &amp; Punjabi languages to remove language barriers when accessing physiotherapy treatment for patients who are repeatedly referred back to the service. The evidence-based pilot will focus on women of South Asian ethnicity, with an aim to extend this to other ethnicities in the future.</li> <li>• The <b>iCaSH Service</b> is proactively working with the Terence Higgins Trust and Brook via subcontracts to ensure hard to reach groups are able to access our services.</li> <li>• <b>Cambridgeshire &amp; Peterborough healthy Child Program</b> - Travelling community – self weigh project with community nurses.</li> <li>• <b>iCaSH services</b> across the Trusts footprint are currently engaged in the National PReP Impact Trial. PrEP (HIV Pre-exposure Prophylaxis) is a medicine for HIV negative people, is taken before sex, so it is pre-exposure. Prophylaxis means to prevent infection – in this case HIV. It can reduce the risk of acquiring HIV when taken as instructed.</li> <li>• Within the <b>Peterborough Dental Service</b>, funding for extra activity has been secured for Dental</li> </ul>	

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			<p>Access Clinics, therefore reducing the number of turned away patients</p> <p><b>Pregnancy &amp; maternity</b></p> <ul style="list-style-type: none"> <li> <p><b>Luton And Bedfordshire Service Example: Breast Feeding Campaign:</b> Luton and Bedfordshire campaign that raises awareness of the importance of breastfeeding and mothers' right to do it in public and aims to make breastfeeding in public easier and more acceptable for mothers by changing attitudes and raising awareness. The key audiences are businesses, the general public, and breastfeeding mothers. <b>Businesses:</b> initial survey of attitudes by businesses in Luton was conducted by flying start, which may be repeated at end of the campaign. Consultation is also ongoing with The Mall, Luton football club and local groups like Love Luton and Bedford BID for feedback and campaign distribution. <b>Mothers:</b> Survey conducted by Survey Monkey distributed by all campaign organisations to gather their feedback on the campaign name, messages and their own confidence and attitudes to breastfeeding in public. This may be repeated at the end of the campaign. We are hoping Mothers will also star in the photos and videos and we are currently recruiting volunteers. <b>General</b> public: Survey conducted by Survey Monkey distributed by all campaign organisations to gather feedback on attitudes, which may be repeated at the end of the campaign.</p> </li> <li> <p>A breastfeeding Hub App was rolled out in <b>Bedfordshire</b>. This provides breastfeeding support with information on all aspects of feeding and where to access local support. The App also has a breastfeeding friendly "trip advisor" style section where there is an interactive map where families can rate and recommend breastfeeding friendly venues.</p> </li> <li> <p>The <b>Bedfordshire 0-5 service</b> rolled out Perinatal Infant Mental Health (PNIMH) training across the universal workforce to increase knowledge and skills to facilitate support for families with PNIMH issues. 10 PNIMH champions were trained to cascade an approved iHV training course for staff in Maternity Services, Health Visiting, Children's Centres, Early Help and Social work.</p> </li> <li> <p>In partnership with the Norwich Maternity Voices committee, Norfolk Teenage parents supported by the services Family Nurse Practitioners and Teenage Parents practitioners were consulted on antenatal, postnatal and maternity services. Resulting in positive feedback regards the support and services offered by <b>Norfolk Healthy Child Programme (NHCP)</b>.</p> </li> <li> <p><b>Norfolk Healthy Child Programme (NHCP)</b> - Families with premature babies offered HCP programme from complex needs specialist nurses team and the opportunity to access welcome groups targeting families of babies who may have had to spend time in Norfolk</p> </li> </ul>	

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			<p>Babies Intensive Care Unit.</p> <p><b>Parents/Carers</b></p> <ul style="list-style-type: none"> <li>• <b>Luton Service example : Parent Carer Forum</b> have been consulted on projects, surveys and initiatives to request their support and that of their memberships in providing their views and opinions.</li> <li>• <b>Cancer &amp; Palliative Survey:</b> an annual survey recognises that the survey may be completed by or on behalf of the patient by the carer and therefore has the option to specify who is completing the survey. This in turn provides the voice of the carer.</li> <li>• <b>Norfolk Healthy Child Programme ( NHCP) -</b> Over 70000 contacts (86% parents/carers) through Just One Number, single point of access in two years – evidencing increased access to early advice and support.</li> <li>• <b>Norfolk Healthy Child Programme (NHCP) -</b> Solihull online parenting courses available free for all Norfolk parents/grandparents/carers and professionals, supporting an ambition to enable universal access to parenting support.</li> <li>• <b>Norfolk Healthy Child Programme (NHCP) -</b> Continued collaborative working, involvement in multi-agency projects and service design stakeholder events over the period have also ensured the voice of service users is taken into account and true co –production takes place when the procurement, design and delivery of services are considered e.g.</li> <li>• Healthy weight pathway (#NorfolkCan)</li> <li>• Health passport app 16-19</li> <li>• Emotional wellbeing pathway</li> <li>• Just One Norfolk website</li> <li>• LAC pathway</li> <li>•</li> </ul>	
<p><b>1.2 Individual people's health needs are assessed and met in appropriate and effective ways</b></p>	<p><b>A</b></p>	<p><b>A</b></p>	<ul style="list-style-type: none"> <li>• <b>Norfolk Healthy Child Programme (NHCP) -</b> Single point of access (Just One Number) enabled greater access to health advice and support to meet individual needs – over 1000 contacts per week - 86% from parents and 80% resolved in a single contact evidencing increased access to early advice and support.</li> <li>• <b>iCaSH Peterborough</b> run an annual HIV day, when patients, carers and their family and friends are welcome to join us to talk to our clinicians, access talks and information about current topics in the field.</li> </ul>	<p>ESR mandatory training compliance data</p> <p>Event posters/flyers and records.</p> <p>Service websites and information</p>

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			<p><b>Age</b></p> <ul style="list-style-type: none"> <li>The <b>Bedfordshire 5-19 service</b> introduced a feedback mechanism when working with young people. The ORS and CORS is a simple, four-item session by session measure designed to assess areas of life functioning known to change as a result of therapeutic intervention this gives young people and carers a voice in treatment as it allows them to provide immediate feedback on what is working and what is not.</li> <li><b>Norfolk Healthy Child Programme (NHCP)</b> - Redesign of referral process in Just One Norfolk for 5-19 cohort – assessment now carried out at first point of contact with referral to right practitioner with right skills – increased appropriateness of intervention, decreased waiting times for intervention.</li> </ul> <p><b>Gender Reassignment</b></p> <ul style="list-style-type: none"> <li>Toilets in the newly opened Rowan Lodge wing of North Cambs Hospital are non-gender assigned, providing increased accessibility.</li> </ul> <p><b>Disability</b></p> <ul style="list-style-type: none"> <li>The <b>Bedfordshire Continence Service</b> upskilled six champions from within the 0-19 Service to manage continence problems. This has enabled the service to decrease the number of children who are waiting to be seen enabling them to deliver specialist interventions where children/young people have high level need including medical condition and disabilities. It has also enabled parents/carers and the children to receive simple advice earlier and created a smoother transition to the continence service if the simple measures intervention is unsuccessful.</li> <li>Ongoing work in the <b>Bedford Neuro-Rehab Team</b> to develop and implement a Conversation Partner Scheme, linking service users with aphasia to specially trained volunteers in order to build confidence and conversational skills.</li> </ul> <p><b>Race:</b></p> <ul style="list-style-type: none"> <li><b>Luton Service Example:</b> Paediatric Epilepsy Education and Community outreach programmes</li> <li><b>Luton Service Example:</b> Diabetes Education in multilingual programmes</li> <li><b>Luton Service example:</b> Patient Activation Measures (PAM) is provided to service users</li> </ul>	<p>Evidence: Questionnaire, feedback, marketing</p> <p>Safeguarding conference</p> <p>Accessible information standard audit report</p> <p>Contractual performance and KPI delivery data</p> <p>Patient stories</p> <p>Patient information leaflets</p> <p>Commissioned contracts and service specifications</p>

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			<p>across a some Luton services and in a number of languages. It is currently being used in Diabetes in English, Urdu and Bengali.</p> <ul style="list-style-type: none"> <li>• <b>Luton Service Example:</b> The Community Respiratory Team translate the PAM questions in person in Urdu, Punjabi and Pahari. The Team also deliver the 7 week Pulmonary Rehab sessions with the support of interpreters in Urdu, Punjabi, Pahari and Hindi.</li> </ul> <p><b>Parents/Carers</b></p> <ul style="list-style-type: none"> <li>• The <b>Norfolk Healthy Child Programme (NHCP)</b> works with the local libraries to provide self-weigh clinics for parents and carers, available at 47 libraries across the County.</li> <li>• <b>Norfolk Healthy Child Programme (NHCP)</b> - Patient activation measuring tool (PAM) - Health self-assessment tool on the Just One Norfolk website and used by home visiting staff in collaboration with parents.</li> <li>•</li> </ul>	
<p><b>1.3 Transitions from one service to another, for people on care pathways, are made smoothly with everyone well informed</b></p>	<p><b>A</b></p>	<p><b>A</b></p>	<ul style="list-style-type: none"> <li>• <b>Luton Service Example:</b> The Paediatric Epilepsy Team hold transition evenings for children and their families to attend and learn more about how to transition to adult services and also how to live with Epilepsy as a young adult including discussing options and choices they may face going forward. They sign post and provide information for example an app that can help young adults to be more independent and informed.</li> <li>• <b>Luton Service Example:</b> A similar event was organised specifically for the South Asian Community, this was repeated due to demand from service users who attended a session that was run the year before. The aim was to provide factual education on the symptoms, types, causes and treatment of Epilepsy but also and equally important was the need to address beliefs held by the communities regarding black magic and other such causes of fits and seizures and to help elucidate this matter.</li> <li>• <b>Luton Service Example :</b> Patient Story to Board: a patient story was taken to the board about a young service user with complex additional needs who was transitioned into Adult services with great care and diligence. Thus demonstrating the great work of transitioning a patient from Children to Adult services and staff were all invited to attend the patients 18<sup>th</sup> birthday in recognition of the level of care provided.</li> <li>• <b>Bedfordshire Looked After Children Team</b> worked in partnership with Central Bedfordshire Looked After Children Service, supporting them to review their processes to enable a significantly improved tracking system which will enable Health Assessments to be sent through to Health from the Local Authority systematically for completion within relevant timeframe. This</li> </ul>	<p>Patient stories</p> <p>Commissioned contracts</p> <p>Outcome frameworks</p> <p>KPI delivery</p> <p>Performance metrics</p> <p>Patient Feedback – compliments; complaints; concerns</p> <p>Board sub-committees</p>

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			<p>should prevent any future backlog and reduce peaks and troughs in activity.</p> <ul style="list-style-type: none"> <li>The Trust operates an <b>integrated 0-19 children's</b> services across <b>Luton, Bedfordshire, Cambridgeshire, Peterborough and Norfolk</b> which enables smooth transition from 0-5 Health Visiting Service to 5 – 19 Services.</li> <li><b>Norfolk Healthy Child Programme (NHCP)</b> YR6 &amp; YRR Transition pathways are currently being redeveloped with the consultation of parents and young people on relevant material and information to be placed on the Just One Norfolk website.</li> </ul>	
<p><b>1.4 When people use NHS services their safety is prioritised and they are free from mistakes, mistreatment and abuse</b></p>	<p><b>A</b></p>	<p><b>A</b></p>	<p><b>Disability</b></p> <ul style="list-style-type: none"> <li>The <b>Bedfordshire Continence Service</b> upskilled six champions from within the 0-19 Service to manage continence problems. This has enabled the service to decrease the number of children who are waiting to be seen enabling them to deliver specialist interventions where children/young people have high level need including medical condition and disabilities. It has also enabled parents/carers and the children to receive simple advice earlier and created a smoother transition to the continence service if the simple measures intervention is unsuccessful.</li> </ul> <p><b>Religion</b></p> <p><b>Luton Service Example:</b> Each year, the Luton TB Nursing team advise patients who are fasting for Ramadhan on how to alter their medication safely.</p> <p><b>Luton Service example:</b> The Luton, Children's Coproduction lead has made links with the Luton Council of Faith Group that represents many of the diverse faith communities in Luton. This provides a valuable resource to take project ideas, plans for change and to gain a better understanding of the needs of particular community groups.</p>	<p>Comms messages</p> <p>ESR mandatory training compliance data</p> <p>Medicines Safety and Governance Group</p> <p>Risk Management Policy Serious Incident Policy</p> <p>Board/Subcommittee reports</p>
<p><b>1.5 Screening, vaccination and other health promotion services reach and</b></p>	<p><b>A</b></p>	<p><b>A</b></p>	<p><b>Age</b></p> <ul style="list-style-type: none"> <li>The <b>Bedfordshire 0-19 service</b> introduced a screening team to undertake the school entry screening and hearing assessments as well as the year 6 National Childhood Measurement</li> </ul>	<p>SyStmOne data</p> <p>Flyers, posters and letters to service users and carers</p>

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benefit all local communities			<p>Programme. This dedicated team can access young people in schools to complete the assessments in a timely manner.</p> <p><b>Religion</b></p> <ul style="list-style-type: none"> <li>• <b>Luton Service Example</b> :Each year, The Luton TB Nurse Team advise Muslim patients that are fasting that the Contact Screening Test is permissible while fasting by providing an explanation that it has no nutritional content or value and therefore would not invalidate their fast.</li> </ul>	Winter Plans

## Objective 2: Improved Patient Access and Experience

Narrative: The NHS should improve accessibility and information, and deliver the right services that are targeted, useful, useable and used in order to improve patient experience

Outcome	Previous Grading Panel rating	Recommended Grading Panel rating	Our actions	Documentary evidence
<p><b>2.1 People, carers and communities can readily access hospital, community health or primary care services and should not be denied in unreasonable grounds</b></p>	A	E	<ul style="list-style-type: none"> <li>The <b>Dental HealthCare Team</b> have been meeting with Learning Disability Partnership locality teams across Cambridgeshire to provide education and referral information to healthcare professionals regarding Special Care Dentistry.</li> <li><b>iCaSH</b> is proactively working with the Terence Higgins Trust and Brook via subcontracts to ensure hard to reach groups are able to access our services.</li> </ul> <p><b>Norfolk Healthy Child Programme ( NHCP)</b></p> <p>Digital platform, <a href="http://www.justonenorfolk.nhs.uk">www.justonenorfolk.nhs.uk</a> initially funded by EAHSN co-produced with parents, stakeholders and staff to provide relevant Norfolk resources that are designed to be easily accessible and increase parents/carers confidence in self-care. The site has had over 100,000 views by parents in first four months and Public Health providing additional 2 year development funding to support a whole system approach.</p> <p>Parents from across the County involved in design and development of JustOneNorfolk digital platform – from ideas generation through creation - films –and validation.</p> <p>Parents involved in the design and delivery of JustOneNorfolk’s online social network group. Including recruitment and training of parent volunteers as online ambassadors.</p>	<p>Board and sub-committee Reports</p> <p>Accessible Information Standard policy; Comms Cascade; intranet, self assessment</p> <p>Trust policies</p> <p>DA Language Services service specification.</p> <p>DA Languages monthly performance reports</p> <p>Patients and service users subgroup papers.</p> <p>Patient feedback</p>
<p><b>2.2 People are informed and supported to be as involved as they wish to be in decisions about their care</b></p>	A	E	<ul style="list-style-type: none"> <li><b>Luton Service Example: District Nurse Feedback form:</b> The bespoke Friends and Family Test survey created for the District Nursing Team includes questions asking if the service user ‘felt involved in the creation of their care plan’, ‘were you given a chance to ask questions about your care’ and ‘do you feel you were treated with dignity and respect?’.</li> <li><b>Luton Diabetes Team</b> use Patient Activation Measures (PAM) in a number of languages.</li> <li><b>TB team</b> ensure they collaborate with local charities to ensure that hard to reach groups such as the Homeless are also offered access to TB vaccination.</li> <li><b>JustOneNorfolk 16-19 health app</b> – co-produced with Norfolk’s young people – increasing health literacy around topics specific to Norfolk health issues - launched Oct 2018.</li> <li><b>Norfolk Healthy Child Programme ( NHCP)</b> - Service engagement has taken place through specific organised focus groups, accessing children centres , schools , colleges, voluntary sector</li> </ul>	<p>Patient feedback/Survey</p> <p>Care plans signed by patients</p> <p>Patient experience report</p>

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			forums, a high number of promotional events including face to face contact with over 6000 families and children at pop up events in November during the launch of the website.	
2.3 People report positive experiences of the NHS	A	A	<p><b>Cambridgeshire and Norfolk Service Example:</b> All service users are able to give informative feedback through several processes including:</p> <ul style="list-style-type: none"> <li>• the NHS England Family and friends test question and meridian database,</li> <li>• Verbally to staff on the Duty Desk.</li> <li>• Verbally to staff at clinics , home visits</li> </ul> <p>At times service users send cards and personal notes to locality offices and locality managers to share the positive service they have received from individual and staff teams.</p> <p><b>Luton Service Example:</b></p> <ul style="list-style-type: none"> <li>• <b>The Breast Feeding Campaign</b> has had an overwhelming response to their survey and the views of mothers from all walk of life are being taken forward to help shape the campaign that is designed to support mothers to breastfeed in public. Feedback includes service users commenting that 'the campaign is amazing'.</li> <li>• <b>Luton Service example:</b> Negative feedback from the Friends and Family Test (FFT) is proactively managed by services with quarterly thematic analysis and actions taken to respond to the needs of service users and their families. A set of two locally designed templates are used to display positive messages and negative messages with a 'You said we did' style of feedback and response. Templates are proactively shared on social media, internal newsletters, posters and 'look books' in clinical areas.</li> <li>• All service users are able to give informative feedback through several processes including: <ul style="list-style-type: none"> <li>- the NHS England Family and friends test question and meridian database,</li> <li>- Verbally to staff on the Just One number</li> <li>- Verbally to staff at clinics , home visits</li> <li>- On the Just one Norfolk website</li> </ul> </li> </ul> <p>At times service users send cards and personal notes to locality offices and locality managers to share the positive service they have received from individual and staff teams.</p>	<p>Friends &amp; Family Test</p> <p>Meridian reports</p> <p>Patient feedback – compliments; complaints and concerns</p>
2.4 People's complaints about services are handled respectfully and efficiently	A/E	E	<ul style="list-style-type: none"> <li>• Services display feedback 'you said, we did' on the quality boards</li> <li>• complains recorded on datix and periodic thematic analyses reported to the Board including any learning identified.</li> <li>• Where necessary, the Trust appoints external investigators for complaints</li> </ul>	As above

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			<ul style="list-style-type: none"> <li>• Our staff currently receive induction training on delivering a positive patient experience for all patients and how to handle complaints.</li> <li>• All new managers get an introduction and training on the complaints process and their role within this through an on-going trust offer of new manager induction sessions.</li> <li>• We are reviewing our approach to handling complaints, introducing a personal approach with complainants</li> <li>• A review of our complaints data demonstrates no complaints related to issues of equality and diversity.</li> <li>• The Trust has a culture of continuous improvement including in relation to resolution of complaints. Over the last couple of years, the complaints process was reviewed and updated. We have reduced our timeline for our complaints to be completed to aid better patient outcomes to their complaints. This was introduced formally from April 2017 to a 25 day response rate from the original 30 days. Alongside reducing the response time we have worked on improving our timeline/process to aid a better streamline approach to aid achieving this new 25 day response rate.</li> <li>• The Trust has low levels of re-opened complaints and referrals on to PHSO.</li> <li>• Patient stories based on complaint complaints presented to the Board and improvement actions agreed and implemented.</li> </ul>	