

Enter and View report

Cambridge University Hospitals NHS Trust

Service: Addenbrooke's Hospital Clinic 10 - Ear, Nose and Throat - ENT

Date: Friday 18th March 2016

Time: 08:30 to 16:00

Authorised representatives: Penny Coulson, Jane Belman, Maureen Symons, Caroline Cranston, Jane Garside, Judy Allen, Maria Garner and Kate Hales

Final report 23rd June 2016



Acknowledgement

Healthwatch Cambridgeshire wants to thank the staff and patients in the Ear Nose and Throat (ENT) clinic. You made us feel welcome, and took the time to complete our questionnaire.

We also want to thank the Manager of Outpatient Services, and the Deputy Manager for helping to arrange the visit, and giving us the information we asked for.

This report only relates to:

- what we saw during two 15 Step Challenges carried out on 18th March; and,
- patients' replies to a questionnaire asked between 08:30 - 16:00 on 18th March 2016.

Our report is an account of what was seen and contributed at the time.

When we do an Enter and View visit, we give the organisations' time to reply to us about any issues raised. We include what they tell us in the final report.



Contents

Acknowledgement.....	2
Contents.....	3
Introduction and methodology.....	4
Summary of findings.....	7
The findings.....	9
15 Step Challenge summary	16
Ideas to take forward	17
What the hospital said.....	18
Appendix 1	20
Appendix 2	24
Contact us	26



Introduction and methodology

What is Enter and View?

The Health and Social Care Act gives local Healthwatch a statutory power to Enter and View. This is our legal right to visit places that provide publicly funded health or care services, to see and hear how people experience the services.

This gives us the opportunity to:

- collect the opinions and experiences of people using these services, their carers or relatives.
- talk to staff who are providing care.
- to see the nature and quality of services.
- develop insights and recommendations and report to providers, the Care Quality Commission, commissioners and quality assurers, Healthwatch England and any other relevant partners.

Part of our work programme includes carrying out Enter and View visits to local health and social care services. We do these to see and hear how people experience care.

All visits are carried out by our trained authorised representatives.

We can make recommendations or suggest ideas where we see areas for improvement.

Enter and View visits can happen if people tell us there is a problem with a service. Equally they can occur when services have a good reputation, so we can learn about and share examples of what they do well from the perspective of people who use the service.

Healthwatch Enter and Views are not intended to specifically identify safeguarding issues. If any safeguarding concerns arise during a visit, they are reported in accordance with our safeguarding policies.



What is the 15 Step Challenge?

The “15 Steps Challenge” is a way of assessing care through the eyes of people who use the service. It is intended to be a “fresh pair of eyes” on care.

Each 15 Steps assessment is done by a team of people who visit the clinic at a specific time, and make notes of their first impressions.

The team walk through the clinic environment, stopping to watch patients and staff in the public areas. The team observe what it is like to be there from a patient’s perspective.

Observation guides are used to help structure thoughts, observations and discussions. See Appendix 1 for details.

The results are reported to the clinic team to:

- to help them improve on issues that affect patients’ confidence,
- make changes where they need to, and
- praise what they do well.

Note:

The indicators noted in the Observation Guides are aligned with the Care Quality Commission’s fundamental standards

<https://www.cqc.org.uk/content/fundamental-standards> and to the evidence base on what matters to patients.

http://www.institute.nhs.uk/patient_experience/guide/the_patient_experience_research.html

Purpose of the outpatient clinic visits

We work closely with local health and care providers, welcoming any opportunity to gather people’s opinions and experiences of care, to help improve services.

We know a key challenge for Cambridge University Hospitals (CUH), is managing people’s waiting times for treatment. This was raised as a concern in their recent Care Quality Commission (CQC) inspection.

Our Enter and View visits were organised to help find out about people’s experiences of waiting for their outpatients’ appointments.



We wanted to know:

- about the quality of the information people are getting;
- if they think that their ‘waiting experience’ could be improved;
- and their first impressions of the clinic on the day.

CUH welcomed our staff and volunteers. They helped us design the questionnaire used as a framework to talk to patients. Our findings will help them test how their systems are working, and show any areas need improving.

What we did

15 Steps Challenge

Our Authorised Representatives conducted the 15 Steps Challenge independently on arrival at the clinic. The findings were then collated (see Appendix 1).

Questionnaire

Our Authorised Representatives asked patients attending the clinic that day to complete a questionnaire about their experiences (see Appendix 2). We helped people complete the questionnaire if they needed it.

89 patients completed the questionnaire. 67 people were there for a follow up appointment. 22 people were there for a first appointment.



Summary of findings

What we found out

- Waiting times for new patients varied between less than one week and approximately 24 weeks for a first appointment. Most people were seen between two and six weeks.
- Follow up patients waited between 1 week and 12 months for their next appointment. Most people waiting 6 or 12 months were for regular review appointments.

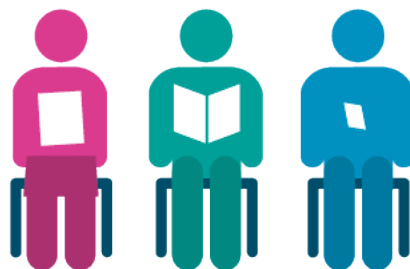


- Most people (72%) told us the information they received about their appointment was “*clear*” and “*informative*”, with “*key points highlighted*”.
- Patients gave us a number of suggestions to improve their time on the waiting list. These centred around reducing waiting times for appointments; reducing waiting times in clinic and improving the booking system.
- Patients told us they would like to be able to book follow up appointments more easily, and not have to chase them up.



- Patients said to help improve the information they got before their first appointment, they would like:
 - A map of the outside and inside of the hospital.
 - Better signage from the main entrance.
 - Crucial information on the appointment letter to be written clearly in bold type e.g. date, time, location.
 - A patient helpline for people experiencing long waits, or who want more information about an appointment.
 - A more efficient appointment booking system, that lets people change their appointments more easily.
 - A different way of reminding people about their appointment if they had hearing difficulties. The automated call reminder is not useful. Text or email were both suggested options.

WAITING ROOM



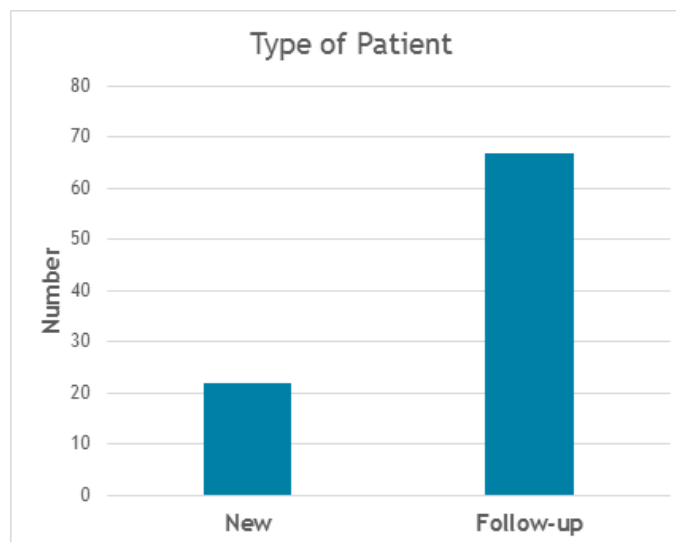
- Most patients told us they found their way to the clinic easily.
- Many patients (43%) attending the clinic said it was busy or crowded, with not enough seating at these times.
- Many people told us they waited too long in the clinic for their appointment.
- Patients' first impressions of the clinic were mainly positive.
- Many patients said the clinic was well organised, efficient and clean. Some told us their experience of the clinic was made better by staff who were helpful and friendly.



The findings

Analysis of questionnaires

Question - Are you a new patient or a follow up patient?



In the clinics on the 18th March 2016, 22 people (25%) were new patients; 67 people (75%) were attending a follow up appointment.

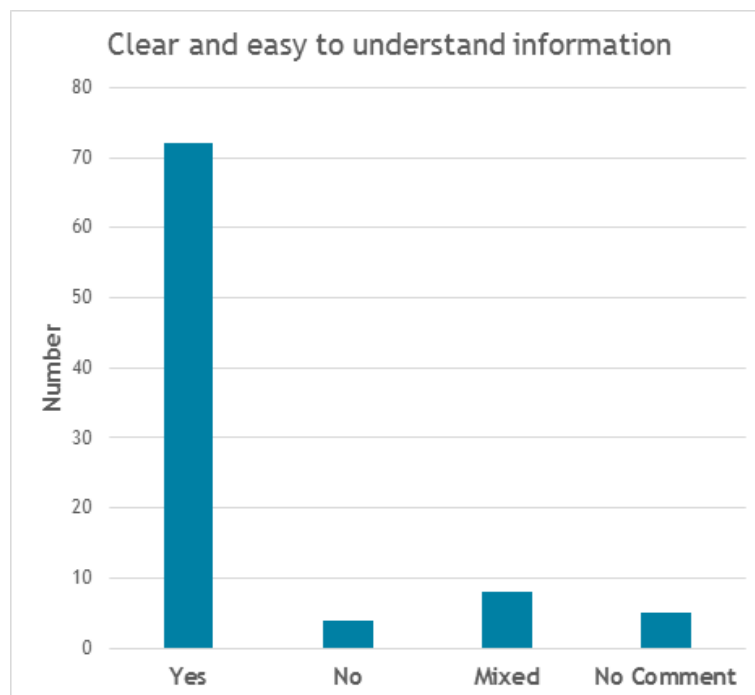
Question - How many weeks did you have to wait for the date of this appointment? (You can approximate this from when you first went to your GP)

- New patients waited between less than one week and approximately 24 weeks for a first appointment. Most were seen between two and six weeks.
- Follow up patients waited between 1 week and 12 months. Most were waiting 6 or 12 months for a routine review appointment.

Some people told us they needed to chase and book their own follow up appointments, as they had waited longer than their consultant suggested.



Question - Was all the information you received about your appointment clear and easy to understand?

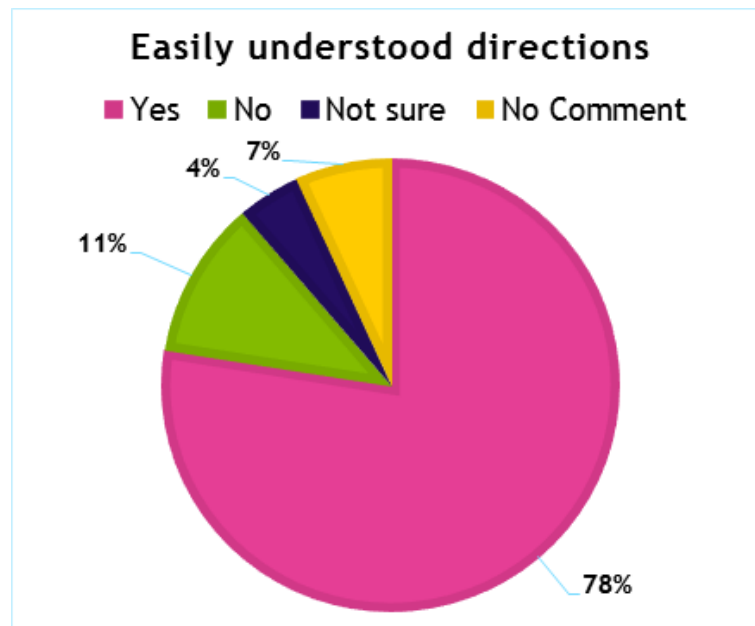


- Four people (4%) said the information received was unclear and difficult to understand.
- Eight people (9%) said some information was clear and easy to understand, and some was not or did not respond.
- 72 patients (81%) of people were happy with the information they received.
- Five patients (6%) did not comment.

The majority of patients said the information they received about their appointment was clear and easy to understand.



Question - Were you sent clear and easy to understand directions?



- 69 (78%) people said the directions they received were clear.
- 10 (11%) people were unhappy with the directions they received.
- Four people (4%) were unsure, and six (7%) did not comment.

Question - Did you have any problems finding the clinic?

- Two people needed help from volunteers or other staff members. One of these people needed to ask four times, as they were given insufficient information to find the clinic.
- One person relied on the support of a family member to help them find the clinic.
- The remaining 4 people said improved signage would help; one person suggested a site map.
- 82 (92%) people found the clinic with no problems. Our 15 Step Challenge team also noted good signage to and from the clinic, and within the clinic itself.



Question - What was good about the information you received?

- Most people who replied to this question (77%), said the information was *“clear”* and *“informative”* with *“key points highlighted”*.
- Positive comments about the information included:
 - “Date, time and location”*
 - “Comprehensive”*
 - “Detailed information about the appointment”*
 - “Included directions and where to park”*
 - “telephone appointment made direct to the clinic - asked for and got the same audiologist as previous appointment”*
 - “Easy to read”*
- Three patients told us they had not received any information, and needed to contact the clinic themselves.
- One patient said the automated reminder call was unhelpful due to hearing difficulties.

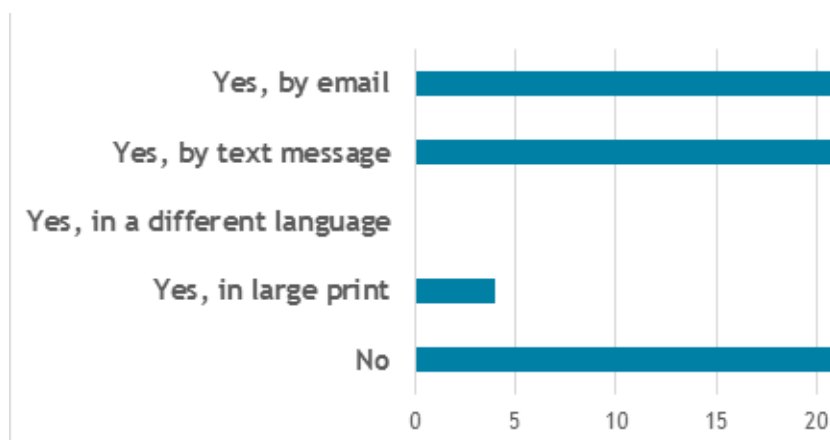
Question - What could have been improved about the information you were sent?

Some suggestions were made to help improve information:

- A map of the hospital, including inside.
- Improved signage from the main entrance.
- Giving a reason for any cancellations.
- Important information on letter in bold type, e.g. date, time, location.
- A patient helpline for those experiencing long waits, or needing information about an appointment
- Doctor’s name specified on letter.
- Better procedures for booking and changing appointments.
- Different ways of reminding people about their appointment if they have hearing difficulties. For them the automoted call reminder is not useful. Text or email were both suggested.

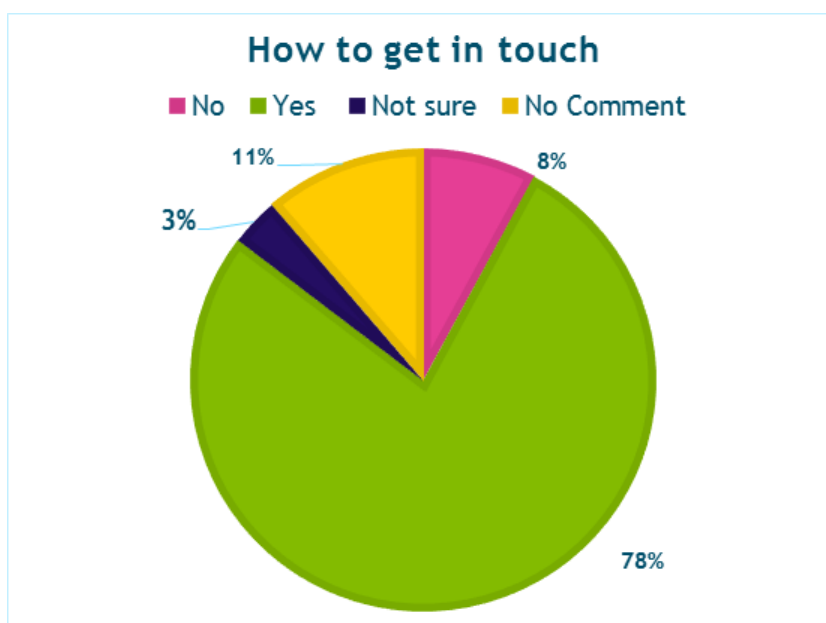


Question - Would it have been helpful to get the information in a different format?



- 24 people are happy to receive information in the post.
- Four people prefer to receive information in large print.
- 28 people prefer to receive information by text.
- 22 people prefer to receive information via email.

Question - While you were waiting for this appointment, did you know what to do or where to ring if you had a query / question / just wanted to talk to someone?



69 (78%) patients knew how to make contact with the ENT clinic if they wanted or needed to.



However, seven (8%) patients did not know how to contact the ENT clinic and three (3%) were unsure. Ten people (11%) did not comment.

This may be an area to be looked at, so information on how to contact the clinic is clear and accessible to all.

Question - Do you have any suggestions that would have made your experience on the waiting list better?

Some patients had suggestions for making their time on the waiting list a better experience. These included:

- Reduce appointment waiting times for:
 - initial referral to first appointment;
 - children's appointments; and
 - follow up appointments.
- Make sure patients are given a reasonable opportunity to rearrange appointments, before being referred back to their GP.
- Make sure patients are informed if their appointment is cancelled.

Question - What was your first impression of the clinic today?

- Many patients (43%) attending the clinic told us it was *“busy”*, *“very busy”* or *“crowded”*. Some people said there were not enough seats.
- Seating in the waiting area had recently been changed. One patient said it was difficult to hear when they were called, as they had their *“back to the nurse”*.
- Some people told us the waiting time in clinic was too long.: *“my appointment is already 75 minutes late”* and *“60-minute wait on scheduled appointment”*. One patient said the appointment system was *“very bad”*.
- One patient was happy they had a 13:30 appointment. It meant they did not have to wait too long. Other people said the waiting time was not too long.



- Many patients made positive comments about the clinic. They told us it was “good”, “very good” or “excellent”. Some people commented on the tidiness and cleanliness of the clinic. Our 15 Step Challenge also found the clinic clean and tidy.
- One parent commented positively on the children’s play area. This was also noted by the 15 Step Challenge team.
- Fifteen (17%) patients made positive comments about friendly and helpful staff. One person said they had a “warm welcome at reception”. The 15 Step Challenge team saw staff being patient and friendly towards patients, and alert to their needs.
- Some people told us the clinic was well organised with an efficient check in.
- One patient said the clinic environment was “old” compared to a different hospital they attend.

Waiting waiting time in the clinic may depend on the time of the appointment. On the day we visited, people with later appointments had a longer waits.

Appointment waiting times need to be looked at in more detail, to see if it is a regular problem.

Question - Is there any other information which is not recorded on the form you want to include?

Some suggestions were made by patients, these included:

- Display monitors to show waiting times for patients.
- Improve the booking-in system.



15 Step Challenge summary

Enter and View Representatives conducting the 15 Step Challenge found that their observations matched patients' opinions.

Positives

- The reception area was welcoming and friendly on entry. We saw patients being checked in quickly.
- We saw staff around the clinic. We saw staff talking to patients, and showing them consideration.
- There was a large well equipped play area for children.
- The clinic was well signposted and easy to find.
- Signs around the clinic were clear and easy to read.
- Some staff were letting patients know the length of appointment waiting times.
- A water cooler and water was available.
- Information screens were updated regularly with waiting times during the morning, and when the clinic was quieter.
- The clinic was clean, well lit and airy.
- Hand gel and water for hand-washing was available.

Negatives

- No leaflets in large print or other languages on display.
- Wheelchair users' toilet not accessible due to placement of waste bins. Some maintenance needed on these toilets.
- Patient feedback iPad was difficult to use.
- Clocks were difficult to see - could they be larger?
- Information screens were not always updated when the clinic was busier.



Ideas to take forward

Waiting times

Find out why some people wait longer in clinic for their appointments than others. Look at ways to reduce longer waits.

Appointments

Look at the system for booking follow up appointments, to see if it can be made easier for patients.

Look at why some people are having several appointments cancelled, so this can be avoided.

Impressions of the clinic

Look at the seating arrangements to make sure people with a hearing impairment can see the staff who are calling for them.

Information for contacting the Clinic

Look at the appointment information sent to patients, to make sure people know how to make contact with the clinic.

Patient Information

Can appointment information be sent by text or email to patients who request it?

Patient opinion

Listen to what patients say will help improve their experience of the clinic.



What the hospital said

Page 7. The trust is in the process of implementing electronic portal which will enable patients to book and monitor their own follow-up appointments. This is being piloted on a small group of patients at present with the intention of rolling out over time to all patients.

Pages 8/11. Since the visit, the signage throughout Outpatients has been renewed and significantly improved.

Page 8. A dedicated Outpatients helpline is being piloted in some clinics at present with the intention of expanding this service over the next six months.

Page 8 Since the visit, we have begun trialling text messages in certain areas to determine whether this is more suitable for patients.

Page 12. The Trust will look at the layout of the appointment letter to ensure clarity of vital information.

Page 13 The Trust is currently exploring alternative ways to contact patients about appointments which includes text messaging and e-mail, as well as a patient portal for patients to manage their own appointments online.

Page 14 Patients are only referred back to their GP following a “Did Not Attend” or several could not attend appointments.

Page 15 All clinics have a screen within the waiting area which provides general information as well as expected waiting times for appointments.

The outpatient department itself is quite old in configuration and decoration, and while every effort is made to make patients as comfortable as possible we completely acknowledged that the environment can sometimes be cramped and/or uncomfortable.

The trust is looking at a refurbishment programme to see how we can improve the environment but this is a longer term project both due to the complexities and cost involved.



The trust acknowledges that it has a backlog of patients currently, both in terms of new and follow-up patients, and it is working hard to try and resolve this.

Patients are always seen in line with their referral to treatment time and clinical priority, and this sometimes necessitates moving patients around to achieve this. As the backlog is reduced the need to reschedule patients will be significantly less which should lessen the inconvenience caused to patients.

**Andi Thorton,
Outpatients Operations Manager,
Cambridge University Hospital NHS Foundation Trust**



Appendix 1

SUMMARY - 15 Steps: CUH Outpatients

Clinic 10 - ENT - Audiology

Date 18 March 2016 11:00

Welcoming:

Positives	Recommendations
<ul style="list-style-type: none">• Easy to find• Good signage• Bright, clean and tidy• Staff assisting Patients• Welcoming reception area• Staff visible, interacting with Patients - efficient checking in	<ul style="list-style-type: none">• Leaflets in large print? None were available - presume you have to ask!• Leaflets in different languages? Is this service provided

Safe:

Positives	Recommendations
<ul style="list-style-type: none">• Very clean• Toilet clean• Hand get• Temperature / air con good• Toys, clean and tidy play area for children• Clear exit signage	<ul style="list-style-type: none">• Wheelchair user - toilet difficult to enter and turn around due to placement of waste bins• The support arm on the toilet is wobbly / insecure• Hand gel stations more visible



Caring & involving:

Positives	Recommendations
<ul style="list-style-type: none">• Seating, spacious and plenty of chairs• Good sized play area for children• Water machine and cups• Electronic monitor working, up to date waiting times and easy to see• Staff spoke quietly with patients• Blinds worked, tidy and clean• Clear and easy to see signage• Well maintained environment• Staffed to ensure queues of patients are checked in quickly	<ul style="list-style-type: none">• Wall clocks small and hard to see• Patient Feedback - iPad stand - hard to use and no large print function available

Well organised & calm:

Positives	Recommendations
<ul style="list-style-type: none">• As above• Pleasant atmosphere, relaxed• Staff alert to patient needs - helping, giving information	

Other:

Positives	Recommendations
<ul style="list-style-type: none">• Patients were being seen promptly• Large waiting area	



SUMMARY - 15 Steps: CUH Outpatients

Clinic 10 - ENT - Audiology

Date 18 March 2016 - PM

Welcoming:

Positives / Negatives	Recommendations
<ul style="list-style-type: none">• Clean, white walls - fresh• Notices - tidy• Good lighting - bright and airy• Busy clinic• Friendly, organised and calm on entry	<ul style="list-style-type: none">• Clocks small and hard to see

Safe:

Positives / Negatives	Recommendations
<ul style="list-style-type: none">• Clear waste disposal• Uncluttered / tidy• Unisex toilet• Hand gel	<ul style="list-style-type: none">• Electronic door mechanism - wheelchair users could get stuck

Caring & involving:

Positives / Negatives	Recommendations
<ul style="list-style-type: none">• Updated sometimes electronic screen with Consultant times, delays etc• Water machine with cups• Staff respectful to patients, observant and helpful• Good signage for toilets• Information stand	<ul style="list-style-type: none">• More information on the electronic screen - updated more often...Patients not always informed of clinics running late



Well organised & calm:

Positives / Negatives	Recommendations
<ul style="list-style-type: none">• Children's play area - good size and with lots of toys• Signage• Pleasant décor, nice bright waiting area•	<ul style="list-style-type: none">• Notice board - crowded

Other:

Positives / Negatives	Recommendations
<ul style="list-style-type: none">• Information sheets• Easy to find the clinic, good signage from the main entrance	<ul style="list-style-type: none">• Scruffy, falling forward in the holders - unable to see what they are for



Appendix 2

HEALTHWATCH CAMBRIDGESHIRE ARE CARRYING OUT A SURVEY ABOUT WAITING FOR AN OUT-PATIENT APPOINTMENT TO HELP MAKE SURE YOU GET THE BEST POSSIBLE SERVICE.

Questionnaire

1. **How long did you have to wait for the date of this appointment?**
(You can approximate this from when you first went to your GP)
_____ weeks / don't know
2. **Was all the information you received about your appointment clear and easy to understand?** Yes / Mixed / No
3. **Are you:**
A new patient A follow-up patient Don't know
4. **What was your first impression of the clinic today?**
5. **Did you have any problems finding the clinic?**
6. **Were you sent clear and easy to understand directions?**
Yes / No / Not sure
7. **What was good about the information you received?**
8. **What could have been improved about the information you were sent?**
9. **Would it have been helpful to get the information in a different format?**
Large print Different language Text Email
10. **While you were waiting for this appointment, did you know what to do / where to ring if you had a query / question / just wanted to talk with someone?** Yes / No / Not sure
11. **Do you have any suggestions that would have made your experience on the waiting list better?**



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