



Doctors and nurses
are expert in
health, but
I'm the expert
in me.

Patient-led strategy and
customer experience by
April Strategy.

april
fresh thinking brought to life

We'll help you put the patient at the heart of your strategy and customer experience.

Today's challenges

- Developing a robust, businesslike response to patient choice and competition
- Putting your patients' needs at the heart of your strategy, planning and decision-making
- Improving the patient experience, building a customer service culture and delivering truly compassionate care
- Empowering patient-centered, clinically-led change at the front line
- Commissioning services that are more personalised to local and individual needs, and reducing health inequalities amongst increasingly complex populations
- Building meaningful market and customer insight, and involving your stakeholders in strategy development

Introducing April Strategy

April Strategy is a new kind of consultancy that puts customers at the heart of strategy.

Working with private sector companies including Argos, Barclays, Egg, Procter & Gamble and Volkswagen we have developed unique approaches to involve customers directly in developing strategy to meet their real needs and designing a customer experience that thrills them.

We are now using those approaches to help NHS acute hospitals, mental healthcare trusts and PCTs to put the patient at the heart of their strategy and customer service. These trusts are seeing real improvements in quality of pathways and patient experience.

The case studies in this booklet describe some of our recent work, and show how every one of our client solutions is unique to their particular needs.

Why not get in touch, to chat about putting your patients at the heart of your strategy.

Patient-led strategy

Align the business to patient needs.

Listening to patients

- Unique patient engagement approaches
- Staff and patients as innovation partners

Vision, goals and strategy

- Challenging, creative and rigorous
- Building a strategic 'bridge to the future'

Strategy management cycle

- Patient-led planning and management
- Enable frontline teams to deliver for patients
- New patient-centred scorecard measures

Customer experience

Turning patients into advocates.

Customer experience strategy

- End-to-end customer experience strategy
- Design the experience with patients and staff

Customer service standards

- Values-led behaviours and service standards
- Transformational customer service training

Align management and process

- Build service standards into appraisal, performance management and recruitment
- Continuous improvement feedback loops

“Our strategy is embodied in five clear promises to meet our local patients’ needs.”

Anne Eden, Chief Executive,
Buckinghamshire Hospitals NHS Trust



The experience

“April’s innovative patient engagement approach helped us to develop five promises to patients which form the bedrock of our strategy, our business planning, and our customer experience.

April have been creative and practical, inspiring and committed. They make a refreshing change.”

By putting five promises to patients at the heart of strategy, the whole organisation pulls in the same direction to drive up quality of the patient experience, pathways and outcomes.

© Buckinghamshire Hospitals NHS Trust 2008

The challenge

- To assist the new management team of a challenged Trust, who were determined to make a difference for patients and staff and to restore financial sustainability and quality of patient care
- To restore pride and energy to a jaded workforce tired of change for its own sake

The project

- Bring patient voices into the heart of strategy in inspiring 'In Your Shoes' workshops where staff and patients identify issues and solve problems together
- Creatively develop the vision, values and strategy with over 500 staff, tying objectives directly to local patient needs, focusing on the future not the past
- Align business processes, SDU business plans and management scorecard to patient-led objectives

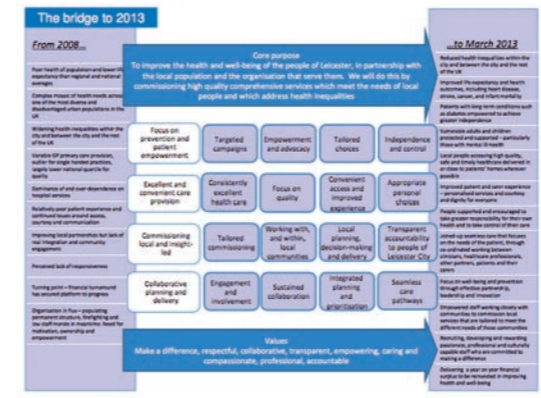
The outcome

- A commitment to 'put the needs of the patient first' and five promises to patients that drive every strategy, activity and target
- A 'Strategic Bridge' detailing the vision for 2012 and the strategic themes and transformations needed to get there
- Business planning, performance management and OD exclusively focused on meeting the five patient promises
- Front-line staff now engaged in change and improvement in the name of delivering for patients

“Strategy starts at the heart of the community, not in the boardroom.”

Daxa Patel, Non-Executive Director,
NHS Leicester City

Involving patients, public, staff and other stakeholders in developing a strategy to commission and deliver more personalised services responsive to the individual needs of a complex city population.



The experience

“That April were able to build such a deep understanding of the specific cultural and health issues we face in Leicester in such a short time, was down to the extraordinary breadth of their patient and staff engagement programme. Their focus, passion and energy are obviously infectious.”

The challenge

- NHS Leicester City needed to develop vision, values and strategic goals to underpin their World Class Commissioning accreditation
- Need for fresh thinking in context of growing complexity of urban population and its impact on healthcare provision
- Six week time window to engage 25% of staff and all stakeholder groups

The project

- Staff engage directly with the needs of local patients and public in innovative 'In Your Shoes' workshops
- Cascade context analysis of national, regional and local needs
- Engage staff to develop new values
- Range of 9 options for the vision and 300 strategic goals. Prioritize and distil into clear direction in workshops with 100 stakeholders
- Dovetail with delivery planning and Board development process

The outcome

- Breakthrough vision, values and strategic goals bought into by the the Board, clinicians, staff, partners and the public
- Strategic Bridge to 2013
- Values translated into clear day-to-day behaviours for staff
- New three-tier approach to commissioning: broad priorities; local needs clusters; individual empowerment through local advocacy network

“Our customers say they can’t believe we are the NHS.”

Patrick Geoghegan OBE, Chief Executive, South Essex Partnership NHS Foundation Trust



The experience

“April Strategy helped us to radically rethink our approach to customer service and to up our game in a world of increasing choice and competition. It was clever stuff, a paradigm shift, good value and a practical, lasting way forward.”

A service culture that empowers staff to be truly in tune with individuals, with an optimistic recovery mindset, and effective customer service standards.

The challenge

- In a managed market with set national targets for clinical service, customer experience will become the key differentiator
- The challenge was to radically rethink SEPT's approach to customer service and up their game in a world of increasing choice and competition
- Need for practical changes that staff could deliver day-to-day

The project

- End-to-end review of the Trust's customer experience informed by real 'patient journeys'
- Design new customer experience with prioritised initiatives across people, pathway, information and environment
- 'Values into action' with staff to design new behaviours across a range of patient journey clusters then test / build with customers

The outcome

- A new vision that promises to be 'in tune with you', and values to help staff adopt a 'recovery mindset' – eg being 'optimistic' is more helpful than 'compassion' in successful mental health care
- Improvements across the pathway eg personal mini care plan
- Customer service standards to drive consistency in behaviours from courtesy, to communication, choices and smooth handovers

“A culture of courtesy, communication and compassion. Every patient, every day.”

Sarah Watson-Fisher, Chief Nurse and Director of Patient Care Standards, Buckinghamshire Hospitals NHS Trust.

Courtesy. Eyes open



“I noticed your glass was empty”

The experience

“April have been inspiring and practical in equal measure. By focusing on changing and measuring everyday behaviours not vague values, it’s an approach staff at every level can engage with, and that makes a real difference for our patients.”

Developing a customer service culture, to deliver dignity and respect, improved outcomes and more efficient care.

The challenge

- Buckinghamshire Hospitals had made a commitment to put the needs of the patient first
- The way patients are treated as people is even more important than how they are treated for their condition in driving satisfaction and choice
- Patient survey results showed inconsistency in customer experience and staff attitude

The project

- Staff and patients work together in 'In Your Shoes' sessions to map emotions, issues and solutions into customer journeys
- 'Future values' online survey to identify the kind of organisation staff want to work for
- 'Values into action' workshops, to define behavioural standards and bring to life with lots of real world examples from Buckinghamshire Hospitals

The outcome

- Clear expectations for staff behaviours through 10 customer service standards under the headings: courtesy, communication and compassion
- Transformational training delivered by Trust staff using 'imagination' to help staff see the impact of their behaviours on patients' emotions
- Systems of consequence with standards built into appraisal, recruitment and scorecard

If you want to find out more about putting your patients at the heart of your strategy get in touch:

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Product group from well-managed
forests, controlled sources and
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