

CYFARFOD BWRDD PRIFYSGOL IECHYD UNIVERSITY HEALTH BOARD MEETING

DYDDIAD Y CYFARFOD:	31 March 2022	
DATE OF MEETING:		
TEITL YR ADRODDIAD:	Improving Patient Experience	
TITLE OF REPORT:		
CYFARWYDDWR ARWEINIOL:	Mandy Rayani, Director of Nursing, Quality & Patient	
LEAD DIRECTOR:	Experience	
SWYDDOG ADRODD:	Louise O'Connor, Assistant Director, Legal Services /	
REPORTING OFFICER:	Patient Experience	

Pwrpas yr Adroddiad (dewiswch fel yn addas) Purpose of the Report (select as appropriate) Er Sicrwydd/For Assurance

ADRODDIAD SCAA SBAR REPORT Sefyllfa / Situation

The attached report provides a summary of patient experience feedback and activity for the period January to February 2022.

Cefndir / Background

The Board is asked to note progress made in supporting the improvement of family and service user experience, and the current position in relation to feedback, including complaints.

Asesiad / Assessment

Patient and service user feedback is received into the UHB through a variety of routes: Friend and Family Test (FFT); compliments, concerns and complaints, Patient Advice and Liaison Service (PALS) feedback; local surveys; the all Wales NHS survey and via social media.

The main areas of activity and progress for the Patient Experience Team are summarised in the report. The new patient experience feedback system is currently being rolled out as part of the Once for Wales programme. This will enable all services to be included within the FFT survey and provide a wider range of feedback.

For the period, a total of 675 (819 previous period) contacts were received into the patient support contact centre including enquiries and early resolution cases; 196 were complaints requiring investigation under the putting things right process.

Public Services Ombudsman – there have been two final reports received during this period from the Ombudsman. These have been considered by the Listening and Learning Sub-Committee where assurance was received that action plans are progressing and within the set timescales required.

The predominant themes received from complaints and patient experience feedback continue to be around waiting times/waiting lists and clinical care/treatment. Communication with patients waiting for treatment is a priority for the UHB, and is being addressed as a matter of urgency through the communications hub, as well as looking at alternative ways of providing surgeries to manage our waiting times and lists.

Argymhelliad / Recommendation

The Board is asked to receive the Improving Patient Experience report, which highlights to patients and to the public the main themes arising from patient feedback.

Amcanion: (rhaid cwblhau)	
Objectives: (must be completed) Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Risk 581 Health Board wide risk of not learning from events in a timely manner (current score 8).
Safon(au) Gofal ac lechyd: Health and Care Standard(s): <u>Hyperlink to NHS Wales Health &</u> <u>Care Standards</u>	6.3 Listening and Learning from Feedback
Amcanion Strategol y BIP: UHB Strategic Objectives: <u>Hyperlink to HDdUHB Strategic</u> <u>Objectives</u>	All Strategic Objectives are applicable
Amcanion Llesiant BIP: UHB Well-being Objectives: <u>Hyperlink to HDdUHB Well-being</u> <u>Objectives Annual Report 2018-2019</u>	8. Transform our communities through collaboration with people, communities and partners

Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	NHS (Concerns, Complaints and Redress Arrangements) (Wales) 2011
Rhestr Termau: Glossary of Terms:	Included within the main body of the report
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Cyfarfod Bwrdd Iechyd Prifysgol: Parties / Committees consulted prior to University Health Board:	Not applicable

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian:	All concerns have a potential financial implication:
Financial / Service:	whether this is by way of financial redress, following an
	admission of qualifying liability, or an ex-gratia payment

	for poor management of a process; or an award made by
Ansawdd / Gofal Claf:	the Ombudsman following review of a concern. Improving the patient experience and outcomes for
Quality / Patient Care:	patients is a key priority for the UHB. All concerns
	received from patients, public and staff alike are taken
	seriously and investigated in accordance with the
	procedures.
	Information from concerns raised, highlights a number of
	clinical and service risks which should be reflected in
	Directorate Risk Registers. All Directorates are required to have in place arrangements for ensuring lessons are
	learnt as a result of investigation findings regarding
	concerns and that appropriate action is taken to improve
	patient care.
Gweithlu:	The 'Putting Things Right' process is designed to support
Workforce:	staff involved in concerns and incidents. All managerial
	staff have a responsibility to ensure staff are appropriately
	supported and receive appropriate advice throughout the
	process. The success of the process is dependent upon the commitment and support from staff across the
	organisation, not only as part of the investigation process
	and transparency arrangements, but in the
	encouragement of patients and their families to provide
	feedback, both positive and negative, to support
	organisational learning.
Risg:	Information from concerns raised highlights a number of
Risk:	clinical and service risks which should be reflected in
	Directorate and Corporate Risk Registers. There are financial and reputational risks associated with complaints
	that are upheld or not managed in accordance with the
	Regulations. The UHB also has a duty to consider
	redress as part of the management of concerns, which
	carries financial risks associated with obtaining expert
	reports and redress packages.
Cyfreithiol:	The UHB has a duty under the Concerns and Redress
Legal:	Regulations to consider redress where this is deemed to be a qualifying liability.
	The Regulations also incorporate formal claims, including
	clinical negligence and personal injury claims.
Enw Da:	There are ongoing reputational risks for the UHB in
Reputational:	relation to media, press and social media regarding any
	concerns, and outcomes from published Ombudsman
Outrino also dali	Reports and any external investigations/inquiries.
Gyfrinachedd: Privacy:	Only relevant information is reviewed as part of the
Privacy:	concerns process and this is carried out with the explicit consent of the patient or authorised representative.
	Information is recorded and treated sensitively and only
	shared with individuals relevant to the investigation
	process.

Cydraddoldeb: Equality:	The process is established to learn from concerns: it is designed to ensure that it is fully accessible to patients and their families. The aim is to involve patients throughout the process and to offer meetings with relevant clinicians, with the required support depending upon individual needs. Advocacy is offered in the form of Community Health Council (CHC) advocates, and specialist advocacy is also arranged where necessary, e.g. in the areas of Mental Health, Learning Disability or Children/Young People's Services. Concerns literature is accessible in a range of languages and formats and translation services are available, as
	and formats and translation services are available, as required.



Bwrdd Iechyd Prifysgol Hywel Dda University Health Board

IMPROVING PATIENT EXPERIENCE REPORT January/February 2022



1. Introduction

Service user feedback is important to monitor the experience of those who use our services and through this, the quality of care that they receive. This allows us to identify where services need to improve and to share good practice when experiences are positive. The following information demonstrates how we are continuing to increase the capture of service user feedback by providing various ways in which this can be provided. Most importantly, service users should feel that there has been a valuable purpose to them providing their feedback. It is our priority to act on all feedback received as part of our culture of improvement.

2. Patient/Staff Story Feedback

Stories are one of the most powerful and beneficial ways of understanding how our services are being experienced and this will remain the key focus of the Patient Experience Team in supporting services to capture, share and ensure learning from these valuable accounts and personal experiences. The team is pleased to report that there is a significant increase in requests for support in capturing the voice of the patient.

Lee's Story

Lee has kindly given a story about his experience with his wife Laura during her end of life at home in April 2020. Laura had hypersensitivity pneumonitis illness and was deemed palliative as a transplant was no longer an option. Lee explains some of the issues they encountered and would like to raise awareness of these.

https://youtu.be/dqxk1kbhGfw

This story has been received by the teams mentioned in the story. Staff involved felt privileged to be able to care for Laura and in supporting her family at this time.

The District Nursing Team and Specialist Palliative Care Team and will be discussing the story as a joint group. Training is currently being provided on communication including breaking bad news and holding difficult conversations. Leaflets for patients / family members at end of life will be reviewed and issued to reinforce contact numbers over a 24hr period and signpost to appropriate services.

The teams apologise that the family was given the impression that there were times when a community nursing response was not available. The core district nursing service hours are 9am-5pm; however this is being moved to 8am-6pm in the near future. A 24 hour response has always been available through the Acute Response Team (ART). The ART team work alongside the district nurses throughout the day and support with urgent calls in hours and out of hours. The community nursing service is 24/7 and there is no gap in cover. It has also been reiterated to all staff that if they are not available to support patients that calls are diverted to another member of the team.

3. Compliments

Compliments are captured within the Health Board via a number of mechanisms. We are currently transitioning to a new patient experience system which is recording the compliments.

A total of 145 complaints have been recorded (85 on the old system and 60 on the new Civica system). As mentioned in previous reports, the new mechanism also captures the sentiment and Health Board values that are expressed in the compliment.

Below is a small selection of the compliments, which show how staff are providing positive patient experiences by demonstrating the Health Board values. Everyone involved appreciates receiving recognition of this from patients and their relatives or carers, and it is so important to share and learn from what is working well. These are now being communicated back to staff via a number of methods including the recently implemented "Feel Good Friday" initiative.

Hello all the team. I came in for a Colposcopy. I was made relaxed on arrival. Taken into a room where a lovely lady told me what would happen and put me at ease. The procedure was carried out by a wonderful calm lady called Hayley who explained what she was doing all the way through while I chatted nervous chat to the lovely Eiry. Thank you so much for your professionalism and calmness - an amazing team

Glangwili General Hospital – Colposcopy

Everything was explained perfectly. Amy was professional, approachable, and communicated at a level for my dad to understand. She supported us both through a hard process both sensitivity and caringly. Myself and my dad were aware of what was going to happen and more importantly why. Very reassuring.

Cae Bryn – Memory Assessment Service, Older Adult Mental Health

All the team were really helpful when I was so worried about my mother. Kathy, Clinical Technologist fitted me in at a time to suit and even arranged for the CT scan to be done at same time. My Mum was made a cup of team and given a bed to rest in

Withybush – Radiology – Nuclear Medicine

I cannot praise this enough. I found that if the Walk & Talk had not been there, I would personally have found it very hard to talk and let go. And a few 3.5 hr walks beats 18+ in a room any time. I would recommend this to everyone. There was no negatives not even the rain. W&T and Louise & Julie are a credit to the NHS and to VNHSW. I truly believe that when I referred myself last summer, if I had not met and talked to these 2 wonderful ladies, I would not be here today. Thank you so much. I would like to thank you personally for saving my life.

Llys Steffan – Veterans NHS Wales

Our sessions have been invaluable, I have been so grateful for them - I have learnt huge amounts and gained key insights that I know will stay with me forever. Thank you for seeing me. Perhaps the biggest gift came from our last session - your guidance and conviction that I have everything inside me to deal with all this, with all life, that I can trust this and allow myself to be myself, exactly as I am, wow! Thank you so much for everything this year. You have been an almighty part of my life and my recovery - keeping me afloat when I felt I could not swim anymore.

Mental Health Services – South Ceredigion Community Mental Health Team

During this period, we received a lovely message of appreciation from a family who had attended the Accident and Emergency Department at Glangwili Hospital.

Message of Appreciation

We are writing to you as a family following the admission to hospital in Glangwili last week of a member of our family. The Patient is autistic, and with significant learning disability, as well as challenging behaviours. He is largely non-verbal. He received treatment for an infection and was discharged to his home yesterday.

We were not able to visit him during his stay in hospital because of the current public health situation but we are keen to place on record how very impressed we were by the standard of the treatment he received. In particular, we would commend:

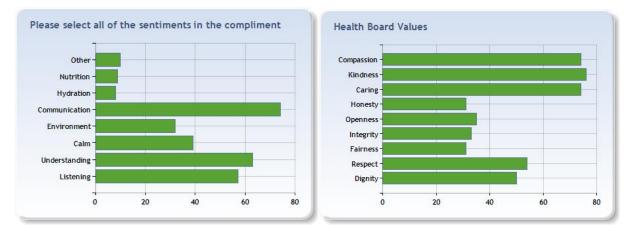
- The responsiveness of the staff to his specific needs, reflecting upon and learning from experience as the treatment episode developed.
- The quality of the liaison with the care provider *Perthyn*, drawing on their expertise, and familiarity with Adam as an individual.
- The standard of the communication with ourselves as family members, which provided us with huge reassurance at a stressful time.
- The sensitive and careful handling of issues to do with Covid safety.

We do feel that this reflects great credit on the teams at A&E and in the CDU, especially considering the enormous pressure under which the National Health Service is working at the present time. We would be most grateful if you share the contents of this email with all the individual members of staff involved in his care.

The additional information that we capture from the compliments that have been received are reported as below. In person, card and letter are the top three methods by which compliments are received.



Communication and understanding and are the two greatest sentiments that are expressed, and the health board values of kindness and compassion are the values the compliments are most aligned to.



In addition to the above, during the period, the Health Board also received compliments direct to the patient Experience team.

Went for a walk in for our boosters and we were so impressed by the efficiency and care that was shown throughout. They treated us with kindness, and we just wanted to say thank you! We appreciate your hard work and extreme effort in such challenging times

Carmarthen – Mass Vaccination Centre

I was unsure of where to send this message to but I wanted to give some recognition to the PACU team. I had to attend there yesterday evening with my 10month old daughter following the advice of my GP. The efficiency of the service I received was outstanding. My daughter and I arrived there at 7:20. She was assessed by the nurse and asked all the relevant questions and seen by the consultant all within an hour and a half. Following her diagnosis and receiving her medication we were home by 9:40. All the staff we saw were very compassionate and thorough. So, this is a message of thanks to all the staff involved in the short visit that my daughter had.

Withybush General Hospital – Paediatric Ambulatory Care Unit

The patient's sister visited the A&E department in Glangwili hospital. She has nothing but praise for the kindness and hard work of the staff in the A&E and MRI department. Working under difficult circumstances they deserve great praise.

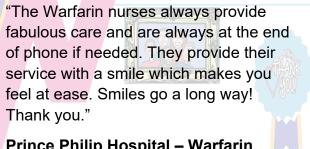
Glangwili General Hospital – Radiology

The Big Thank You Compliments

During the period, 54 "Big Thank You" nominations were received, and Patient Experience Certificates of Appreciation were presented to individuals and teams who we have received feedback about.

We continue to encourage service users and their carers or family to let us know when someone has made a difference to the experience of the care they have received. We are pleased to see an increase in these compliments.





Prince Philip Hospital – Warfarin Nurses



, "Excellent, professional and friendly care from the doctors and nursing staff in The Coronary Care Unit, Glangwili. The procedure was clearly explained, and my questions were answered with patience and kindness. I felt listened to and looked after. Thank you CCU and pacing team at Glangwili Hospital, superb care."

The Coronary Care Unit in Glangwili

Attended the A&E department with my 7 year old. The staff on reception were friendly and warm in communication which put my daughter and I at ease immediately. All staff we encountered were friendly, professional, and approachable. We were seen straight away. Problem dealt with methodically, calmly, and thoroughly. Never felt rushed nor dismissive and the area we were seen in was clean and tidy. COVID measures clearly visible.

Thank you.

A massive thank you to the friendly, reliable, and professional staff that looked after my elderly father when he was so unwell and needed to be seen.

Thank you really doesn`t seem to cover it. Nia organized a blood test and because I have collapsed veins it was so difficult for the lovely doctor, but she persisted to help me which was beyond her duty.

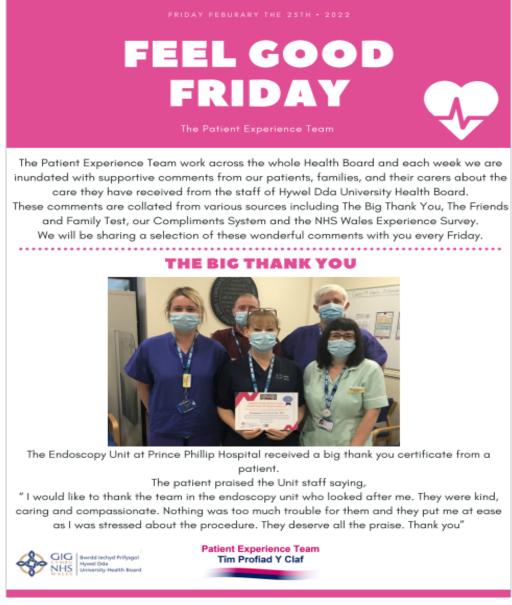
So, caring, so patient and prompt service. Wonderful hospital and wonderful staff

Prince Phillip Fracture Clinic



We continue to share many compliments with staff from patients, families, and carers through our "Feel Good Friday". This feedback is greatly appreciated by staff and staff continue to comment on how they look forward to reading the comments every Friday.

Below is an example of one of February's Feel Good Friday bulletins that has been shared with staff:



4. Patient Feedback System Friends and Family Test (FFT)

The Patient Feedback System Friends and Family Test is available across the Health Board, and automatically contacts patients within 48 hours of attending an appointment or being discharged from Hospital.

During the period 15,675 patients who have either attended A&E, an outpatient consultation or have been discharged from an in-patient environment have been contacted electronically requesting their feedback from the Patient Feedback (FFT) system.

86% of the responses have a positive rating, 6% of responders rated their experience as negative (the remainder did not provide a rating). Over 2753 were not surveyed as they had already been surveyed at least once in the last 3 months.

The majority of areas have been relatively stable over the period with the exception of paediatric services; however this volatility is due to the low patient activity volume in this area. This rating may be attributed to the increase in survey participation by patients' carers and their families. Further information will be provided in the report.

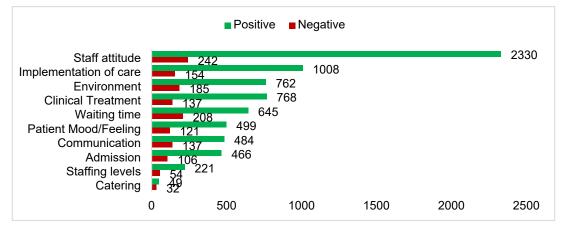
Outpatients continue to see improvements in their area for this period.

Further analysis will be undertaken by the team to determine any specific issues that can be addressed by the service. The graph below will be amended for future reports, as we move to the new Civica system.

Department	01/09/2021	01/10/2021	01/11/2021	01/12/2021	01/01/2022	01/02/2022 🔺
Emergency Department	78.97%	* 80.23%	\$0.10%	* 84.90%	1 85.00%	\$3.33%
Day Case	95.37%	95.10%	• 96.33%	• 97.53%	• 97.75%	96.55%
Paediatrics	94.44%	1 00.00%	92.00%	\$5.19%	\$4.00%	66.67%
Inpatients	84.71%	\$0.70%	* 85.40%	* 87.50%	* 88.28%	\$88.15%
Outpatients	91.21%	• 91.50%	90.61%	90.43%	• 91.47%	• 91.63%

The table below identifies the top 10 themes within the feedback received.

There are nine times the volume of positive feedback in relation to staff attitude than negative feedback. There has also been a significant increase in positive feedback regarding implementation of care, followed by the clinical treatment and environment.



This information is also provided by specialty and the number of feedback notifications received.

Positive Rating by acute sites

Withybush General Hospital

Hospital and Department	Average of Positive Feedback	
■Withybush General Hospital	92%	
Child Health Department	100%	
Endoscopy Unit	100%	
Outpatient Department	98%	
Puffin Ward	100%	
Same Day Emergency Care Unit	97%	
Ward 1	100%	
Ward 10	100%	
Ward 11	80%	
Ward 12	100%	
Ward 3	89%	
Ward 4	88%	
Ward 7	100%	
Ward 8	100%	
Accident & Emergency Department	88%	

Acute sites by speciality

Glangwili General Hospital

Hospital and Department	Average of Positive Feedback	
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Glangwili General Hospital	91%	
Ambulatory Care Unit	79%	
Cadog Ward	83%	
Ceri Ward	100%	
Childrens Centre	83%	
Cilgerran Ward	75%	
Cleddau Ward	91%	
Clinical Decision Unit	89%	
Coronary Care Unit	100%	
Derwen Ward	94%	
Dewi Ward	100%	
Endoscopy Unit	100%	
Gwenllian Ward	100%	
Merlin Ward	92%	
Outpatient Department	96%	
Padarn Ward	80%	
Paediatric Ambulatory Care Unit	85%	
Paediatric High Dependency Unit	100%	
Picton Ward	91%	
Same Day Emergency Care Unit	100%	
Steffan Ward	100%	
Teifi Ward	100%	
Towy Ward	100%	
Tysul Ward	100%	
Accident & Emergency Department	85%	

Bronglais General Hospital

Hospital and Department	Average of Positive Feedback	
Bronglais General Hospital	95%	
Angharad Ward	100%	
Antenatal Department	83%	
Ceredig Ward	93%	
Clinical Decisions Unit	100%	
Day Surgical Unit	100%	
Dyfi Ward	90%	
Endoscopy Unit	98%	
Gwenllian Ward	100%	
Leri Day Unit	0%	
Maternity Booking Appt	100%	
Medical Day Unit	100%	
Meurig Ward	100%	
Outpatients Department	97%	
Paediatric Ambulatory Care Unit	100%	
Paediatric and Antenatal Clinic	100%	
Rhiannon Ward	95%	
Y Banwy Unit	100%	
Ystwyth Ward	75%	
Accident & Emergency Department	93%	

Prince Philip Hospital

Hospital and Department	Average of Positive Feedback	
Ţ	Ŧ	
Prince Philip Hospital	96%	
Acute Medical Assessment Unit	95%	
Coronary Care Unit	100%	
Endoscopy Unit	100%	
Gerontology Day Hospital	93%	
Mynydd Mawr Rehabilitation Unit	100%	
Outpatient Department	97%	
Same Day Emergency Care Unit	100%	
Ward 3	100%	
Ward 4	86%	
Ward 5	67%	
Ward 6	100%	
Ward 7	100%	
Ward 9	100%	
Minor Injuries Unit	95%	

Glangwili have a lower average percentage compared to the other three acute sites; this is due to Cilgerran Ward and their Ambulatory Care Unit department achieving 75% and 79%, despite 11 of their wards achieving 100%.

Outpatients has the highest overall performance for all acute sites, with all achieving above average feedback of 96% and above.

Feedback provided by patients is shared further in the report to show what they feel we are doing well and what they feel we need to improve on.

The main themes of positive feedback relate to our staff and the kindness, compassion, and professionalism that they demonstrate in the care they deliver. Examples of this type of feedback are below:

My autistic son had to come alone as we were away. We texted instructions for him to show the staff. The staff were outstanding towards him and us. They listened to what we said and really supported my son and his needs. Thank you so much to them.

Bronglais General Hospital – Emergency Department

It was my first time attending this unit the GP referral was immediate he told me not to go home but to go straight to the hospital. We arrived within 40 minutes. The staff were welcoming and friendly without panicking very professional. From their behaviour they gave me confidence and I relaxed. From nursing auxiliary to consultant. I cannot say anything negative about this unit the whole experience was positive and afterwards reflecting on the whole experience I didn't feel as though I had what otherwise would have been an inpatient admission.

Withybush General Hospital – Same Day Emergency Care Unit

All members of Staff went about their work professionally and went above and beyond to make my stay at hospital as comfortable as possible. Although they were understaffed, due to Covid, I was given excellent treatment. Everything was explained clearly about the procedure. I felt that I was in safe hands throughout. It was especially reassuring to be able to converse with staff through the medium of Welsh as it is my first language. I could not have asked for a better service by the NHS. Diolch

Bronglais General Hospital – Rhiannon Ward

So, I was in A&E yesterday, I was in outpatients' orthopaedics. The staff from reception through to plaster department and outpatients are just so friendly, easy to ask help from, bothered to make sure you're not lost or confused and take time to explain things. The consultant knew his craft, helped plan a type of plaster to hold my broken finger protected but give me flexibility for the next 4 weeks to work and not move the break accidentally. I really appreciated him listening to my job needs and balance that with the method to allow the break to heal.

Withybush –General Hospital – Outpatient Department

The whole experience was first class. Staff found it difficult to find my details. However, the receptionist finally sorted it. The nurse and student nurse displayed a high level of competency when dealing with my anxiety over my injury. The nurse displayed a high level of competency and was very reassuring. I was impressed with the whole experience.

Tenby Cottage Hospital – Minor Injuries Unit

The surgical and medical staff were brilliant. The operation was (6 hours) long and went as planned. The outcome was as expected. The nursing staff were just fantastic. They worked tirelessly and addresses all my questions and concerns. They really encouraged me to look after and care for my stoma and to recover from the operation. I can't rate highly enough the treatment that I received. Of particular note was Rhian and Emily. They were both brilliant and I would give them eleven out ten!!! Just amazing people. Thank all of the surgical, medical, and nursing staff and of course the support staff.

Prince Philip Hospital – Ward 7

I was seen within minutes of arriving by ambulance. The care and attention I received was amazing throughout the time I was in the Assessment Unit. Everyone who dealt with me was focused on my care throughout. It was busy, but the staff were thorough and patient at all times. I was quite overwhelmed; you hear such awful things in the press about queues of ambulances and long waits. This was not my experience and I have nothing but praise for all aspects of the service, especially the people.

Prince Philip Hospital – Acute Medical Assessment Unit The staff, although visibly busy, were friendly and efficient. We knew what was happening and what we were waiting for in terms of tests. And there were a few staff that went above and beyond, when they could see my little one was hungry and not nil by mouth. Making sure that when they did tests in my little one that he knew what they were doing and why. All whilst being incredibly busy!

Glangwili General Hospital – Paediatric Ambulatory Care Unit

All the staff in the department we met were lovely and really attentive. We were kept fully informed at all times and made as comfortable as possible.

Glangwili General Hospital – Cilgerran Ward

Examples of the feedback received were patients felt improvements could be made, are as follows.

The teams involved are alerted to feedback on a real time basis. Responses from these service areas to the below feedback will be provided in the next report.

Doctor came over and tried to send me home with medication for an issue I didn't come in with. I questioned this and she said she had the wrong person. She didn't ask my name before coming over and didn't even take me to a room to talk. It was in the corridor with others listening. Tests were run for the issues I went in with, but I wasn't supplied with any medication to ease the pain and discomfort I was in. I know medication can be given out for the issue I have as I've previously been given it. I was referred to a clinic but given no idea of how long I will have to wait for this.

The doctor was extremely rude, spoke to me with the door open so staff and patients could hear (the reason I was in was for genital pain, highly embarrassing) he asked why I was in a wheelchair, I said to him because I'm so much pain every time I go to walk I'm crying because it hurts so much down below and he shouted at me and said well your legs the fine and I said again I can't walk because the pain is too much when I move a muscle and he said well your legs are working. I found this unbelievably rude and unprofessional. I was in work when I become unwell and in uniform, so I was very embarrassed.

My comment relates to orthopaedics, rather than the ward. Surgeons refused for 3 hours to accept my 12 year old son with a deep laceration over his knee joint from MIU in Llanelli. He was seen the next morning and was ready for discharge by 3pm. Surgeons kept him on the ward until 7pm before coming just to prescribe medication. Not very appropriate in pandemic. The Dr who reviewed him before discharge poked his leg, said he would need antibiotics for 7 days and walked off. No advice about what they did in theatre, no follow up, no discharge letter. No good reason to keep us for 4 hours, rude and inadequate advice | I understand MIU in Llanelli regularly have trouble with orthopaedics in Withybush. Whatever the issue, patients should not suffer

Very dirty in the hospital and huge lack of communication between all staff members which is worrying, also the staff members on the ward talking loudly in the corridor about patients and being very vocal about treating them differently because they were unvaccinated, it was very distressing as a patient knowing these people are supposed to be caring for everyone the same. I thought the almost 3 hour wait was unacceptable when I had an appointment at 10.25 am. All I had was a dressing change and a few minutes visual examination by a doctor.

I was sent to the hospital by my GP with a suspected blood clot. I was refused entry due to me having covid. I was left in a cold rainy car park for 3 hours. If I was an elderly vulnerable person this could have made things much worse. Eventually a doctor came out and spoke to me in the car park. Then I was taken to a canteen and visibly examined. I had no tests No blood pressure checks No ECG Nothing at all Then I was told to go home and given a packet of pain killers. The doctor said she could confidently rule out a clot but didn't know what was wrong with me. I complained but it fell on deaf ears The Patient Experience Team continue to work on our new Patient Feedback System with the new Once for Wales system, with the aim of having no disruption to the collection of our valuable experience feedback. As stated in our previous report, the new system offers significant enhancements over our current system and will strengthen the real time delivery of feedback direct to our frontline teams.

5. All Wales Experience

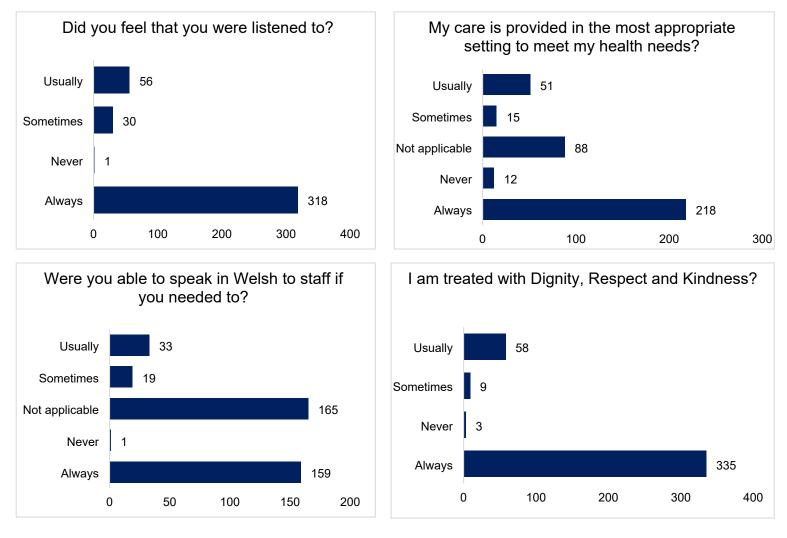
Hospital and Department	Using a scale of 0-10 where 0 is very bad and 10 is excellent, how would you rate your overall experience?	Responses
Withybush General Hospital	8.4	234
Adult Clinical Decisions Unit	8.4	57
Childrens Unit	10.0	1
Phlebotomy	10.0	1
Puffin Ward	7.9	16
Ward 1	8.2	31
Ward 10	9.4	29
Ward 11	9.6	5
Ward 12	8.3	3
Ward 3	7.5	4
Ward 4	8.3	22
Ward 7	8.8	16
Ward 8	9.3	16
Ward 9	9.5	10
Rheumatology	8.1	11
Emergency Department	5.4	10
Same Day Emergency Care	10.0	1
Surgical Day Unit	3.0	1
Prince Philip Hospital	7.9	26
Mynydd Mawr Rehabilitation Unit	8.5	20
Ward 1	9.0	10
Ward 4	10.0	2
Ward 6	9.0	2
		-
Ward 7	10.0	1
Outpatients	0.0	1
Ultrasound	0.0	1
Rheumatology	9.0	2
Acute Medical Assessment Unit	1.0	1
Radiology	1.0	1
Minor Injuries Unit	10.0	3
Day Care Unit	10.0	1
Glangwili General Hospital	8.6	200
Blood Transfusion	0.0	1
Cadog Ward	8.5	4
Ceri Ward	6.5	2
Clinical Decisions Unit	4.9	18
Derwen Ward	8.7	26
Dewi Ward	7.8	5
Gwenllian Ward	9.8	60
Merlin Ward	9.3	55
Surgical Assessment Unit	8.9	7
Teifi Ward	9.2	11
Cardio Respiratory Unit	0.0	1
Cilgerran Ward	4.5	2
Outpatient Department	4.8	4
Antenatal Ward	10.0	1
Branwen Suite	2.0	1
Cleddau Ward	9.0	1
Picton Ward	9.0	1
■Bronglais General Hospital	9.1	23
Ceredig Ward	9.3	3
Ystwyth Ward	9.1	9
Outpatient Department	9.2	5
Emergency Department	8.8	4
Colposcopy	10.0	1
Angharad Ward	8.0	1
Grand Total		483
Granu i Otal	8.5	400

Individual feedback is brought to the attention of the ward or service area at the time of the survey, to enable any immediate action to be addressed.

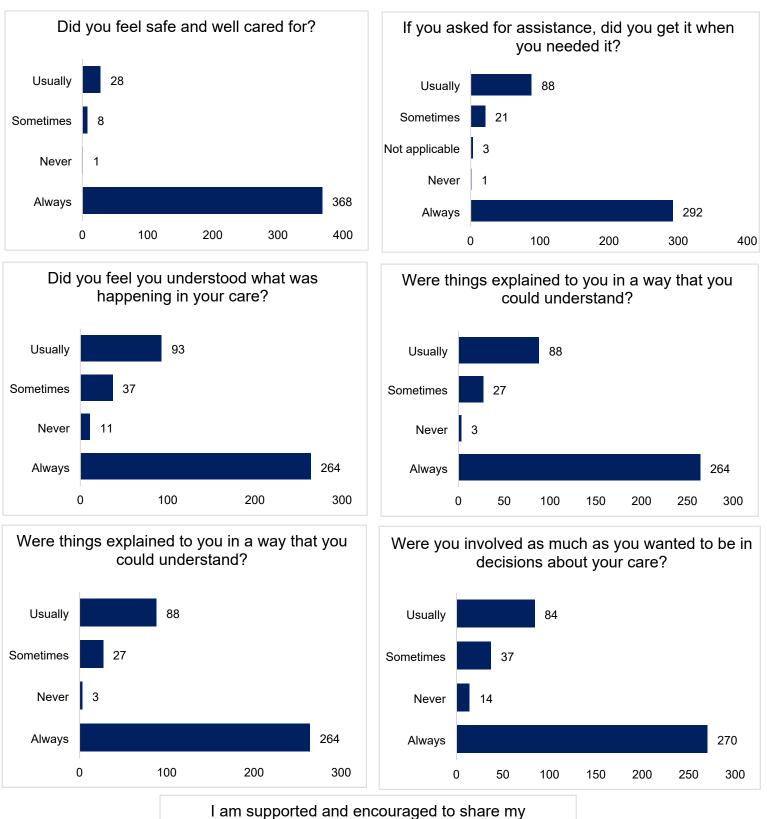
We are currently working alongside our new service user feedback system developers to improve this. Our Family Liaison Officers continue to support us in gathering this valuable patient feedback.

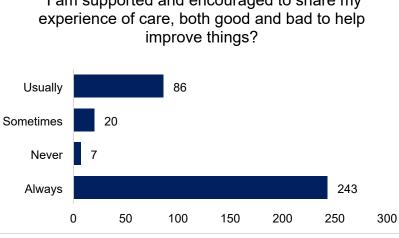
We are currently engaged with a number of Mental Health Services to support them in encouraging their service users to provide feedback. This has included sharing links to our online NHS Wales Experience Questionnaire. Copies of the survey have also been sent to the acute Wards. We hope to share some of this feedback in the next report.

The survey responses are summarised below for the period 10th December to 14th February:

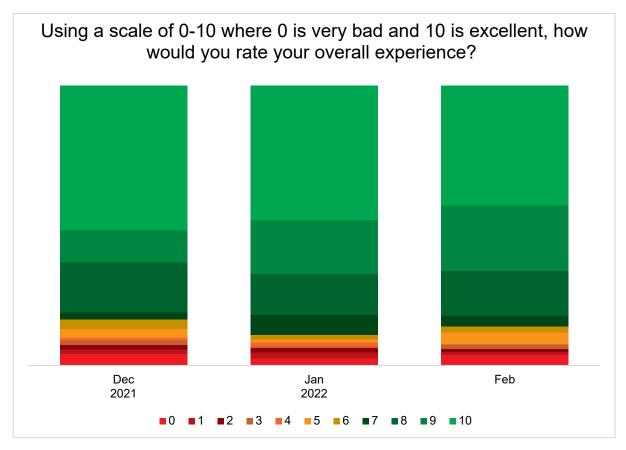


NHS Wales Experience Questionnaire





20/33



A sample of responses to the qualitative questions 10 and 11 are shown below:

Q10. Was there anything particularly good about your experience that you would like to tell us about?

- Access to the Consultant was faster than expected. Care and reassurance was excellent, follow up was proactive and again reassuring.
- All the outpatient staff were friendly and approachable. Made me feel valued and welcome. I felt involved and able to voice my opinion as well as ask questions.
- All the staff at Bronglais have been fantastic. We've unfortunately had two trips to A&E recently, both times everyone we've met have been great, the receptionists, all the A&E nurses, doctors and Health Care Assistant's. Thank you all for doing such a great job.
- Communication between rheumatology nurses was great and they really listen to you
- Every member of staff I encountered in A&E in Glangwili were amazing, friendly, and ready to help, the wait was long, but you could see how hard they were working. Amazing.
- Everything. Plus, I observed their training of a new student nurse, and witnessed how well they were showing and explaining the procedures as they went along.
- Having a direct telephone number and an email address to be able to consult with the Rheumatology department in the Prince Philip Hospital has been a veritable lifeline. I wish other departments were as easy to reach and were as responsive. The Phlebotomy department at Glangwili have been marvellous. The ease with which appointments can be made online is very valuable indeed.
- I was seen very quickly by the midwives and staff on the antenatal triage ward. They were so thoughtful and kind and ensured was comfortable and treated well
- I was treated very respectfully, and everyone was so kind and thoughtful from the receptionist to the nurses and especially Dr Diana Griffiths. Dr Griffiths was fabulous at every

stage of my treatment she explained what was going on, what the next steps were and reassured me throughout my visit.

- I would like to say a massive thank you to all the staff on ward 7 and all the staff in theatre on the 3rd February. The standard of care my daughter had was outstanding - everyone was amazing, kind, brilliant people who work in a busy environment yet make it calm, organised & a great illustration of patient centred care at its core. I would really like for this to be shared with all the staff on ward 7 and all the staff in theatre who were there on the 3rd February. I would also ask that this be recognised as a compliment at senior management Level.
- My nurses were absolutely fantastic. I was in ACDU, and Clive kept mine and my roommate's spirits up, he was a lovely uplifting person who seemed to really enjoy his job
- Nurse Practitioner very welcoming and reassuring, easy to communicate with was happy to both listen and explain things to me.
- Nurses were so caring with my daughter. Play nurses fantastic service & all medical staff were amazing in what is a scary environment. Food good & everywhere very clean.
- Staff demonstrated great expertise, professionalism and interpersonal skills and the Consultant I saw was particularly outstanding.
- The professionalism and resilience of the staff in A&E, despite huge challenges in terms of large number of patients, and environmental difficulties.
- The receptionist guy at Cardigan Integrated Care Centre is outstanding, he puts people at their ease, is professional, helpful, friendly, and swift in helping. What an absolute star. The whole team in fact treated me like a person not just a patient, wonderful.
- The staff! All friendly, explained everything. Would like to thank Sam, Rachel and Lucy and Mr O'Riordan. But especially Sam for looking after me.
- We have only been living here for 6 months and unfortunately had to use quite a few hospital departments already but the medical care both myself and my husband have received has been amazing. We have been looked after really well and all staff we have been in contact
- I was very happy with the care I had from Community Nurses post op
- The Nurses are always very patient with my wife who gets quite distressed when anyone visits, they're always prompt, efficient and caring.
- The care the Nurses provided to my husband was excellent, they were so supportive, nothing was too much trouble, they deserve a massive pat on the back in my opinion.
- I have completed this as advocate/carer to patient who has learning difficulties.
- I find the Nurses who call to the home approachable and very patient when caring for all residents who sometimes have challenging behaviour.
- The Nurse who calls to take my husband's blood is very pleasant and the ART team have been invaluable since I have been unable to care for my husband.

11. Was there anything that we could change to improve your experience?

- Radiology. Had several concerns about contrast dye due to allergies which could not be answered when phoning dept. Also Welsh to English translation on appointment letter missed out (in English) to bring a dressing gown!!
- Not what I expected after traveling one and a half hours. Barely looked at the problem or asked. I found it incredibly difficult to hear the female consultant as she mumbled and seemed distracted.
- The current consultant is very good, although some registrars need to develop better communication and social skills. Maybe a little more customer service and less we are patients.
- Ability to phone a consultant or senior nurse who has access to patient's records outside GP hours for non A and E situations for those with acute conditions.

- Extremely negligent! 17month old discharged without bloods being checked. Called evening after being discharged as blood culture showed "bug in blood" bug = SEPSIS!!!!! Had to return that evening to decide if IV antibiotics needed or Oral antibiotics. Discharged 1am!!!!!!!
- Information passed on to different departments. Waited 5 months for MRI scan, and new meds Prescription only to be told that the paperwork had gone missing
- Tenby surgery move the sample drop box off reception desk [you don't allow us in the door
 - so put it by the door saves reception 3 trips. booking triage phone consultations try a letter
 saying when you have booked the slot if we can't make it then we can phone to rearrange if
 this is too difficult [why?] at least say in your letter calls can only be booked on the day and at
 8am
- The reception was near our bed. Staff/nurses & receptions seem to forget that patients need sleep. Medical interventions day & night but not to be woken or kept awake to listen to gossip, holidays & X-mas family dramas. If staff could just speak quieter & remember patients are tired but not deaf!
- The staff in the ultrasound department are rude, cold and have no bedside manner at all.
- We were provided with an appointment for our son at PACU at 14:00 on the 2nd Feb following a referral from GP. We were not seen for nearly 3 hours. Whilst I appreciate there were emergencies that needed to be dealt with it should be communicated that this is the case when the appointment is made so that suitable arrangements can be put in place. We have a 6 month old baby who needs feeding. If families are told they can plan accordingly but with no communication, it is not acceptable.
- Yes, my daughter is coeliac and has cow's milk protein allergy and all they had on the ward was toast and yogurt and for lunch (first day unexpected not pre-ordered) they could find for her was an apple and mini carton of orange juice she was 5
- Yes. Health visitor could of actually try to include dad in discussion rather than talking to mum as if he wasn't there. FAMILYS INCLUDE FATHERS
- Communication. I had to contact Nurses to call as they hadn't been told. I had to make 3 phone calls to different numbers before I actually got hold of the Nurses.
- It can be difficult to get in contact with the Nurses sometimes.
- I have no complaints about the Nurses care but feel communication between GP and Nurses could be better.
- More staff would be beneficial I'm sure as the Nurses are always so busy.
- Sometimes it can take a bit too long before they visit, however we do understand they're busy and trying their best, maybe more staff is the answer.

You Said (comment received)	We Did (response from service)
Further support is required for people attending A&E areas alone.	We recognise that support is required for patients in the waiting area particularly when the department is under pressure and waiting times can be longer. This is continually being reviewed at each of our emergency departments. Family liaison officers are provided within the A&E areas which can also support with communication to families. We are looking at how we can provide further

There is a need for more privacy in the reception areas of A&E.	support in this area * please refer to information below from our patient experience team on the ways in which support is provided. Confidentiality and respective dignity and privacy is important to us. Each of the ED departments has been asked to review how this can be improved. This will be reviewed by the Health Board's Listening and Learning Sub-Committee.
Feel there was a total lack of communication between patient and hospital from initial admittance. Communication between the hospital and GP is also a grey area.	The Community Nursing team is working on a number of changes in response to concerns over poor communication, lack of easy access to teams and delays in referrals. The team is also looking at putting administration roles into the teams which will help with more timely response to calls and queries and coordination. A new programme of customer care training is being launched for all staff across the Health Board. Communication is a theme which forms part of training programmes for all staff. Any feedback is provided to the relevant teams or individuals for reflection and improvement.
I am pregnant and was sent a letter for a 12- week scan and advised to attend Cadi Suite. There was no information given on the letter on how to find this. I looked on the Hywel Dda website and couldn't access a map (the link to click on to find a map kept taking me in circles). There were no instructions on the Hywel Dda website maternity section on how to attend a scan, what to expect, where to go etc. I looked on google and found site maps for Hywel Dda and Cadi Suite isn't listed anywhere. I found out where to go by finding a comment from someone on Facebook.	This feedback has been reviewed by the Service, which will update the information provided and details available on the website.

No visitors were allowed due to Covid - I understood the need to protect the staff and was grateful to have the operation but missed seeing my husband	The visiting guidance is being regularly reviewed to ensure the safety of our patients and visitors. Appointments are available in each ward area by contacting the ward to arrange.
You could change the ruling that partners are able to attend all scans and appointments I have bad anxiety and epilepsy and I need my partner there with me for all of this, and he since having my 12 and 20 week scans has been told to wait in the car.	Decisions were taken in response to Government guidance and this is regularly being reviewed.
You could make sure that the nurse and Dr always introduce themselves to the patient. I got called into the triage room by a grumpy young woman who didn't bother to tell me her name or make eye contact! She plonked herself down in the chair opened a file and said "so tell me what's been happening" without even looking at me	The Health Board supports the #HelloMyName is campaign, which encourages all staff to introduce themselves. This is included in all training, in feedback provided to services and lanyards for staff have been provided to act as reminders. A further awareness campaign will be undertaken in response to this feedback and was communicated to all staff during patient safety week.

* Patient Experience Officer, Carys, has recently supported patients in Withybush Accident and Emergency Department for the morning.

Carys explained that she provided support to a colleague, Katy, who is a Family Liaison Officer who was updating all patients' families.

Carys advised "I spoke to each of the patients in the bays and checked if they were ok and if they needed anything. I then went around the waiting room to those patients who were waiting to apologise for the wait. Patients waiting were so understanding and thanked me for keeping them updated.

I then went on to assisting one of the mangers with taking a patient up to the ward to free up a bed down in A&E. We helped the patient get settled.

I helped answer the phone to update families and brought a patient a magazine and another one a newspaper. I went down to the canteen to enquire about getting snacks for people who were waiting on behalf of the senior nurse manager.

It was good to gain the experience and help my fellow colleagues".

When the transition to the new once for Wales Service User Feedback System to all wards and departments achieved, managers will receive alerts to specific feedback key words.

The team continue to work closely with the community nursing teams and have been linking in with the Admiral Nursing team to enable the team to capture feedback from their service. We will be sharing this feedback in the future board reports.

We continue to support many more services with patient, family and carer feedback and will be sharing this feedback in future

6. Paediatric Feedback



The voice of children and young people are a vital part of improving our patient experience work.

During December and January, the number for each of the paediatric questionnaires have decreased slightly to 157 with 114 responses in parents/carer/ relatives survey: 33 responses in the 12- to 16-year-old survey and 10 responses in 4- to 11-year-old survey.

The Patient Experience Apprentices continue to visit the ward to support the teams by encouraging patients and their families to provide feedback. The team has recently been in engaged with the service to look at ways in which they can improve the overall patient feedback and we will be able to share this in the next report.

Here are some of the comments about the paediatric wards across the Hywel Dda University Health Board:

"The play team have been fabulous, for bringing numerous smiles to my daughters face throughout our stay" – Cilgerran Ward, Glangwili General Hospital.

From Darante/ Carare/

"The level of support and care was brilliant; nothing was too much trouble" – Paediatric Ambulatory Care Unit, Glangwili General Hospital.

From Parents/ Carers/ Relatives survey. "Clean rooms. Bright, colourful for my daughter which she really liked." – Cilgerran Ward, Glangwili General Hospital.

From the Parents/

"The nice food and nurses" – Cilgerran Ward, Glangwili General Hospital.

From 4- to 11-yearold's survey

26/33

"Staff have been very patient with me" – Cilgerran Ward, Glangwili General Hospital.

> From 12- to 16year-old's survey

"Doctors and Nurses were brilliant. Took very good care of me. Was very helpful. Thank you, such a great team." – Angharad Ward, Bronglais General Hospital.

From 4- to 11-year-old's

"Friendliness and caring nature of all staff is outstanding. The swiftness and accuracy of diagnosis to treatment plan is amazing." – Angharad Ward, Bronglais General Hospital.

> From Parents/ Carers/ Relatives Survey

"Doctors and Nurses were brilliant. Took very good care of me. Was very helpful. Thank you, such a great team." – Angharad Ward, Bronglais General Hospital.

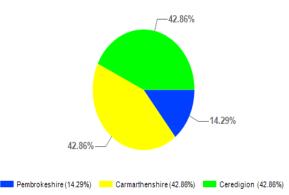
> From 4- to 11-yearold's survey

The Paediatric surveys are all on the new patient feedback platform and are available on <u>Patient support services (complaints & feedback) - Hywel Dda University Health Board</u> (nhs.wales).

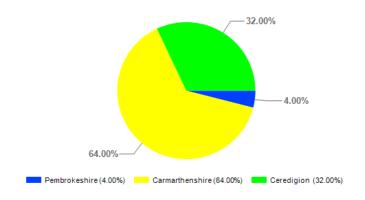
The survey includes which county the patient resides. We have provided a breakdown of the response to the survey below.

The percentage of surveys responded by each county are shown below.

4-11 year old survey



12-16 year old's survey



7. <u>Arts in Health</u>

The new Arts in Health Team continue to experience an overwhelming interest and enthusiasm from right across the Health Board in arts in health provision.

We continue to share, present and promote the potential for arts in health activities to support staff to deliver upon their health and wellbeing priorities and provide wellbeing opportunities for patients, staff and communities.

We have begun to establish some arts in health activities as follows:

- Held the first **Arts in Health Steering Group Meeting** with attendees from right across the Health Board A really encouraging and positive response to the documents and presentation shared in the initial steering group with plenty of support and enthusiasm expressed from the members. A wide ranging discussion took place with a set of key actions to establish this important area of work.
- Held our first **Hywel Dda Creative Collective** session with 13 staff in attendance and established a **Hywel Dda Creative Collective Team** with 30 initial members.
- "I found that the group session was an excellent way of tapping into the creative side that so many staff have outside of work. I think it showed that this creativity can be carried over into our work lives, which benefits the services we provide & the patient's we support. I personally found the activities during the session an excellent way of encouraging my creative side, which alongside the rest of the session gave me the tools to apply this creativity to different aspects of my work role."
- Thank you everyone really inspiring and look forward to sharing with rest of my team. See you next time...
- Thank you so much for this time. So inspiring to have arts being valued and brought forward in health
- Coordinated **live music** in all main hospital staff canteens to celebrate St David's Day. We had a pianist at WGH, harpists at PPH and BGH but unfortunately our pianist for GGH had to pull out due to illness. Thanks to canteen staff for their support.
- Established our first offer for staff to benefit from cheaper access to local arts and cultural events with a 2 for 1 offer via the Hapi app for tickets for St David's Cathedral Festival on the Queens Jubilee weekend. In partnership with Staff workforce Team.

Coming Soon:

- Picnic in the Palace Instigated an outdoor performance by Hospital Notes as part of St David's Cathedral Festival at The Bishop's Palace grounds in St David's on Friday 3rd June <u>https://stdavidscathedralfestival.org.uk/events/picnic-in-the-palace/</u>
- On 16th March we are running an open hour with the arts sector of West Wales in partnership with WAHWN (Wales Arts Health and Wellbeing Network) to begin a conversation with the local arts sector <u>https://www.eventbrite.co.uk/e/193467304917</u>

Arts Boost:

- We have contracted the 3 arts partners to deliver a programme of creative activities for children and young people with eating disorder and low mood, anxiety and self-injuring behaviours.
- People Speak Up to deliver music/arts activities in Carmarthen
- Span Arts to deliver animation activities in Narberth
- Small World Theatre to deliver aerial activities in Cardigan
- Activities due to start in May 2022

Art Seeds:

We have begun discussions with the following teams to test and seed new programmes of work:

- Neuro rehabilitation Team Art club for emotional wellbeing
- Early Intervention Psychosis Team Music activities
- Ceredigion Learning Disabilities Team Dance walks for wellbeing
- Integrated care Team Applied Storytelling Project

Fundraising:

We are working on 2 key funding priorities:

- A Cluster funding bid for the 3xTs Cluster for dance on prescription programme
- A 1 year bid for Arts Council of Wales for Arts in Health activities

Next steps:

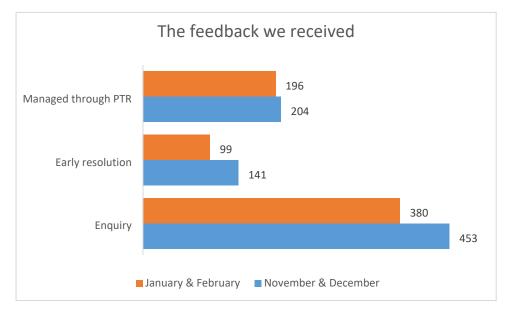
Following initial discussion at the first Arts in Health Steering Group we have agreed to establish:

- a plan for co-creation of a set of arts in health principles and priorities, set against the Health Board's priorities, Integrated Medium Term Plan (IMTP), Planning Objectives and Value Based Health Care agenda.
- a Communications Working Group to support the development of a Communications strategy for arts in health.
- an arts in healthcare environments working group to develop a wider plan for shaping arts in healthcare environments for Hywel Dda across estates and all levels of capital planning.

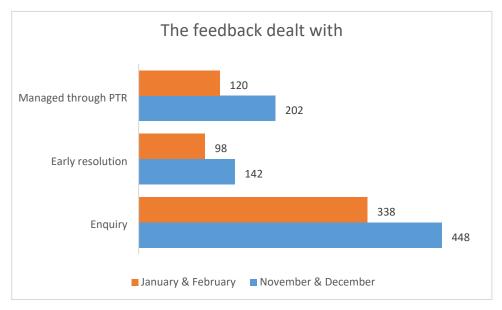
• Follow up discussion re partnerships and planning with Public Health Wales as a key partner, especially in relation to preventative healthcare and social prescribing.

8. Feedback from Complaints

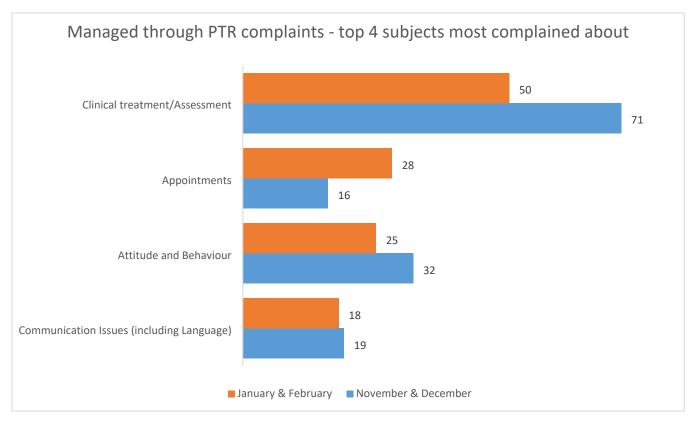
A total of 675 contacts have been made with Patient Support Services between 1 January and 22 February 2022, 380 enquiries, 99 early resolutions and 196 through the complaints process. Early resolution concerns are those that are responded to within two working days from receipt by the patient support team.



A total of 556 contacts have been resolved by Patient Support Services between 1 January and 22 February 2022, 338 enquiries, 98 early resolutions (responded to within 2 working days) and 120 responded to as part of the complaints process.



What people Are Telling Us



50 Complaints, relating to clinical treatment/assessment, have been received compared to the 71 received in November and December. 11 out of the 50 complaints raised are about delays in receiving treatment for scheduled procedures.

28 Complaints, relating to appointments, have been received in January and February so far and this is higher than November and December at 16. As Services start to resume, patients have been raising more concerns over delays in receiving outpatient appointments and outpatient appointments being cancelled.

25 Complaints, relating to attitude and behaviour, have been received with 13 of them relating to Unscheduled Care services.

18 Complaints, relating to communication issues, have been received with an increase in the number relating to family involvement in care decisions.

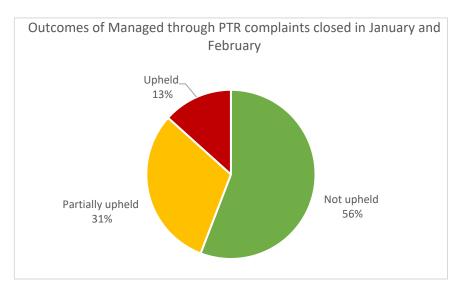
Complaints that have been responded to

Of the 120 Managed through PTR complaints closed in January and February, 78 were closed within 30 working days. Therefore 65% achieved closure within 30 working days, which is the same percentage as November and December.

The Accident and Emergency departments and the Trauma & Orthopaedic Specialists, each had 6 upheld/partially upheld complaints closed in January and February.

The Accident and Emergency department had 1 complaint upheld and 5 partially upheld out of a total of 13 closed complaints. 54% of complaints closed were not upheld.

The Trauma & Orthopaedic Specialists had 1 complaint upheld and 5 partially upheld out of a total of 11 closed complaints. 45% of complaints closed were not upheld.



Notupheld	67
Partially upheld	37
Upheld	16
Grand Total	120

Lessons Learned – A Case Example

What happened?

After a teenager was admitted to the Minor Injuries Unit (MIU) in Prince Philip Hospital on two occasions following sporting injuries, the extent of the medical examination was challenged in a complaint. The parents wanted to understand whether correct processes were followed, and whether more in-depth investigations should have taken place. The family sought a second opinion which indicated a rupture of a ligament in the knee (anterior cruciate ligament).

What we learned

By investigating the concerns and obtaining responses from the MIU in Prince Philip Hospital, we concluded that the level of treatment was appropriate. We were reassured that our medical notes were of a good standard and that an appropriate onward referral to Physiotherapy had been made. However, we recognised that there could have been an opportunity to make an additional referral to Trauma and Orthopaedics following the patient's second admission to the MIU.

The actions we have taken...

As a result of this concern, we will develop a specific teaching session on soft tissue injuries of the knee, in addition to the wider musculoskeletal education it already provides. We aim to use this new teaching session in MIU's across the Hywel Dda region to improve the assessment skills of staff when assessing for ligament tears.

There may be an option for further development in this area, which may include an evidencebased imaging pathway for soft tissue injuries. This would broaden the range of staff that can request an MRI scan, providing there is clinical evidence to indicate need.

9. Public Services Ombudsman for Wales Reports

During the period January 2022 – February 2022, two Final Investigation Reports were issued by the Public Services Ombudsman for Wales.

Three Draft Investigation Reports were issued within this period, all of which are currently out with the service areas for comment. Two Draft Investigation Reports were received during December 21 and agreed in January 2022, for which we are still awaiting the Final Investigation Reports from the Ombudsman. None of the Draft/Final Investigation Reports have been issued under S23 of the Ombudsman Act 2019 as a Public Interest matter.

The Ombudsman has made two Early Resolution/Voluntary Settlement Proposals, both of which have been accepted by the Health Board and actions to comply with the agreed recommendations are underway in both cases.

During this period, the Ombudsman has notified us of their intention to investigate two complaints; the requested information has been submitted to the Ombudsman. The Ombudsman has also queried or requested information regarding a further five complaints.

There are currently three Action Plans in progress, completion will be within the next two reporting periods. All actions have been completed and evidenced within time and the outstanding actions are on track. Upon receipt of Final Investigation Reports, Action Plans are developed and reviewed by the Listening & Learning Sub-Committee. Action Plans continue to be reviewed until their completion.