

King's College Hospital NHS Foundation Trust

Patient Experience Annual report:

Complaints, Patient Advice and Liaison Service and
Friends and Family Test performance

2024-2025

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1. Executive summary

This document outlines the feedback received, performance metrics related to patient experience, highlighting areas of improvement and key themes identified from the data collected.

Between April 2024 and March 2025, King's College Hospital recorded 70,649 instances of feedback from our patients and their friends, families and carers who utilised the complaints process, our Patient Advice and Liaison service and Friends and Family Test to share their experiences. The Trust received 1,186 formal complaints, marking a 4% increase from the previous year. 47% of complaints were related to Denmark Hill care groups, while 48% concerned services managed by Princess Royal University Hospital and South Sites. The most common complaints were about outpatient services, inpatient wards, and emergency services. The top reasons for complaints included communication, patient care, and access to treatment.

In 2024-2025, Patient Advice and Liaison service recorded 44,795 contacts, a 129% increase from the previous year. The increase in contacts was primarily due to queries about MyChart and general information requests. A 76.84% increase in the number of compliments recorded should also be highlighted with the number of positive instances of feedback raising from 298 in 2023-2024 to 527 in the reporting period.

The Trust also received 24,668 responses to the Friends and Family Test, with scores improving for most services, particularly outpatient and emergency services. However, maternity services saw a slight decrease. Top positive themes included staff behaviour and patient care, while waiting times and communication were common negative themes.

The Trust implemented numerous initiatives based on patient feedback, focusing on communication and waiting times, which were highlighted as significant areas for improvement across all feedback channels. For example, in Respiratory Medicine, the team updated patient literature for better understanding of procedures whilst our patient experience team introduced training programs to enhance communication skills among staff.

In 2025-2026, the Trust aims to enhance patient experience further by streamlining processes, and utilising AI for better data analysis on complaints, to name a few.

2. Trust-level data

On 1st November 2024, the Trust reorganised its structures with several care groups moving to be managed by the leadership team at Princess Royal University Hospital and South Sites. The care groups affected include Women's Health, Radiology and Dental. The data within this report reflects the changes and should be considered.

The Trust's new patient experience system, iWantGreatCare, was also launched in September 2024 resulting in a significant decrease in the number of Friends and Family Test responses since launch due to initial roll out and further issues with the system configuration.

The following sections provide Trust-level data relating to complaints, Patient Advice and Liaison service contacts and Friends and Family Test.

2.1. Complaints

In 2024-2025, King's College Hospital received 1,186 formal complaints. This represents 4% increase in comparison to the same period last year with the number of more complex complaints increasing by 65%. Of the complaints received, 47% (561) concerning services managed by Denmark Hill care groups, (566) 48% concerning services managed by Princess Royal University Hospital and South Sites and 5% relating to corporate functions.

	2022-2023	2023-2024	2024-2025	Change
Number of complaints received	928	1,120	1,184	+ 4%

477 complaints were about the Trust's Outpatients services, 273 concerned negative experiences in our inpatient wards. 184 individuals complained about the Emergency services provided across King's College Hospital and 76 focussed on maternity services. The remaining complaints span combined patient pathways and corporate services such as transport, portering, security and housekeeping. During the reporting period, the Trust responded to 1,220 complaints with the following outcomes:

Upheld	568
Partly Upheld	559
Not Upheld	93

Unfortunately, our current complaint management system cannot automatically draw the response rate data for our formal complaints as this is more complex where three response timescales of 25, 40 and 60 working days are concerned. The Trust therefore has been tracking and reporting the number of complaints responded to per month, including those 12 weeks or more overdue, and those exceeding 6 months.

In addition, the complaints team managed 530 informal concerns. These required an investigation/ mediation/ relevant actions to resolve, but were not typical Patient Advice and Liaison service contacts and required longer to fully respond and resolve.

The top five reasons behind formal complaints are: communication, patient care, values and behaviours, access to treatment/drugs, and appointments.

2.1.1. Reopened Complaints

A complaint is reopened when the complainant indicates they remain dissatisfied or when new information has emerged that raises new and/or additional concerns. In 2024-2025, there were 55 re-opened complaints and this equates to 5% of our complaints. In 2023-2024, the Trust recorded 20 re-opened with 66 in 2022-2023.

2.2. Parliamentary Health Service Ombudsman Referrals

Parliamentary and Health Service Ombudsman offers a second stage review where the Ombudsman considers there has been an injustice. Of those complaints referred to Parliamentary and Health Service Ombudsman 2024-2025, the Ombudsman advised that no further action will be taken for 11 cases, following review of the complaint file and medical records. Nine complaints currently remain with the Ombudsman for consideration.

At the time of reporting, the Trust received one provisional report in regard to failing to advise patient/relatives of administration of a specific drug. This did not however impact the patient outcome.

In addition, two complaints were informally resolved with low level redress payments and one resolved by the Trust agreeing to offer a further clinical review for the patient.

Parliamentary and Health Service Ombudsman fully upheld two complaints for Neuroscience care group following full review. This required the Trust to submit actions plans in response to recommendation made as outlined below:

- First Complaint

Findings: Failing in the Trust's initial decision to downgrade the tumour and consider this non-cancerous and further missed opportunity to recognise the tumour was cancerous when patient had further tests.

Actions agreed all relate to specialty Multi-Disciplinary Team Meeting processes and have been actioned to ensure learning taken forward. Included lowering threshold for referrals to Multi-Disciplinary Team from other centres where cancerous tumours are noted, if patient reports change in symptoms in meantime a review with Clinical Nurse Specialist will be arranged, additional Multi-Disciplinary Team considerations agreed.

- Second Complaint

Findings: Delay in surgery contributed to deterioration in patient's condition.

Actions agreed for Multi-Disciplinary Team to ensure all patients awaiting Multi-Disciplinary Team discussion are provided with advice on what symptoms to look out for whilst awaiting Multi-Disciplinary Team outcome. All imaging to be made available for Multi-Disciplinary Team discussion, introduction of South East London imaging transfer centre will support imaging availability for Multi-Disciplinary Team meeting discussions. In addition, the introduction of a Rapid Access Spinal Clinic will support timely review.

2.3. Patient Advice and Liaison Service

During the year 2024-2025, Patient Advice and Liaison Service recorded **44,795** contacts across all sites, an increase of 129% in comparison to 2023-24.

PALS Type	2022-2023	2023-2024	2024-2025	Change
Compliment	260	298	527	+ 76.84%
Concern	1,502	3,764	4,548	+ 20.79%
Enquiry	1,833	5,248	5,093	- 2.95%
Information Request	*	11,004	16,731	+ 52.04%
MyChart	*	9,016	17,724	+ 96.57%
Feedback	5	131	172	+ 31.29%

The number of contacts relating to MyChart saw the largest increase, nearly doubling, with only 10% of the contacts relating to technical issues and remaining 90% focussing on activations, password resets, and general user enquiries. Compliments also rose sharply during the year, increasing by 76.85%. Information requests, increasing by over 50%, reflect enquiries which do not get passed to the care groups for a response and are resolved on the spot. These include access to medical records, information about the Trust's services and facilities and assistance with car parking to name a few. General feedback rose by 31%; these typically relate to experiences or comments shared that do not require a response.

The Trust also recorded 4,548 concerns throughout the year, with an average of 376 contacts per month and an overall 20.79% increase from the previous year. A total of 5,093 enquiries were recorded which is a small decrease of just under 3%. There was an even split in casework overall between Denmark Hill managed care groups and Princess Royal University Hospital and South Sites managed care groups.

While reported concerns were constant through the year, enquiries increased notably between January 2025 and March 2025, by 33%. These predominantly related to the

scheduling of an appointment, whether this was a rebooking to a more convenient date /time (patient-initiated choice), booking of an anticipated follow-up, outcomes of multidisciplinary pathways, as well as waiting list enquiries. This rise in activity is not atypical as patients seek to progress their care via elective pathways following festive period.

Inpatient concerns are generally multi-faceted and raise poor experiences from the patient or their relatives/carers perspective. These require intervention from Patient Advice and Liaison service staff to liaise promptly with ward and clinical care teams to support with personal care, pain relief, discharge planning including transferring to local hospitals for onward management, clinical management and timeliness of care, including arranging scans and referrals to other specialist teams (including second opinions). Communication is a theme running throughout most inpatient concerns.

Throughout the year, the team has also provided additional support and advocacy through patient meetings with care groups.

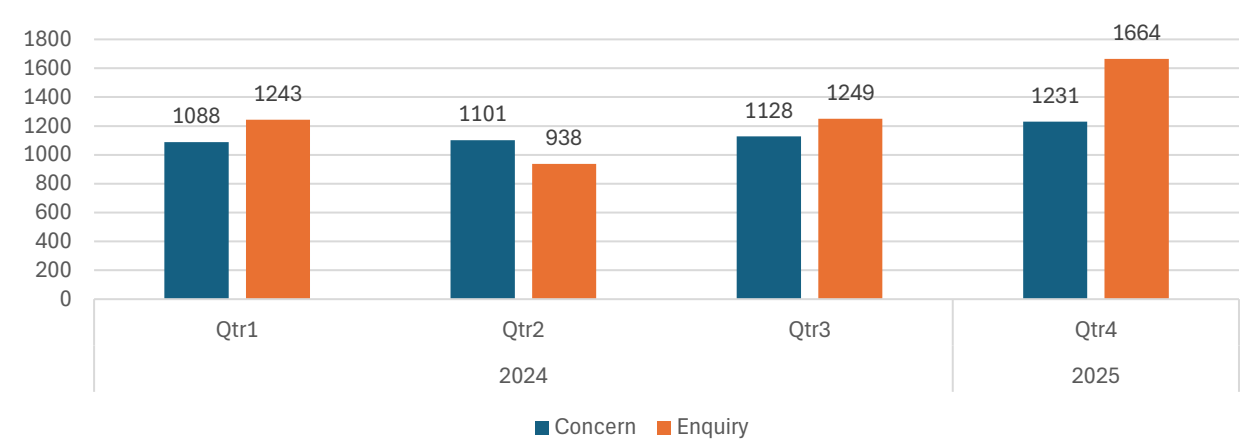


Figure 1. Patient Advice and Liaison service concern an enquiry breakdown by quarter

The Trust responded to and resolved 42,559 within 5 working days, achieving an overall response rate of 95%, exceeding the KPI of 80%.

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
% closed within 5 days	93.4%	94.1%	95.9%	95.5%	97.2%	96.3%	97.2%	96.9%	96.0%	93.6%	91.8%	89.7%

Appointment and communication issues generated the most Patient Advice and Liaison service contacts throughout the year with a total of 6,795, including concerns, information requests and enquiries. Delays in receiving appointments and issues in communicating with the patients, significantly increased between January 2025 and March 2025.

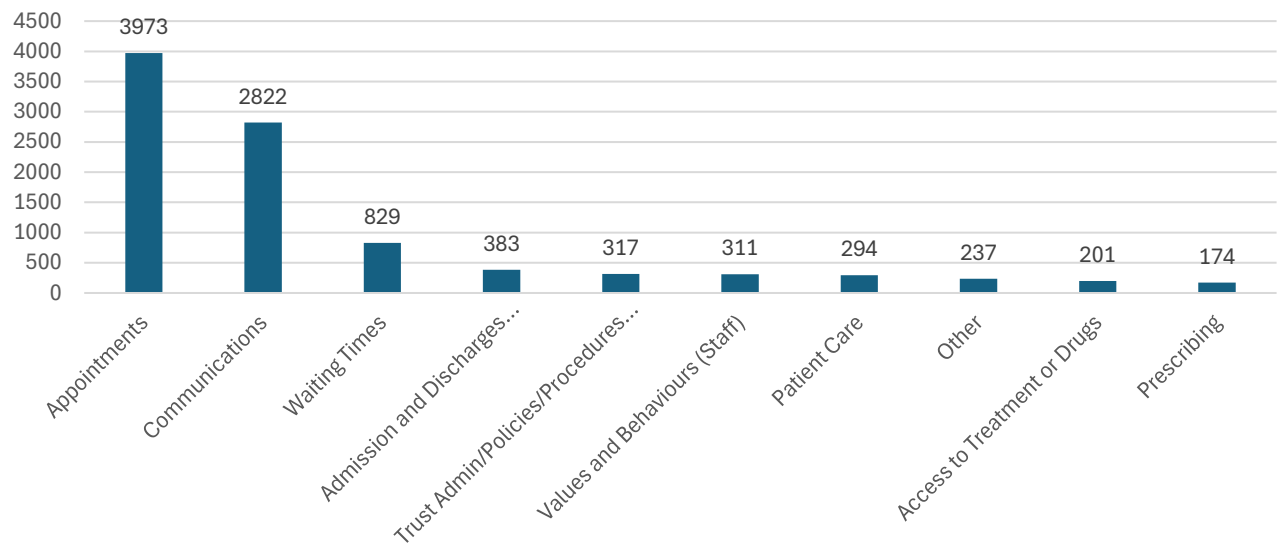


Figure 2. Patient Advice and Liaison service top 10 subjects

Further notable themes include:

- Length of wait for elective and emergency surgery and cancelled procedures
- Communication with relatives/carers regarding inpatient care, treatment and management – relatives/carers report poor contact with clinical team leading to worry and uncertainty
- Discharge decisions – relatives/carers raise concerns and challenge decisions when they feel a discharge is premature, planned discharge to home v transfer options for continuous care
- Delay in reporting back to patients/ GP Practices on test results
- Delay in providing follow-up appointments or other discharge plan recommendations
- Delays in providing referrals and ordering further investigations by different clinical teams.

The Trust received 527 compliments through the Patient Advice and Liaison Service, with 13% of these for Women's Health care group.

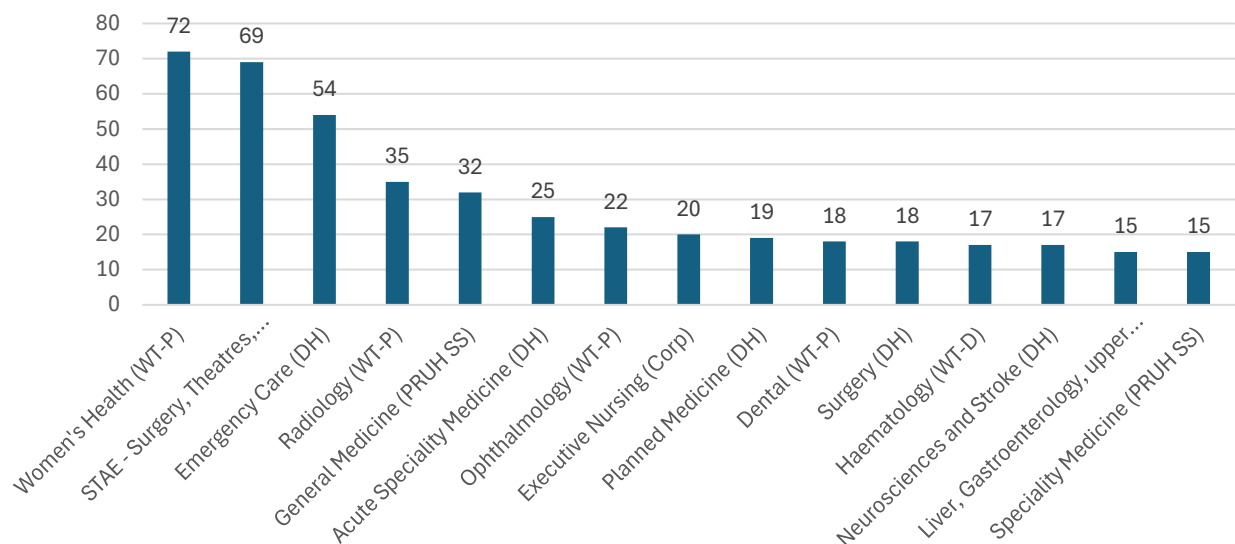


Figure 3. Patient Advice and Liaison service compliments received by care group (top 15)

2.4. Friends and Family Test

Between April 2024 and March 2025, the Trust recorded 24,668 responses to the Friends and Family Test survey. The Trust's Friends and Family Test scores improved for Inpatient and Day Case, Outpatient and Emergency services with a slight decrease in Maternity.

Service	2022/23 score	2023/24 score	2024/25 score	% change
Inpatient and Day Case	93.8%	92.5%	93.4%	+ 0.9%
Outpatient	90.3%	90.6%	94.4%	+ 3.8%
Maternity	88.9%	91.7%	91.1%	- 0.6%
Emergency	64.2%	67.5%	72.1%	+ 4.6%

Service	Top 3 Positive Themes	Top 3 Negative Themes
Inpatient	Staff Behaviour Patient Care Communication	Communication Food and Drink Facilities
Day Case	Staff Behaviour Patient Care Communication	Waiting Communication Facilities
Outpatient	Staff Behaviour Patient Care Emotional and Physical Support	Waiting Communication Facilities
Maternity	Patient Care Staff Behaviour Emotional and Physical Support	Communication Facilities Waiting
Emergency	Staff Behaviour Patient Care Waiting	Waiting Communication Quality of Care

3. Denmark Hill managed care groups

3.1. Complaints

In 2024-2025, Denmark Hill managed care groups recorded 561 complaints. This is 152 complaints less than in 2023-2024 where 713 were received. However, due to changes in Trust's structures the reduction in the number of complaints should be considered with caution.

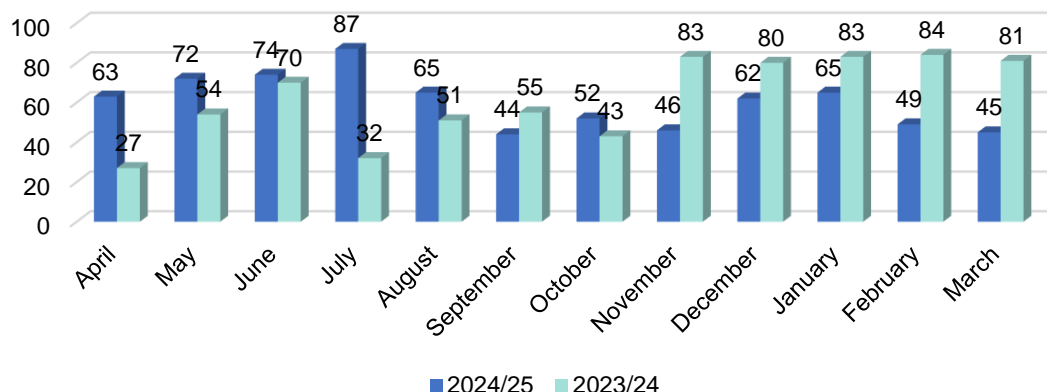


Figure 4. Number of complaints for Denmark Hill managed care groups

Throughout 2024-2025, Denmark Hill managed care groups responded to 672 complaints. At the end of March 2025, the care groups had 24 complaints that were 12 or more weeks overdue.

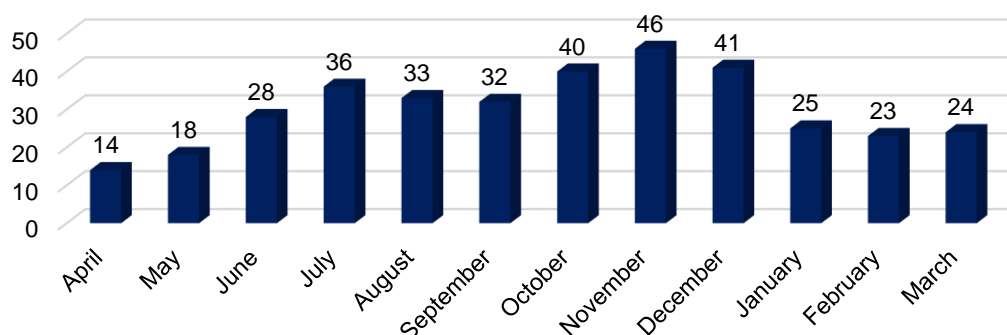


Figure 5. Number of complaints for Denmark Hill managed care groups that were 12 weeks or more weeks overdue

For Denmark Hill managed care groups, Neurosciences and stroke care group received the highest number of complaints, 94, closely followed by Emergency care and Acute Speciality Medicine care groups.

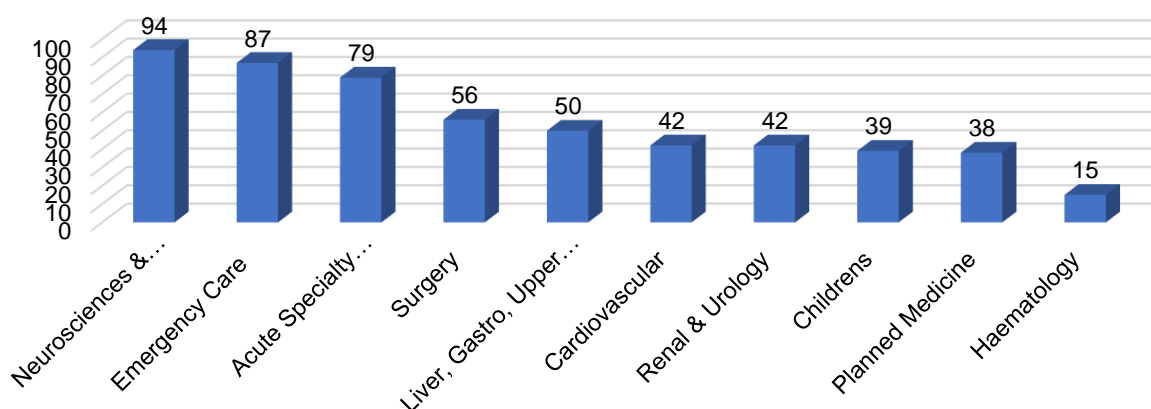


Figure 6. Number of complaints received for Denmark Hill managed care groups by care group

In addition to 'Other', communication with patient, care needs not adequately met and communication with relatives/ carers were the top three reasons for patients making complaints about services for Denmark Hill managed care groups. To improve coding of the complaints, the team is undertaking a piece of work to use AI in identifying complaint themes.

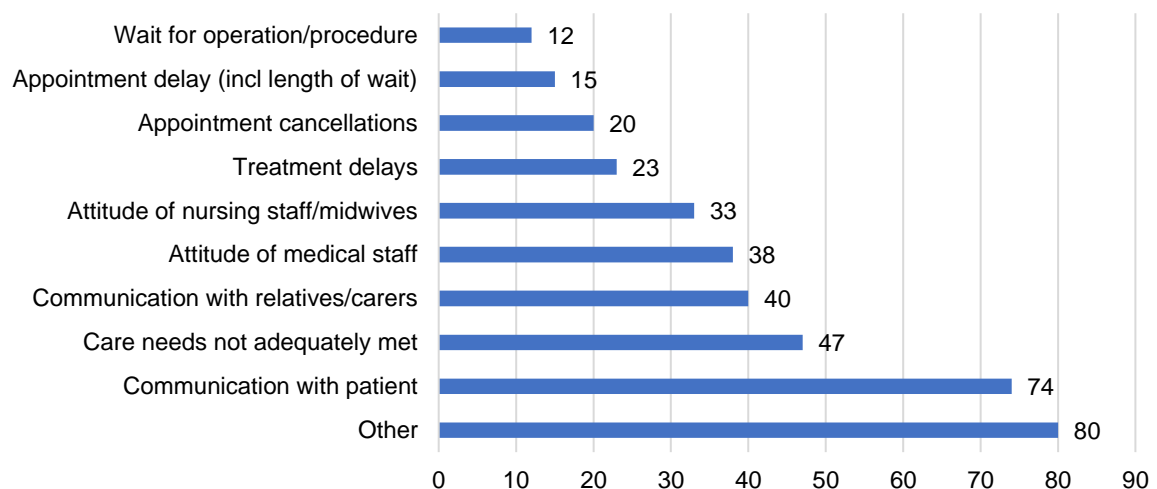


Figure 7. Complaints subjects for Denmark Hill managed care groups

3.2. Patient Advice and Liaison Service

A total of 4,905 contacts were recorded for Denmark Hill managed care groups between April 2024 to March 2025, with an averaging 408 contacts per month. March 2025 saw the highest number of contacts with a total of 541.

PALS Type	2023-2024	2024-2025	Change
Compliment	118	209	+ 77%
Concern	1,712	2,075	+ 21%
Enquiry	2,613	2,545	-2.64%
Information Request	9	9	-
Feedback	55	67	+ 22%

The Neurosciences and Stroke care group attracted a high level of Patient Advice and Liaison Service contacts with patients reaching out for support with their appointments and follow-up plans, results and general communication. Contacts within the care group related to waiting for operation or procedure rose by 243% compared to the previous year.

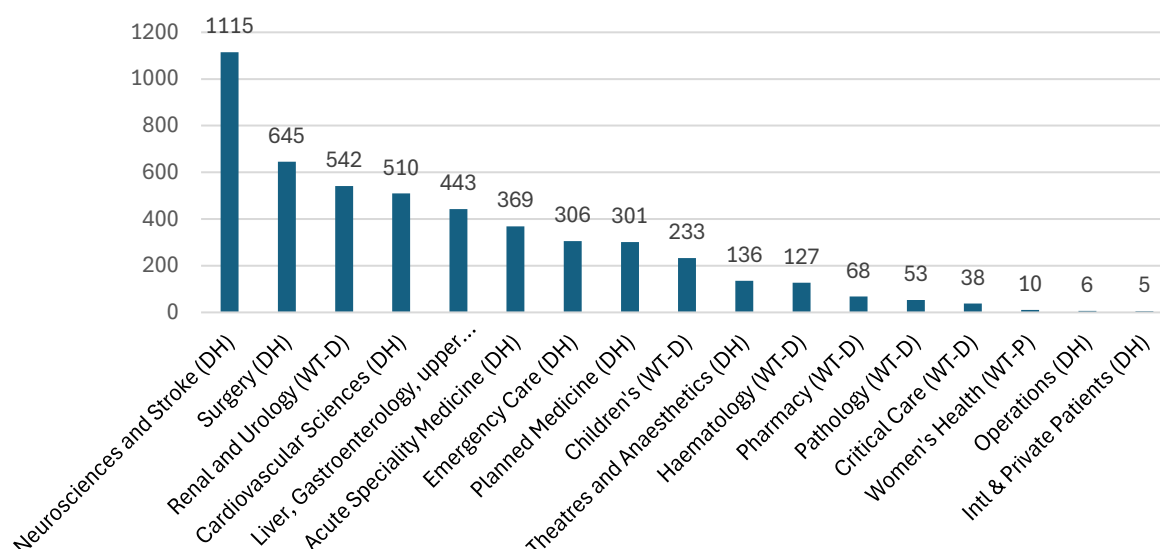


Figure 8. Number of Patient Advice and Liaison Service contacts for Denmark Hill managed care groups

Throughout 2024-2025, Denmark Hill managed care groups recorded 209 compliments, an increase of 77% when compared with the previous year.

"We want to say a big thank you to all the brilliant A&E staff and the stroke team who treated the patient following his stroke. He was brought in by ambulance where the stroke team were called urgently, and he had a CT scan within 30 minutes. All nursing staff in resuscitation and the resus step down area were hard working, kind and caring, as were the stroke team. This was our first visit to Kings College Hospital, and I was expecting a very long wait in a very pressured environment. However, the department was highly efficient, and the patient's treatment and tests were delivered as if we were in a well-oiled machine. The staff were exceptional and made the experience almost pleasant. We received excellent care, and the patient has made a full recovery".

"I wanted to pass on my thanks to the wonderful endoscopy team who managed my care today. It was quite a traumatic experience for me but the care and kindness from your staff was outstanding. To the lead endoscopist who was supervising, I wanted to thank him for his compassion and empathy. He talked me through what to expect and comforted me afterwards. He talked me down from a panic attack and stayed by my side until I was ready to leave. To the health care assistant/nurse, I wanted to thank her for holding my hand, comforting me throughout the procedure and afterwards. You really are an angel in uniform. And to the others in the room and those taking my observations, thank you for everything. You were professional but also so wonderfully kind".

"I wanted to say how amazing the phlebotomist who dealt with my autistic 16-year-old daughter yesterday was. This is the second time this phlebotomist has taken her bloods, and, on both occasions, this staff member was extremely professional, technically very proficient and sensitive to my daughter's needs. I hope that there is some official way to recognise staff excellence as perceived from the patient/Carer perspective. Many thanks for all the excellent work"

3.3. Friends and Family Test

3.3.1. Inpatient and Day Case

Inpatient service for Denmark Hill managed care groups received an overall score of 92.8% for the year from 9,647 responses, 0.2% increase in score from the previous years.

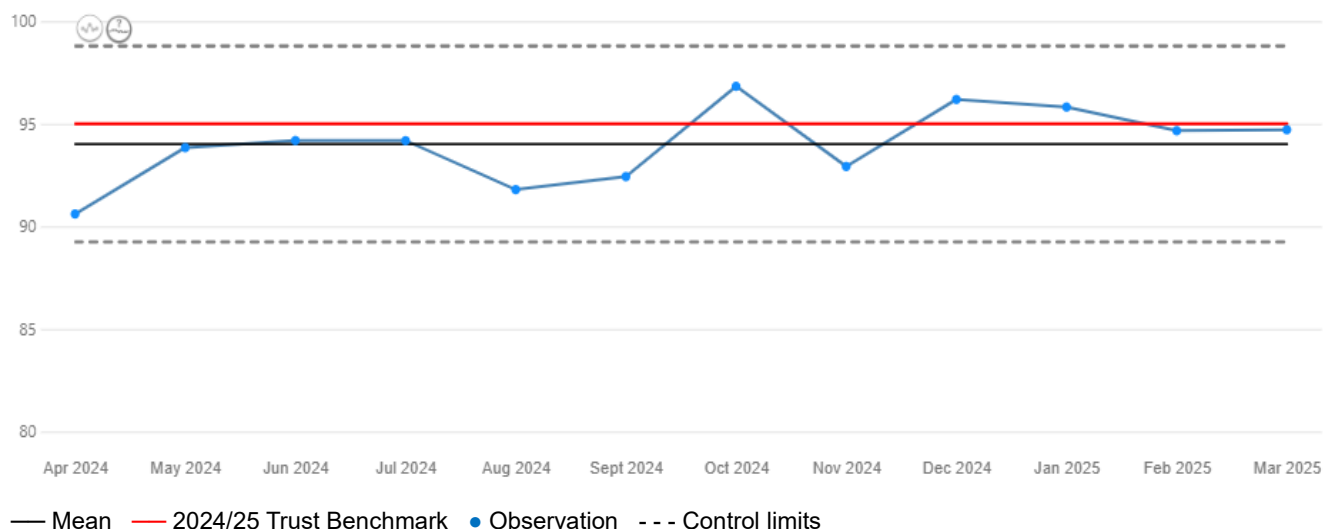


Figure 9. Friends and Family Test performance for inpatient services for Denmark Hill managed care groups

When looking at sentiment analysis, 22,006 sub-themes within the free text comments were identified, of which 73.4% were positive in nature. The sub-themes were grouped, and the main positive and negative themes were analysed:

Top 3 Positive Themes	Count	Top 3 Negative Themes	Count
Staff Behaviour	5,996	Food and Drink	762
Patient Care	5,299	Communication	738
Communication	658	Facilities	729

Throughout the year, patients commended staff on their positive attitude and the quality of care provided. This included respect and dignity and the friendliness of staff. Food and drink were commonly noted as requiring improvement. Further analysis on communication identified that although some patients felt the staff were attentive, other felt they needed more regular updates on their care. Suggestions for improvement in facilities included cleaner patient facing areas such as bays and toilets.

Day case service for Denmark Hill managed care groups received an overall score of 96.6% for the year from 1,121 responses.

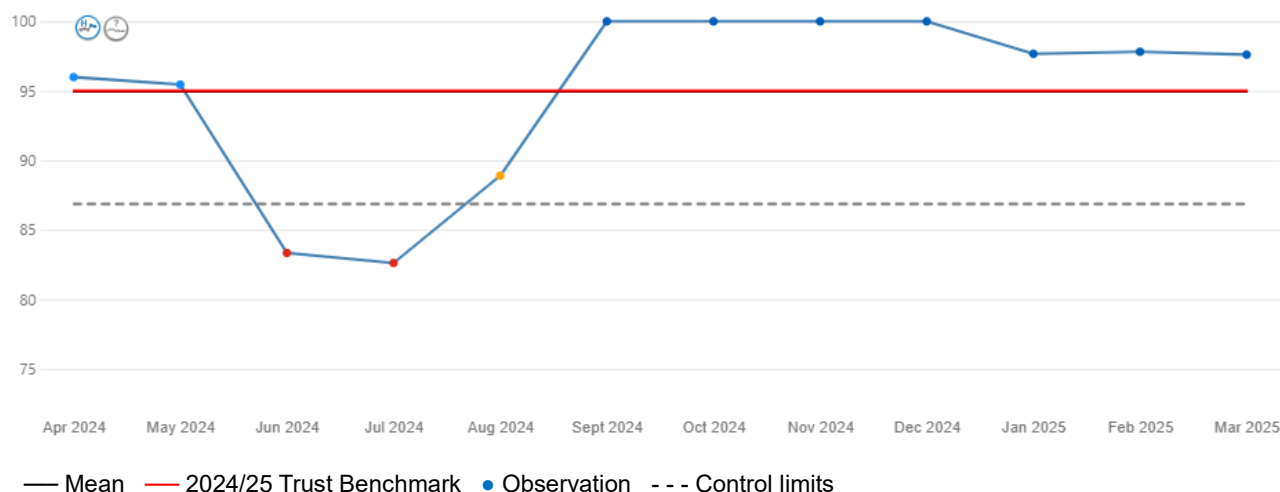


Figure 10. Friends and Family Test performance for day case service for Denmark Hill managed care groups

When looking at sentiment analysis, 2,139 sub-themes within the free text comments were identified, of which 86.8% were positive in nature. The sub-themes were grouped, and the main positive and negative themes were analysed:

Top 3 Positive Themes	Count	Top 3 Negative Themes	Count
Staff Behaviour	636	Waiting	69
Patient Care	405	Communication	53
Communication	161	Quality of Care	21

In Day case services, staff were often commended of their friendly, kind and supportive attitude. Despite this, some patients felt the quality of care was slightly hindered by healthcare professionals providing updates whilst they were still under the effects of sedation. Similar to the previous year, communicating delays prior to the surgery or operation would further improve patient experience

3.3.2. Outpatient

Outpatient service for Denmark Hill Managed Groups received an overall score of 94.4% for the year from 1,202 responses.

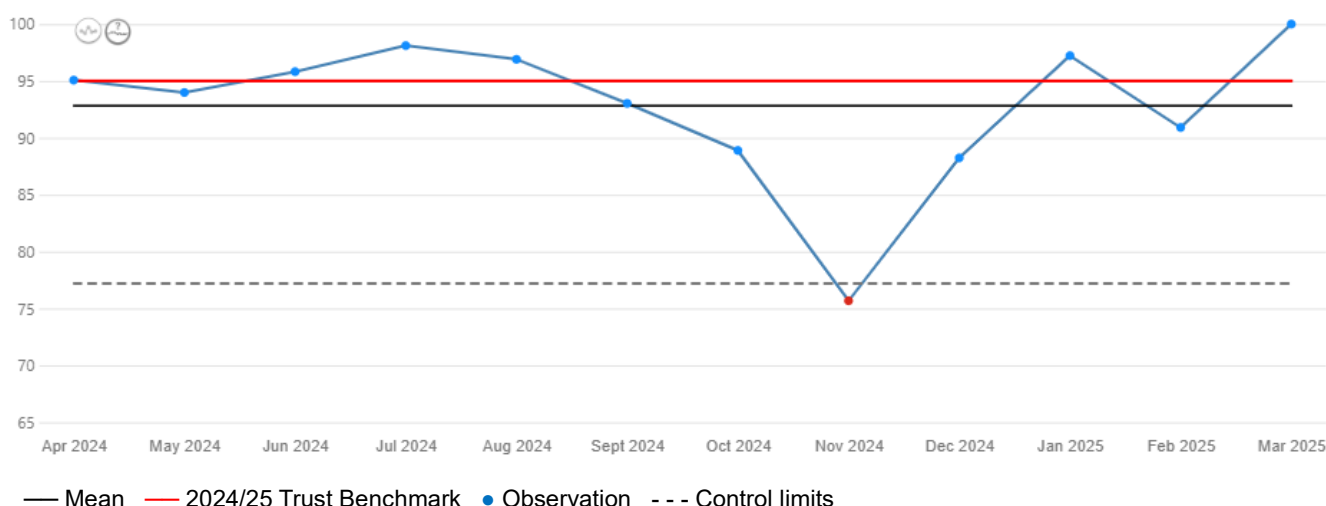


Figure 11. Friends and Family Test performance for outpatients services for Denmark Hill managed care groups

Overall, 1,706 sub-themes were identified from the free-text comments and grouped into themes:

Top 3 Positive Themes	Count	Top 3 Negative Themes	Count
Staff Behaviour	490	Waiting	92
Patient Care	307	Communication	59
Emotional and Physical Support	100	Facilities	44

Overall, 78% of sentiments were positive in nature, with patients praising staff throughout the year for the quality of care received and their helpfulness. Patient often described the staff as efficient, attentive and caring. Delays in getting appointments, the time spent in the waiting room and appointment were seen to be contributors to a poorer experience score. Similar to the previous year, patients further noted wanting more comfier seating and more space in the waiting areas.

3.3.3. Emergency Care and Same Day Emergency Care

Emergency service for Denmark Hill received an overall score of 71.8% for the year from 2,464 responses.

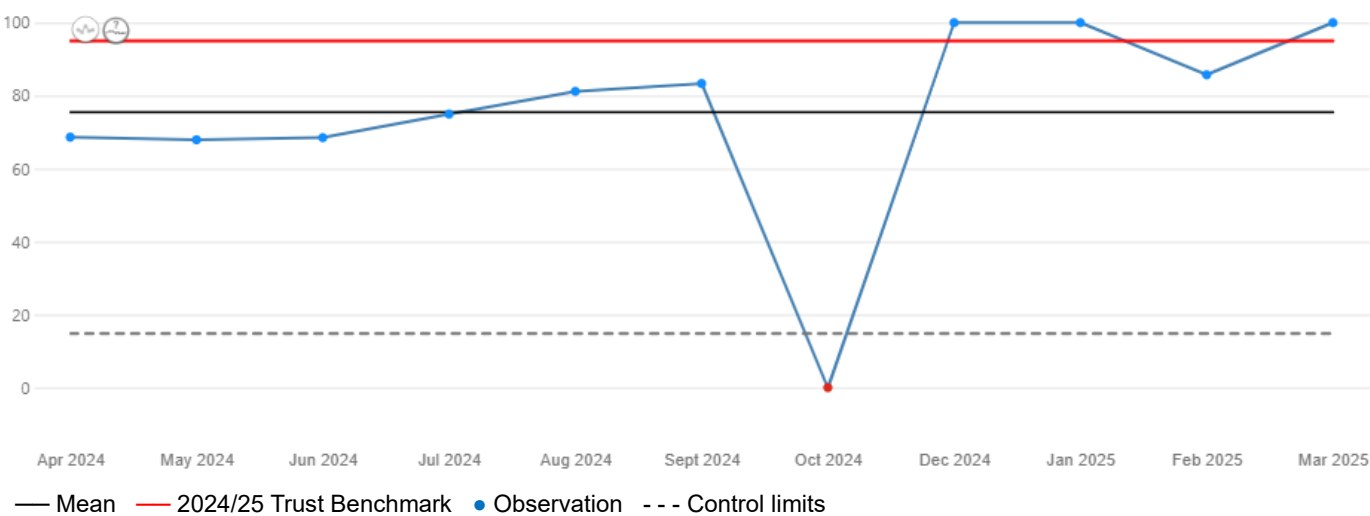


Figure 12. Friends and Family Test performance for Emergency services for Denmark Hill managed care groups

For the overall Emergency Care service, 6,775 sub-themes in free-text comments were noted and grouped into larger main themes. 58.6% of themes identified within comments were positive in sentiment.

Top 3 Positive Themes	Count	Top 3 Negative Themes	Count
Staff Behaviour	1,111	Waiting	988
Patient Care	984	Communication	379
Waiting	297	Quality of Care	261

Comparable to the year 2023/24, waiting remained one of the most prevalent themes identified throughout the year, with a mere 22.6% of sentiments being positive. Although some patients praised the efficiency of the service and stated they were seen quickly, the amount of time spent waiting in the department waiting for examinations, treatment and tests, greatly contributed towards a poorer experience. This was noted to be further exasperated by lack of communication about expected wait times, which also impacted the perceived quality of care received.

Same Day Emergency Care services regularly achieved or surpassed the Trust benchmark for the service of 79% positive recommendation, highlighting a significant difference in experience between the Emergency Department and Same Day Emergency Care. Although long waiting times were still noted to negatively impact patient experience, over 71% of themes identified within the comments were positive in sentiment.

4. Princess Royal University Hospital and South Sites managed care groups

4.1. Complaints

In 2024-2025, Princess Royal University Hospital and South Sites managed care groups recorded 566 complaints. This is 229 complaints more than in 2023-2024 where 337 complaints were received. However, due to changes in Trust's structures the increase in the number of complaints should be considered with caution (this alteration in structure resulted in 3 additional care groups moving under Princess Royal University Hospital and South Sites management – including Women’s Health, Dental, and Radiology. These care groups historically have had a high complaints burden).

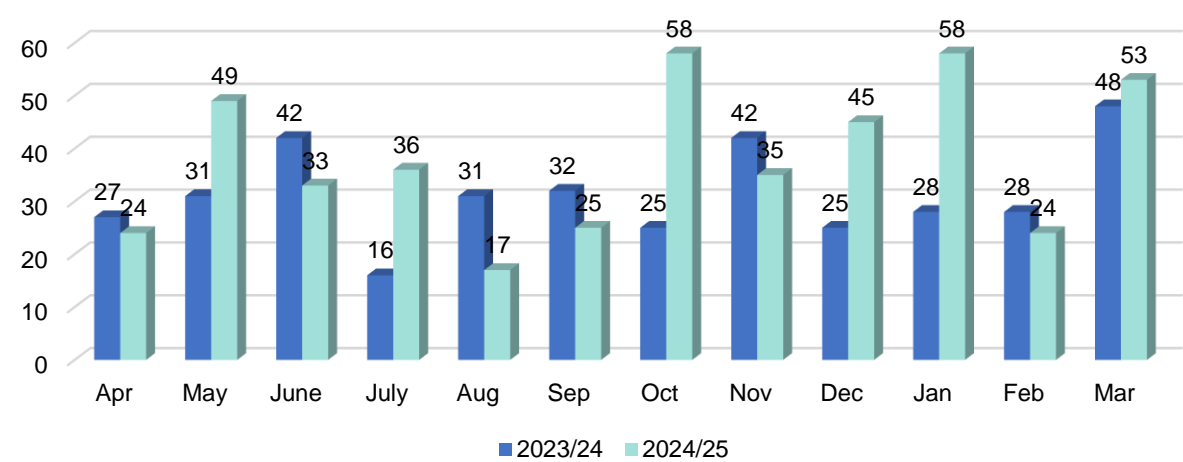


Figure 13. Number of complaints for Princess Royal University and South Sites managed care groups

Throughout 2024-2025, Princess Royal University Hospital and South Sites managed care groups responded to 433 complaints. At the end of March 2025, the care groups had 6 complaints that were 12 or more weeks overdue.

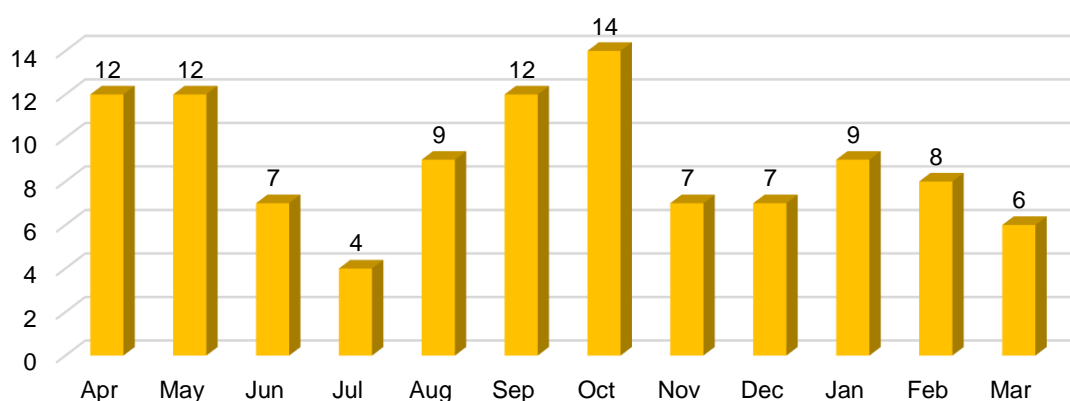


Figure 14. Number of complaints for Princess Royal University and South Sites managed care groups that were 12 weeks or more weeks overdue

For Princess Royal University and South Sites care groups, Women's Health care group received the highest number of complaints, 157, followed by General Medicine and Surgery, Theatres and Anaesthetics care groups.

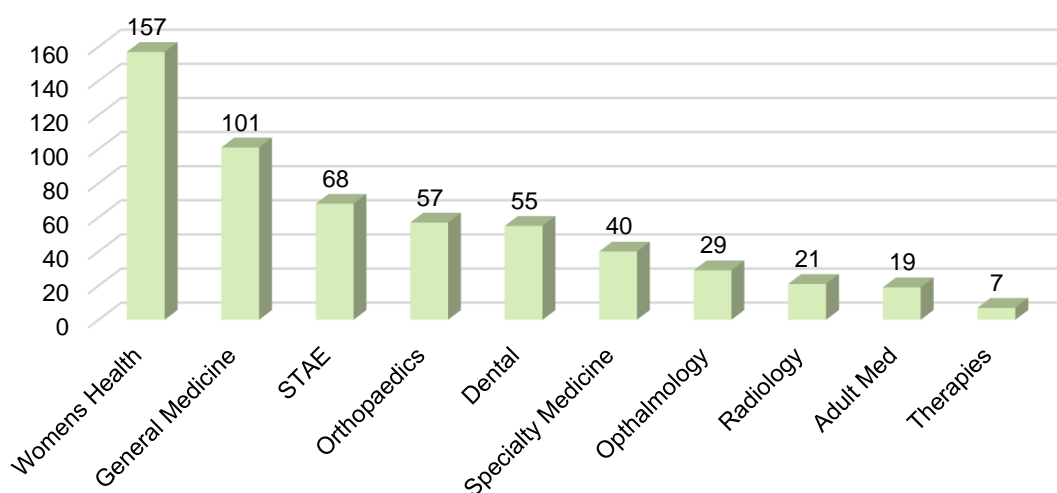


Figure 15. Number of complaints received for Princess Royal University and South Sites managed care groups by care group

Communication with patient, care needs not adequately met and 'other' were the top three reasons for patients making complaints about services for Princess Royal University and South Sites managed care groups. To improve coding of the complaints, the team is undertaking a piece of work to use AI in identifying complaint themes.

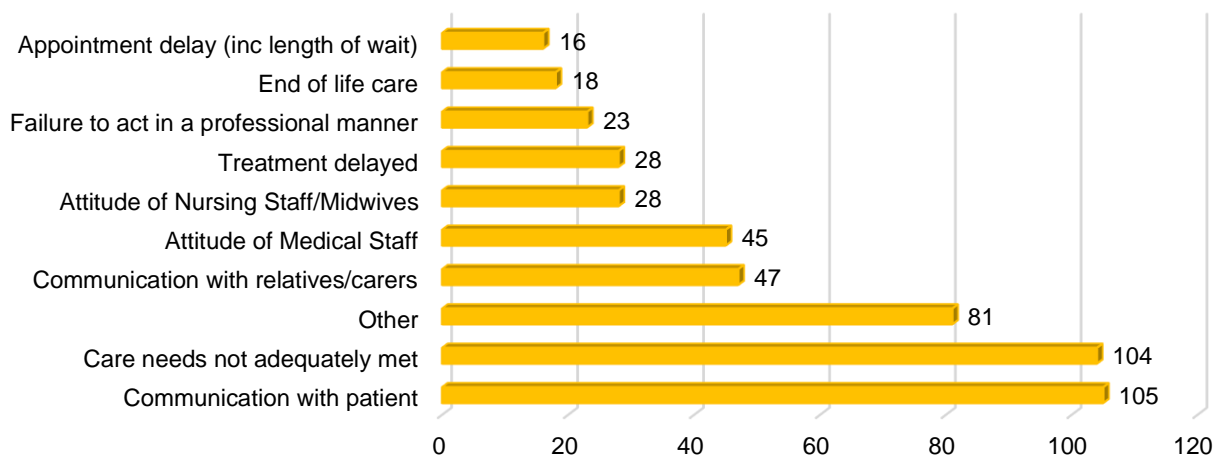


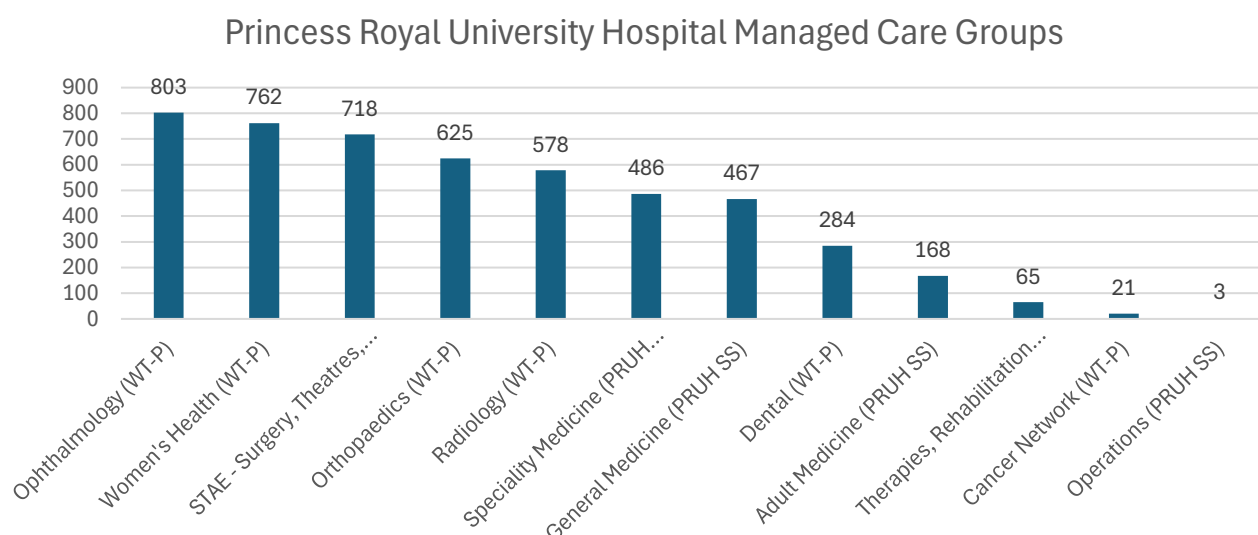
Figure 16. Complaints subjects for Princess Royal University and South Sites managed care groups

4.2. Patient Advice and Liaison Service

At total of 4,979 contacts were recorded for Princess Royal University Hospital and South Sites managed care groups between April 2024 to March 2025, with an averaging 414 contacts per month. March 2025 saw the highest number of contacts with a total of 466.

PALS Type	2023-2024	2024-2025	Change
Compliment	199	288	+ 44.7%
Concern	1,885	2,282	+ 21%
Enquiry	2,277	2,322	+ 2%
Information Request	11	12	+ 9%
Feedback	47	75	+59%

The Ophthalmology care group received a total of 803 records during the year, a 18% decrease from the previous year with a focus on issues concerning appointments, including delays, communication with the patient and failure to provide a follow-up as



the most notable themes. Issues with communication within the department saw a 90% reduction compared to the same period last year.

Figure 17. Number of Patient Advice and Liaison Service contacts for Princess Royal University Hospital and South Sites managed care groups

Women's Health recorded 762 contacts during the year; an analysis of the themes highlighted issues with the length of time waiting for surgery, communication with the patients and delays in receiving an appointment.

Throughout 2024-2025, Princess Royal University Hospital and South Sites managed care groups recorded 288 compliments, an increase of 44.7% when compared with the previous year.

"I have just come home from having surgery and wanted to acknowledge the amazing care I received from the Day Surgery Team and General Surgery consultant team. It was a seamless journey where each team member was clear of their role and demonstrated a high level of competence. I felt extremely safe in the consultant's care. I was impressed by the military efficiency of the whole team headed by the Day Surgery lead nurse, who were all extremely knowledgeable, caring and effective at communicating every step of the journey. I was also blown away by the level of technology they were using which just made everything so much easier. I am a big fan of My Chart"

"My wife and I wanted to write to express our massive gratitude to the Maternity team at the PRUH for their fantastic service helping us deliver our baby daughter. It was a long and reasonably complicated labour, but we felt well looked after by your team. The midwives were extremely kind, compassionate and reassuring."

"I am writing to express my deepest gratitude and admiration for one of the nurses who has been an absolute beacon of hope and positivity during my partner's hospital stay on Medical Ward 8. From the moment we arrived, the nurse demonstrated an exceptional level of empathy, kindness, and understanding that made a world of difference in his recovery. Her ability to connect with patients on a personal level is truly remarkable. She always took the time to listen to our concerns, no matter how small, and provided reassurance and comfort with a warm smile. Her sense of humour was a breath of fresh air, often lightening the mood and bringing much-needed laughter to the bay. The nurse had an unwavering dedication to patient care. She went above and beyond to ensure that all patients were comfortable and well-informed".

4.3. Friends and Family Test

4.3.1. Inpatient & Day Case

Inpatient service for Princess Royal University Hospital and South Sites managed care groups received an overall score and monthly average of 92.5% for the year from 4,354 responses. In comparison to the previous year, there have been a very small 0.2% improvement in the overall score.

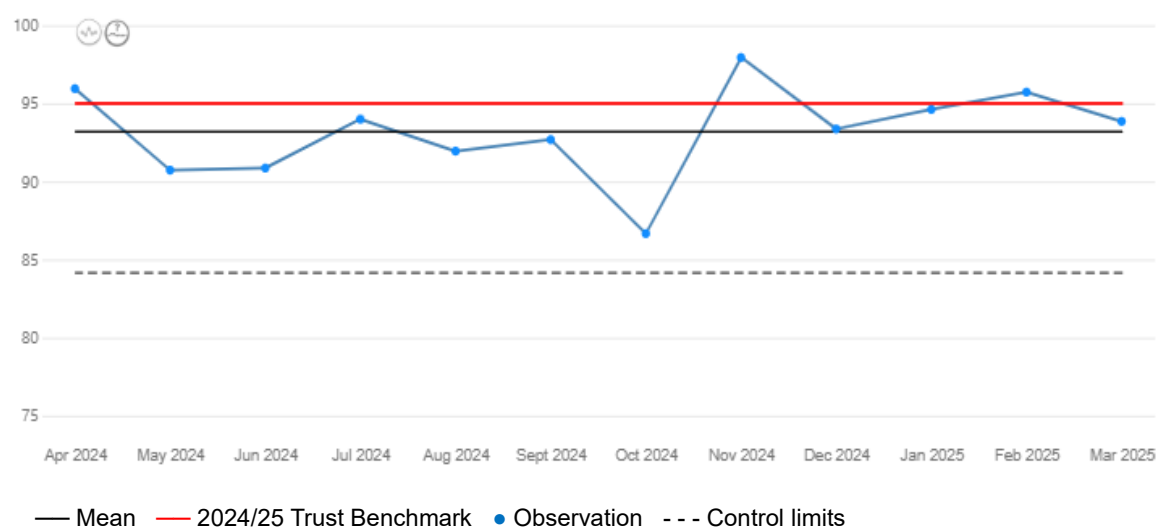


Figure 18. Friends and Family Test scores for inpatient services for Princess Royal University Hospital and South Sites managed care groups

When looking at sentiment analysis, 10,145 sub-themes within the free text comments were identified, of which 70.3% were positive in nature. The sub-themes were grouped, and the main positive and negative themes were analysed:

Top 3 Positive Themes	Count	Top 3 Negative Themes	Count
Staff Behaviour	2,778	Communication	410
Patient Care	2,553	Food and Drink	354
Food and drink	201	Facilities	320

Throughout the year, patients praised the staff on their positive attitude and the care provided. This included respect and dignity, staff introducing themselves and the friendliness of staff. Communication was identified as the most common improvement theme. In relation to food and drink provision, 61.3% of comments were of negative sentiment with patients throughout the year suggesting higher quality and availability of food is required. Suggestions for improvement in facilities included additional space around beds, comfier beds and cleaner areas.

Day case service for Princess Royal University Hospital and South Sites managed care groups received an overall score of 97.6% for the year from 1,593 responses. Throughout the year, the service regularly achieved and surpassed the Trust benchmark. There has been a small improvement in overall score compared to the previous year.

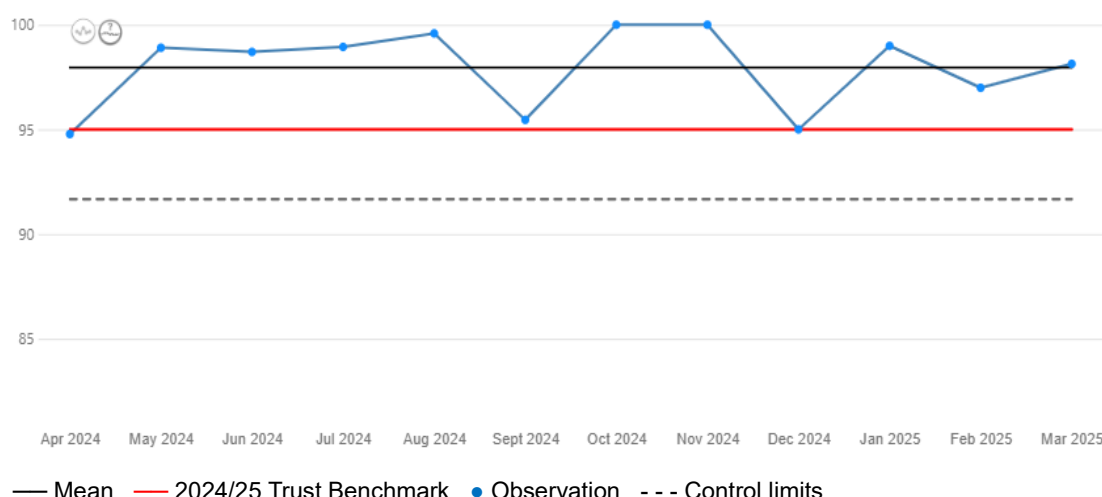


Figure 19. Friends and Family Test scores for day case for Princess Royal University Hospital and South Sites managed care groups

When looking at sentiment analysis, 3,804 sub-themes within the free text comments were identified, of which 90.56% were positive in nature. The sub-themes were grouped, and the main positive and negative themes were analysed:

Top 3 Positive Themes	Count	Top 3 Negative Themes	Count
Staff Behaviour	1,336	Waiting	76
Patient Care	907	Communication	51
Emotional and Physical Support	152	Facilities	38

The service saw an overwhelming amount of praise throughout the year, often being described as helpful, attentive, support and kind. The quality of care was also widely praised. Waiting for surgery and operation continued to be the most common improvement theme during the year, along with communicating updates on delays. Similar to the previous year, facilities were identified as a top area for improvement. However, this was in relation to the cleanliness of toilet facilities and the space of treatment rooms, rather than the waiting rooms.

4.3.2. Outpatient services

Outpatient service for Princess Royal University Hospital and South Sites managed care groups received an overall score of 94.4% for the year from 957 responses. January 2024 to March 2025 saw the largest number of responses collected, primarily from Paediatric Ophthalmology. In comparison to the previous year, there has been a 7% improvement in overall score for the outpatients services.

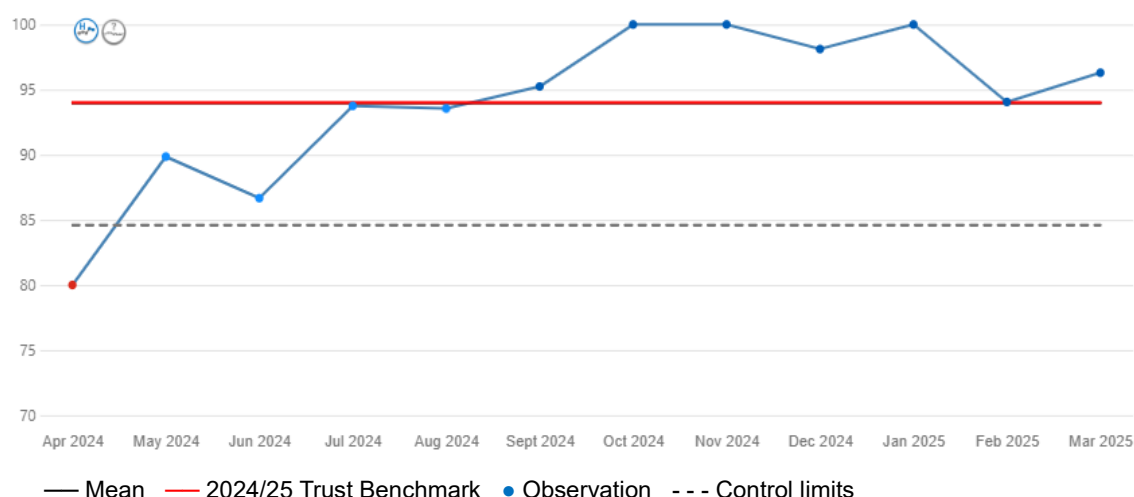


Figure 20. Friends and Family Test scores for outpatients services for Princess Royal University Hospital and South Sites managed care groups

Overall, 3,408 sub-themes were identified from the free-text comments and grouped into themes:

Top 3 Positive Themes	Count	Top 3 Negative Themes	Count
Staff Behaviour	1,026	Waiting	122
Patient Care	668	Communication	61
Emotional and Physical Support	327	Facilities	42

Overall, 97.1% of sentiments were positive in nature with patients praising staff throughout the year for the quality of care received and professionalism shown. Patient often stated feeling reassured and listened to by the healthcare professionals during their appointments. Delays in getting appointments, time spent on the waiting list, appointment availability and time spent in the waiting room after stated appointment time were seen to be contributors to a poorer experience score. Further suggestions for improvement included check-in procedures for appointments.

In November 2024, when Women's Health joined the Site Group, Gynaecology specialty positively impacted the overall scores. Feedback was overwhelmingly positive with patients often commending staff on the care provided and reflecting the overall score of 98%.

4.3.3. Emergency Care & Same Day Emergency Care

Emergency service for Princess Royal University Hospital received an overall score of 72.3% for the year from 2,387 responses, a 4% improvement in overall score compared to the previous year. The Emergency Department received an overall score of 68% from 1,890 responses and Same Day Emergency Care received positive recommendation score of 88% from 497 responses, indicating a significant difference in experience.

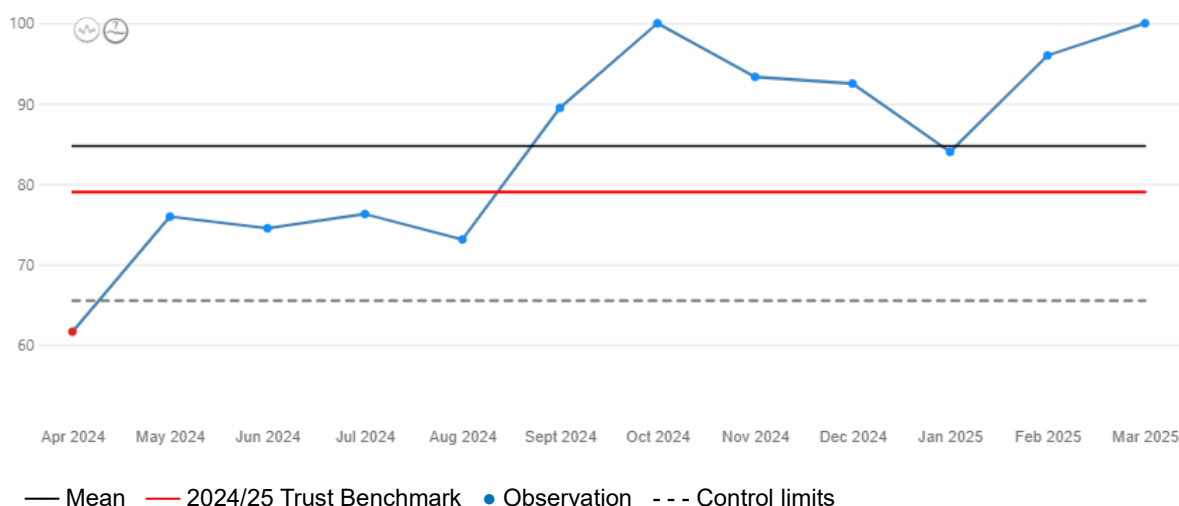


Figure 21. Friends and Family Test scores for Emergency services for Princess Royal University Hospital and South Sites managed care groups

For the overall Emergency services sentiment analysis, 6,690 sub-themes in free-text comments were noted and grouped into larger main themes. 50.5% of themes identified within comments were positive in sentiment.

Top 3 Positive Themes	Count	Top 3 Negative Themes	Count
Staff Behaviour	947	Waiting	994
Patient Care	933	Communication	390
Waiting	351	Facilities	291

Waiting was one of the most common themes identified throughout the year with only 25.5% positive in sentiment. Significant amount of time spent waiting in the departments for examinations, treatment and tests, greatly contributed towards a poorer experience. Patient also regularly expressed poor communication about expected wait times, emergency pathways and between departments. Despite this, medical staff were praised on the emotional and physical support provided, along with the quality of care provided. In Same Day Emergency Care, the quality of care provided by staff was consistently commended with 68% of all themes identified positive in sentiment. Similar to the Emergency Department, long wait times and lack of communication negatively impacted experience.

4.3.4. Maternity

Maternity services based at Denmark Hill received an overall score of 77.6% for the year and from 205 responses due to the change in patient experience system.

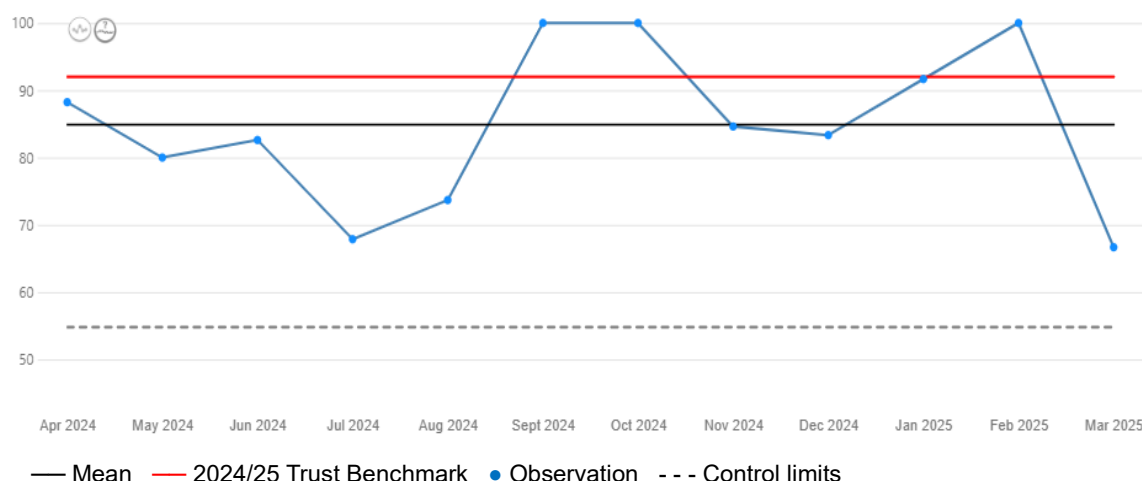


Figure 22. Friends and Family Test scores for Maternity services managed by Princess Royal University Hospital and South Sites – Denmark Hill site

When looking at sentiment analysis, 691 sub-themes within the free text comments were identified, of which 50.3% were positive in nature. The sub-themes were grouped, and the main positive and negative themes were analysed:

Top 3 Positive Themes	Count	Top 3 Negative Themes	Count
Patient Care	122	Communication	50
Staff Behaviour	116	Quality of Care	36
Quality of Care	22	Staff Availability	33

Midwives, doctors and other healthcare professionals were continuously praised for the quality of care provided throughout the year. Many reported positive interactions with staff, commenting on their professionalism and respect and dignity shown. However, women noted conflicting information from different staff was sometimes given, leading to confusion. Furthermore, issues with communication and the perceived lack of staff availability led to women reporting poorer quality of care, including care feeling rushed and staff being abrupt.

Maternity services based at Princess Royal University Hospital received an overall score of 94.9% for the year from 738 responses.

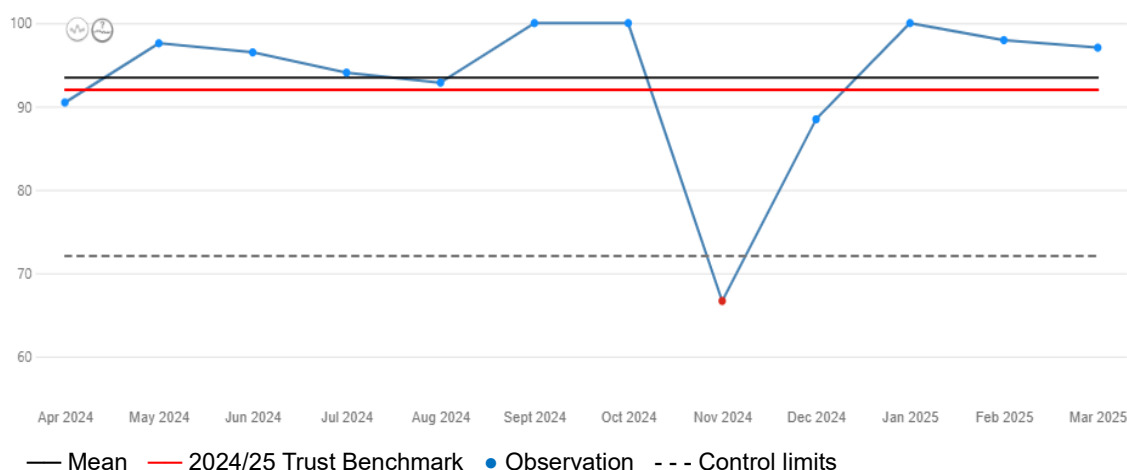


Figure 23. Friends and Family Test scores for Maternity services managed by Princess Royal University Hospital and South Sites – Princess Royal University Hospital site

When looking at sentiment analysis, 2,109 sub-themes within the free text comments were identified, of which 70.6% were positive in nature. The sub-themes were grouped, and the main positive and negative themes were analysed:

Top 3 Positive Themes	Count	Top 3 Negative Themes	Count
Patient Care	561	Facilities	90
Staff Behaviour	557	Communication	81
Emotional and Physical Support	81	Food and Drink	62

Patient care was continuously praised throughout the year, along with the emotional and physical support provided. In the Maternity Unit, more than one response noted a bay with no windows which impacted experience. Additional space around the bed and in the ward was noted as an improvement required. Similar to Denmark Hill, women noted conflicting information from different staff was sometimes given. Lastly, although the quality and selections of food was noted as impacting experience, women also noted the difficulty in having to rely on partners or staff to provide them food. Learning from patient feedback

4.4. Triangulating themes

To ensure that the Trust focuses on improvements that matter to our patients, throughout 2024/2025 we introduced triangulation of data from Patient Advice and Liaison service, complaints and Friends and Family Test.

Time spent on waiting lists and waiting for appointments were seen across all sources of patient feedback. Communication was also the main subject with 53% of comments from Friends and Family Test of negative sentiment. Similar to complaints and Patient Advice and Liaison service, lack of information and updates provided to patients hindered overall experience and satisfaction, highlighting an overall key theme at the Trust and an area of focus.

4.5. Improving our services

As a result of patient feedback, the Trust continues to deploy improvement initiatives including:

Care group	Patient feedback	Improvements undertaken
Respiratory Medicine	Patient felt they were offered limited information in regard to an Endobronchial Ultrasound	Team have updated patient literature to ensure patients are full aware of what to expect whilst undergoing this procedure
Emergency Department	Fracture delay	Team have now lowered threshold for these type of fractures to CT scan as optimal imaging as opposed to x-ray
Paediatrics	Concern over medication dose based on bodyweight	Complaint learning linked into improvement work already underway led by Departmental Medication Safety Group
Emergency Department	Patient with Ehlers-Danlos syndrome felt staff did not have enough understanding of the condition	Practice Development team supporting the department with education, for nurse induction and triage training to improve awareness of this condition to improve the experience of those patients presenting with this diagnosis
Phlebotomy	Paediatric neurodivergent patient had poor phlebotomy experience	Team strengthening link with Paediatric Matron to ensure cohesive approach Staff to attend Oliver McGowan training session. Reiterate use of hospital passports to support individualised care
General Medicine	Complainant reports that hydration and nutrition needs were not adequately met	Complaint themes discussed at ward level, emphasis on recording hydration and nutritional intake. New electronic patient medical record system (EPIC) has offered better oversight of nutrition and hydration management, including whiteboard that supports effective handover process. Highlights current changes to dietary requirements for multi-disciplinary teams to view supports interdisciplinary communication, integrated care planning and custom nutrition plans based on individual requirements.
Neurosurgery	Patients not receiving timely updates about their care, reported via Patient Advice and Liaison service	In February 2025, Neurosurgery restructured its administration staff and created new sub-specialty admin support to enhance patient care by ensuring timely intervention when responding to queries. The Head of Patient Advice and Liaison Service has also shared information with the care group to support their local response to concerns and the early data shows that patients under neuro spine, contact PALS the most, anticipating support with progressing their care whether this is an earlier appointment, update on case review, results or follow up plans.

Speciality Medicine	Patients reporting issues with appointments and communications via Patient Advice and Liaison service	Speciality Medicine care group implemented and number of successful initiatives, which resulted in a 57% reduction in contacts from patients relating to appointments
Trust-wide	Patients reporting issues with communication via Friends and Family Test	'Show Me You Care', a Trust-wide interactive training programme to improve communication between patients and staff was introduced. It is currently provided on a quarterly basis to resident doctors as part of the Specialty Lead Registrar Development Programme. Plans are in place to accredit the training and roll it out to all non-clinical staff.

5. Plans for 2025/2026

To build on the successes of 2024-2025 and enhance not only our data collection but also improvements initiatives and compliance with targets and Key Performance Indicators, in the next 12 months the Trust will:

- (1) make it compulsory to collect information about protected characteristics for its complaints and Patient Advice and Liaison service to enable us to identify any inequalities experienced by our communities
- (2) trial new ways of working to enhance responsiveness and better embed learning and improvements in response to patient feedback
- (3) introduce tracking of complaints response rates to identify those care groups needing further support and to ensure local processes are efficient
- (4) introduce new ways for patients to share their feedback in accessible ways
- (5) align support for staff who are subject of a complaint or affected by a complaint, using the PSIRF compassionate engagement principles for staff
- (6) support workstream with London School Economics considering AI capabilities to draw detailed themes from complaints.