



EENA Operations Document

Capturing Feedback from Stakeholders

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1. Introduction

Stakeholder feedback is an essential part of any business, service or process. Feedback encompasses all aspects of communication about the delivery of the service be that comments, questions, complaints or concerns about the service. It is one of the key measures that delineates whether the service being delivered is right or wrong, whether it meets expectations or not, whether reputations are made or lost. Within the world of PSAPs, stakeholder feedback could be emotively described as a life or death process.

In common parlance the term "feedback" has come to serve as a euphemism for criticizing others, as in "the boss gave me feedback on my presentation." This document does not intend for feedback to be used in the context of a criticism. Feedback within this document means information sought or supplied that is used in a positive manner for learning, improvement and development within a self-reinforcing or self-correcting process.¹

Most European emergency services have feedback procedures. The scope of this document is to gather information on this issue and outline some of the 'best practice' approaches from the authorities' perspective. The description of practices was obtained through information sent by EENA members. As a conclusion, recommendations and EENA requirements are described.

2. Abbreviations and Glossary²

- Stakeholder: person or group that has an investment, share, or interest in something, as a business or industry. (<http://dictionary.reference.com/browse/reaction>)
- Feedback: a process in which information about the past or the present influences the same phenomenon in the present or future (http://en.wikipedia.org/wiki/Feedback#cite_note-sterman-10)
- Feedback Loop: the complete causal path that leads from the initial detection of the gap to the subsequent modification of the gap (http://en.wikipedia.org/wiki/Feedback#cite_note-sterman-10)

3. Rationale for Feedback

Stakeholder feedback is a key aspect of measuring and improving the service delivered. Collecting Stakeholder feedback allows the service to:

- Identify issues (positive and negative)
- Correct areas of concerns
- Improve service delivery
- Save money (through improved processes and reduced litigation)
- Improve relationships with stakeholders
- Improve reputation with stakeholders
- Avoid future litigation
- Make 'informed' management decisions about future processes
- Correct deficiencies
- Identify training needs
- And identify star employee's

¹ Summarised from John D. Sterman, Business Dynamics: Systems Thinking and Modelling for a Complex World McGraw Hill/Irwin, 2000. ISBN 978-0-07-238915-9

² All definitions of terms and acronyms related to 112 are available in the 112 Terminology EENA Operations Document <http://www.eena.org/view/en/Committees/112operations/index/generalframework.html>



Not only does feedback help improve service delivery through process review, it helps support, inform and improve Governance arrangements, Safety and Risk management, and Financial Control and Contract supervision.

4. Related Standards

Supporting this, there are many standards that exist that require that Stakeholder feedback is requested, processed, reviewed and acted upon. Standards such as ISO9001:2008³ and the UK's Customer Service Excellence Awards⁴ are predicated on the "Stakeholder", delivering a quality service and actively seeking feedback on that service in order to improve. Other standards that look at Stakeholder Feedback include:

- ISO 10001:2007, on customer service conduct
- ISO 10002:2004, on quality management in handling customer complaints
- ISO 10003:2007, on dispute resolution
- The International Customer Service Standard (TICSS)

5. Obtaining Feedback

In essence, PSAPs are no different to any other service delivery organization in the way they operate, although it is accepted that there may be a greater impact on life and limb (and possibly life or death) following bad service delivery from a PSAPs.

The process of taking a telephone call, identifying the order and defining the location for delivery is the same as any other service industry such as the automotive industry or others.

All the companies take an order and deliver the goods to a defined address. To improve and ensure that the best possible service is being delivered all want to know, what went wrong, what went right, what they could change and what learning they can do to improve? PSAPs must be no different and actively seek their stakeholder's feedback. If anything the process of obtaining, receiving and dealing with feedback is of far more importance for PSAPs.

There are several different types of stakeholder that should be considered (Picture 1). Stakeholders will include, but again not be limited to:

- Primary stakeholders such as employees;
- Secondary stakeholders such as callers
- Tertiary stakeholders such as suppliers, regulatory bodies and industry experts.

Stakeholders as, previously described can be either internal to the PSAPs or external to the PSAPs. They provide the opportunity to scrutinize how the authority 'actually' operates internally and externally be that either real or perceived. The Feedback can be either inward or outward (sent to the PSAPs or sought by the PSAPs) (shown in Picture 2).

³ http://www.iso.org/iso/home/standards/management-standards/iso_9000.htm

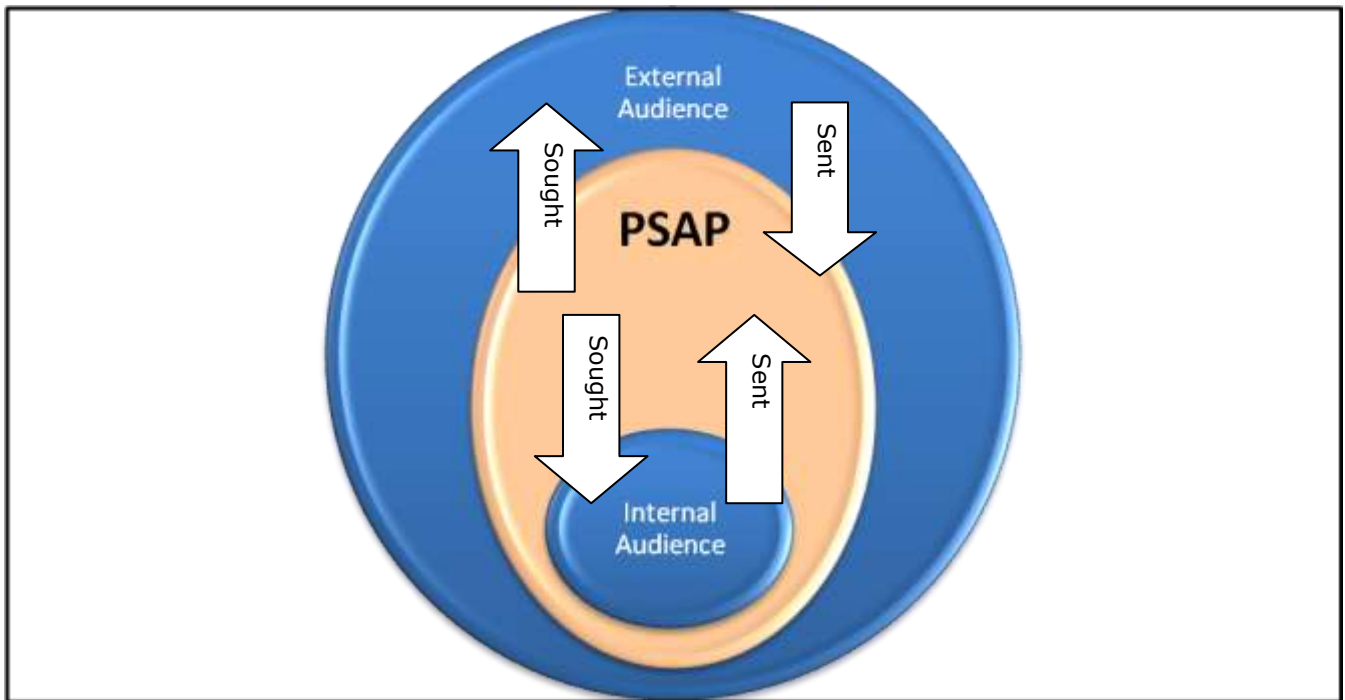
⁴ <http://www.customerserviceexcellence.uk.com/aboutTheStandardCSE.html>

Venn diagram of Stakeholders (not comprehensive)



Picture 1

Feedback flow



Picture 2

Frequently the best form of feedback is that which is proactively gained. There are many types of feedback ranging from the complaint through to receiving a letter of appreciation, these include but are not limited to:

- Focus Groups (face to face meetings with a small number of people using a semi structured questioning approach to identify thoughts, feelings, trends and patterns in delivery as seen by the "User")
- Complaint review (the review of Complaints (received through whatever means) to analyse trends and patterns or individual serious incidents that require intervention to improve delivery)
- Letters of appreciation (measure and identify the good as well as the bad)
- Telephone and online surveys (set up a facility for staff)
- Face to face questionnaires
- Independent (by an external party such a consultant or assessment body) observations (to assess if the activities undertaken match the policy/procedure or required activity)
- Internal audit (following a chain of evidence, call flow, or procedure to ensure in delivers what it was intended to do)
- Internal (by an internal member of staff) observation (to assess if the activities undertaken match the policy/procedure or required activity. This may have an in-built bias)
- How the EA compares against the standards it has been set. This itself is importance feedback to an organisation.

Feedback will be either quantitative or qualitative:

- *Quantitative* feedback tells us how much and how many
- *Qualitative* feedback tells us how good, bad or indifferent⁵

⁵ Thomas K. Connellan and Ron Zemke, "Sustaining Knock Your Socks Off Service" AMACOM, 1 July 1993. [ISBN 0-8144-7824-7](https://www.amazon.com/Sustaining-Knock-Your-Socks-Off-Service/dp/0891901444)



In can also be:

- Informational: providing information on a given area
- Motivational: stimulating the desire to change or improve in that area

Stakeholder feedback must be considered a fundamental aspect of a PSAPs on-going progress and development. Nothing is ever perfect and therefore there is never a reason not to collect feedback! The Plan – Do – Check – Act cycle (Appendix 1) provides a good start for building Stakeholder Feedback into working practices.

**“If we always do what we’ve always done, we’ll always get what we’ve always got!”
Henry Ford (1863-1947)**



6. Using Feedback

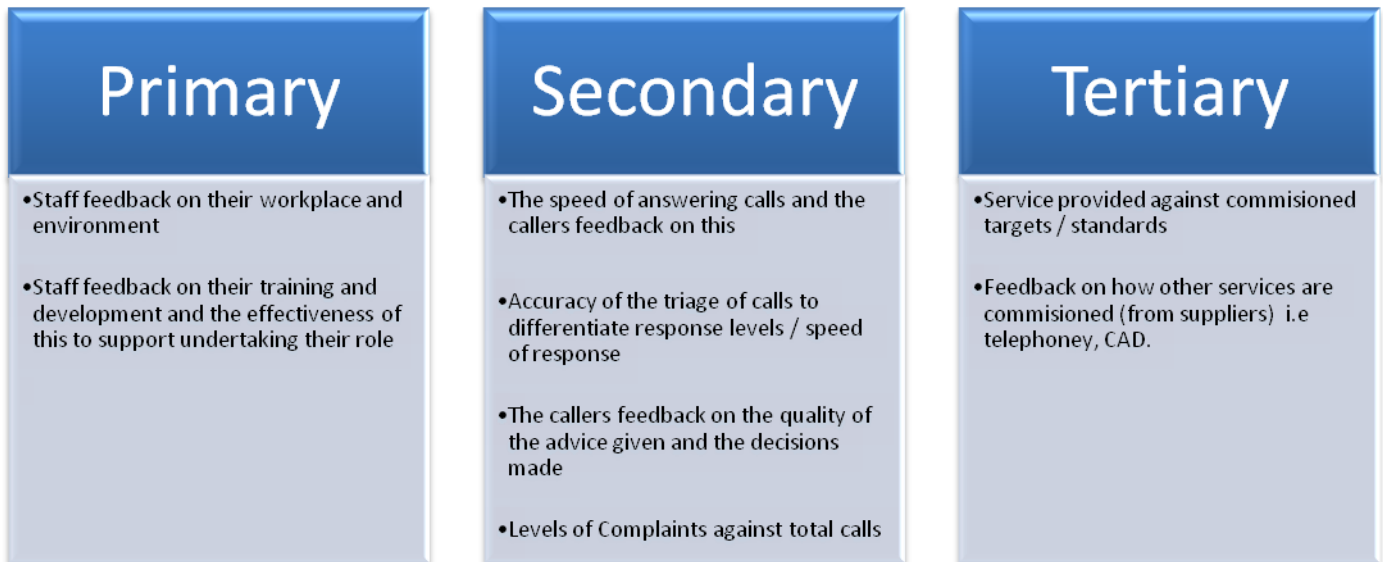
PSAPs must use **all** feedback as a driver for change and improvement and be able to evidence this with examples. Feedback must be seen as a component part of the PSAPs Governance arrangements, Safety and Risk management, and Financial Control and Contract supervision. The process must be open and transparent and foster a culture receptive of adopting new practices and learning. The process must be documented and a formal process adapted and employed.

Feedback must therefore be an integral aspect of all activity and as such, methods should be employed to garner regular stakeholder feedback to use and define standards, identify satisfaction and dis-satisfaction rates, identify areas of improvement and enable good practice to be recognised. It must be used to develop improvement action plans, identify areas of non-conformity with internal policies and procedures, identify gaps in existing policy and procedures and flag bad practice. Feedback should also be used to identify and then share elements of good practice.

Where appropriate, feedback should lead to an offer of an apology for any short comings in service delivery that are identified and remedial action taken.

Where feedback is as the result of a complaint, it should be resolved speedily and efficiently and, during the investigation, keep the complainant informed as to the progress of the investigation. Feedback will be acknowledged and acted upon by placing a focus on the issue raised rather than the mechanism used to raise it.

Within PSAPs there are a number of various parts of an overall process that should be open to scrutiny and feedback. This should include, but not be limited to:





7. Policy and Procedure

All PSAPs must have clear Stakeholder feedback standards and objectives (satisfaction/quality) to achieve in order to monitor, maintain and improve their service delivery and a clear policy on how they will achieve them.

All PSAPs must have Policies and Procedures in place that clearly identify how the PSAPs can receive all types of feedback including dealing with complaints and obtaining feedback.

Where feedback originates as a complaint then there must be a clear Procedure of how that complaint will be dealt with including the timeliness of the response and how the complaint will be investigated.

All PSAPs will have clear procedures to identify how they will obtain Stakeholder feedback in a measurable, auditable and comparable manner. This should include the methodology, the objectives, the frequency and the rationale for seeking the feedback.

All PSAPs must have Procedures describing how feedback will be used by the PSAP to review and improve service delivery. Learning may take place on three distinct levels:

- Personal and peer learning
- Organisational learning
- Learning across the wider service economy



8. Examples of Feedback in Action

Individual examples of Feedback directed to the Emergency Authority

The caller was a first aider of 30 years experience who felt that it had not been made clear whether an ambulance was being sent, which led to an altercation with the call handler. The quality assurance report concluded that the call handler could have better explained the procedure. We were able to clarify the systems used. The caller welcomed this explanation and advised that he would share this information with first-aider networks so as to increase awareness of the call management process.

London Ambulance Service NHS Trust
http://www.londonambulance.nhs.uk/about_us/what_we_do/our_patient_experiences_dept/examples_of_learning.aspx

In 2009/10 SECamb conducted its second region-wide patient and public satisfaction and perception survey, to build on the first survey undertaken during 2008. The aim was to examine any changes in results over the past two years, and use that information to help to provide services that patients and the public want, as well as testing public and patient understanding of our services.

The survey results showed that people feel there has been progress made in involving and engaging with local communities over the last two years and would like to see this continue. However, we recognise that we need to work harder to communicate who we are and what we do. Part of this is utilising different methods of communication, including the Trust's new website as use of the internet was listed as one of the most preferred methods of finding out information about the Trust.

South East Coast Ambulance Service NHS Foundation Trust
http://www.secamb.nhs.uk/about_us/our_performance/patient_public_satisfaction/mori_survey.aspx

Londoners with non-urgent medical conditions who have phoned for an ambulance or been treated by ambulance staff are very satisfied with the level of care they received.

A survey of these patients, termed Category C, was carried out last year by the Care Quality Commission. It focused on the views of people whose conditions were assessed by call-takers to be behind conditions that are immediately life-threatening (Category A), or serious but not immediately life-threatening (Category B).

During 2008/09 the Service received 324,251 Category C calls, almost 23 per cent of the total calls received. Patients in this category include those with back pain, ankle injuries, headaches, or people who have had a minor fall but have not reported symptoms that would suggest they were in a serious or life-threatening condition. The survey showed that many of these patients have long term conditions (60 per cent in London).

Ninety-seven per cent of respondents said that they had received a good, very good or excellent level of care. Service staff attending the calls were also found to be reassuring. Ninety-seven per cent of patients said that they felt reassured and 99 per cent had trust and confidence in the staff who attended them. Patients felt they were treated with dignity and respect (97 per cent) and 98 per cent felt staff explained their care and treatment in a way they could understand.

London Ambulance Service NHS Trust
http://www.londonambulance.nhs.uk/news/news_archive/service_receives_positive_feed.aspx



Madrid Civil Protection:

SAMUR - Civil Protection: Most valued Public Service by citizens of Madrid

The Survey of Quality of Life and Satisfaction with Public Services in the City of Madrid 2012, conducted by the Directorate General of Quality and Attention to Citizens of the City Council of Madrid, aims to determine the degree of satisfaction of the citizens with the quality of life in the city and the activities and services provided by the City Council.

The methodology is based on a sample of 2,520 interviews conducted with people living in Madrid for at least six months before the date of the interview. The survey is carried out by an external company in order to enhance the objectivity of the data.

Thus, the opinion of people who know the city and its services is sought. The graph below, copied from original survey report, shows the value of each service by citizens.

SAMUR Civil Protection has been the most valued public service by the citizens of Madrid, ahead of Fire Department and Subway Company, which always have been two of the most remarkable services in the City.

[Ayuntamiento de Madrid - SAMUR](#)

Toronto’s Emergency Medical Services: Leave a comment on our service

<http://www.torontoems.ca/main-site/contact/comments.html>

9. EENA recommendations

Stakeholders	Actions
European Authorities	Pan-European surveys and inquiries of the satisfaction of European citizens
National Government	Set Standards / monitor standards / review European best practice
National / Regional Authorities	Set Standard Periodical citizen’s satisfaction inquiries Accessible procedure for citizen and emergency services communication
Emergency services	Acting on feedback Change management

10. EENA Requirements

Requirements	
Have clear policies and procedures in place for receiving feedback Internal and external feedback	Compulsory
Have clear policies and procedures in place for obtaining feedback	Compulsory
Have clear policies and procedures in place for acting on feedback	Compulsory
Have clear policies and procedures in place for putting feedback into action	Compulsory
Have clear Service Standards to measure feedback against	Compulsory
Maintain evidence of where Feedback has led to change, what that change has been and the impact of that change	Compulsory

Plan Do Study Act (PDSA) Cycle

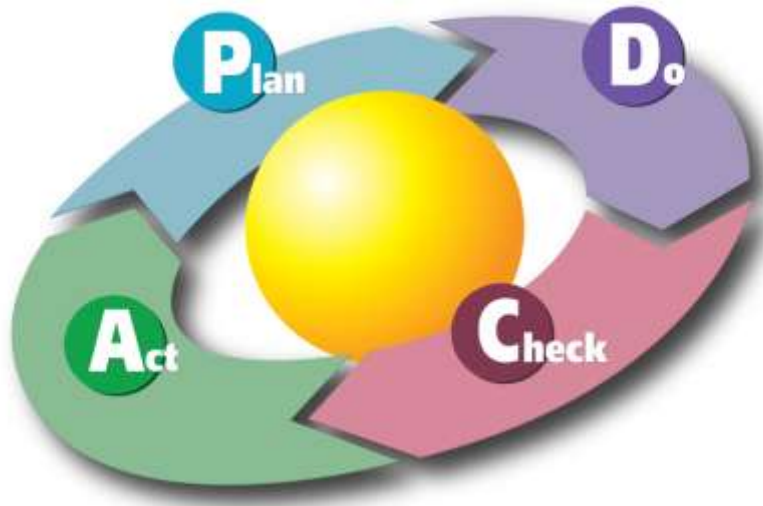


Diagram by Karn G. Bulsuk

PLAN	Plan what it is you are going to do and how you are going to do it.
DO	Do what you are going to do
CHECK	Then Check what you have done is what you intended – review the FEEDBACK. Study the actual results (measured and collected in "DO" above) and compare against the expected results (targets or goals from the "PLAN") to ascertain any differences. Look for deviation in implementation from the plan and also look for the appropriateness and completeness of the plan to enable the execution.
ACT	Identify the corrective actions on significant differences between actual and planned results. Analyse the differences to determine their root causes. Determine where to apply changes that will include improvement of the process or product. When a pass through these four steps does not result in the need to improve, the scope to which PDCA is applied may be refined to plan and improve with more detail in the next iteration of the cycle, or attention needs to be placed in a different stage of the process.

Summarised from the ISO 9001 Quality Management Systems - Requirements. ISO. 2008. pp. vi.