

A large teal circular graphic that frames the main text on the page.

# Impact Report

2023 – 2024

Influence • Inspire • Empower

# Foreword

I'm delighted to introduce our annual impact report for 2023/24. This year, we have made important progress against our strategic goals and we have continued to support health and care professionals, providers, and regulators to understand, measure, and improve people's experiences of care.

Throughout this report, you will find examples of how our work has advanced our vision of the highest quality person centred care for all, always. These cover a striking range of activity – participating in a leading policy research unit, coordinating the world's largest workforce survey, hosting national events, and supporting the use of our tools internationally, to cite just a few examples. These show how we have been able to use our expertise and experience to support positive change in challenging times.

Naturally this has made for a busy year, and I am grateful to our team for their dedication and excellent achievements. I'm also appreciative of the contribution of our Board of Trustees, who have provided invaluable input to our strategic plans. We are looking forward to continuing our work together in 2024/25 with an ambitious programme of development.

**Angela Coulter**  
Chair of the Board of Trustees





*“I’m proud of the progress we have made and the things that we have achieved in 2023/24.”*

# Our Picker Principles

Our eight Picker Principles of Person Centred Care underpin everything we do, providing a consistent, evidence-based framework for our work around the globe. The Principles outline what matters most to those who use care services, and specify the eight key elements which should remain non-negotiable when delivering care.

## Looking back on a successful year

This year, 2023/24, marked the 75<sup>th</sup> birthday of the National Health Service in England. At times it has felt like there has been little for patients, the public, and staff to celebrate.

The service has continued to struggle with the aftereffects of the Covid-19 pandemic: waiting times have grown to record levels, measures of patient experience and public satisfaction have shown marked declines, and services have been affected by industrial action in protest at pay.

Against this backdrop, Picker’s vision is particularly important and carries huge contemporary relevance. Efforts to improve services must be mindful of the things that matter most to patients and service users. Our research and evaluations – including national patient and staff survey programmes in England – continue to spotlight these priorities and provide vital insights.

As well as working with the NHS, we have partnered with a diverse range of public and private organisations in the UK and internationally. We have also worked with private sector partners across health and care, particularly through our subsidiary, Picker HWA, which celebrated its second birthday in 2023.

Partnership working is an important part of our approach. This year, we have continued to partner with leading organisations in the Quality, Safety, and Outcomes of Health and Social Care Policy Research Unit.

We also worked closely with our inspiring colleagues at the Point of Care Foundation to co-host our first national symposium on care experiences together, providing an important opportunity to reflect on the role of feedback in understanding, improving, and humanising care.

Similarly, we were delighted to support the Patient Experience Network’s National Awards, a powerful showcase of best practice in person centred care – and I am excited that the Patient Experience Network will become part of Picker in 2024/25.

I’m proud of the progress we have made and the things that we have achieved in 2023/24. It has, as always, been a team effort: I am grateful to my wonderful colleagues at Picker and Picker HWA for their hard work throughout the year. I’ve also been pleased to welcome new colleagues and Trustees as we have grown throughout the year.

After such a successful and positive year for our Group, I am enthusiastic about what we can accomplish together in 2024/25.

**Chris Graham**  
Group CEO



*Picker Principles of Person Centred Care*

*We*

# Influence Inspire Empower

*the highest quality  
person centred care  
for all, always*

# Our Mission In Action

We use our *knowledge & expertise* in understanding, measuring, and improving people's experiences to advance the quality of person centred care.

## Understanding

### Quality, Safety, and Outcomes of Health and Social Care Policy Research Unit

Integrated care is crucial for delivering sustainable, cost-effective health and social care centred on the needs of people.

The introduction of *Integrated Care Systems (ICSs)* sees partners come together to plan and deliver joined up services, improve outcomes, tackle inequalities, and support productivity.

Between 2021 and 2023, as part of the *Quality, Safety, and Outcomes Policy Research Unit*, we explored approaches to the management and improvement of quality in ICSs.

Findings show that specific arrangements for how quality will be addressed are developing and the degree of change required to meet quality responsibilities is daunting.

This research demonstrates that the work required in setting up new structures and processes for system governance should not be underestimated.

### Care Quality Commission

As part of our partnership with the *Care Quality Commission (CQC)*, we are carrying out research to better understand how to gather the experiences of parents who have faced pregnancy and newborn baby loss.

Knowing that there is a gap in the consistent and systematic collection of feedback in this area in England, we aim to pinpoint the most effective methods for gathering insights from parents.

Through consultation with a range of stakeholders including bereaved parents and midwives a set of recommendations will be made on how CQC can ensure the views of bereaved parents are captured so they can be used to understand and improve the quality of maternity care.

### Collaborating and improving across borders

Throughout 2023 we have continued to develop the Picker International Experience Network (PIEN) to better enable partners to:

- Share aggregated findings regarding people's experiences of care.
- Compare results across geographies.
- Support greater understanding and opportunities for learning and improvement.
- Create a unique community collaborating and sharing international best practice in improving people's experiences of care.

To date we are delighted to have identified partners from England, Europe, The Middle East, and South Africa.

We expect the first cohort of partners to be ready to share aggregated country level data during 2024/25. We will be developing a programme of activity around this and subsequent data collections.

If you are interested in finding out more and/or becoming a PIEN partner, please get in touch at [info@pickereurope.ac.uk](mailto:info@pickereurope.ac.uk)

“ We aim to understand what matters to people using health and care services - and to find the best ways to gather their feedback. ”

# Measuring

## Partnering with other charities

Working towards improving the experience of people living with specific conditions remains a key theme of our work. This has been particularly notable in our partnerships with international charities.

We were proud to partner with the International Kidney Cancer Coalition, Acute Leukemia Advocates Network (ALAN), Chronic Lymphocytic Leukaemia Advocates Network (CLLAN), Chronic Myeloid Leukemia Advocates Network (CMLAN), Lymphoma Coalition, and the Myelodysplastic Syndromes Alliance.

Through this range of innovative projects, we were able to represent people's care experiences across 80 countries globally, capturing and analysing over 20,000 responses. The findings have been shared around the world. By increasing insight into the experiences of those living with these conditions, plans to improve the quality of care can develop.

Represent people's care experiences across  
**80 countries globally**

Opportunity for over  
**800k**  
NHS colleagues  
to share their experiences

Partner with  
**over 140**  
NHS organisations

Report on more than  
**190k**  
care experiences

## Understanding and improving NHS workforce experiences

The NHS Staff Survey is the world's largest single workforce experience evaluation.

It is a key source of insight for NHS England and local NHS organisations across the country. In partnership with NHS England, Picker is involved in both the design of the programme and the dissemination of findings. We also partner with over 140 NHS organisations to support them to conduct, understand and action on the findings of the 2023 NHS Staff Survey.

This work provided the opportunity for over 800,000 NHS colleagues to share their experiences. This year, we have continued to invest in supporting health and care organisations to maximise the positive impact of their findings - providing high quality data and insights to support service development and improvement. We also hosted two national quality improvement events and went on to work with local teams at 14 partner organisations.

## Private sector health and care

Understanding and improving the experiences of all patients and colleagues plays an important role in evidencing and sharing excellence in relation to person centred care.

During 2023/24 we increased the breadth of our impact, partnering with private sector health and care organisations to collect and report on more than 190,000 care experiences.

This work covered hospital, tertiary, and care home settings. It included the release of a private sector benchmark service alongside our consultant experience programme. In this, we shared consultant clinicians' experiences of working across the private sector.



# Improving

## Improving emergency air ambulance services across Wales

During 2023 the Emergency Ambulance Services Committee (EASC) commissioned Picker to support the Emergency Medical Retrieval and Transfer Service Review.

The review process aimed to explore and maximise the additional activity that could be achieved from existing emergency retrieval air ambulance bases and to consider options to reconfigure the service.

It was critical to effectively engage with the public in the reconfiguration of the service. We designed and delivered an approach that collected a representative set of over 1,250 responses on a range of topics related to the Service Review.

This included views as to the most important aspects of any service reconfiguration:

1. Everyone in Wales should have equal access to the service
2. The service should be structured to treat as many people as possible
3. Before any change happens, there must be a plan for the service to support patients to the same standard as it does today

These public perceptions will form an integral part of the decision-making process as the service improvement activity commences during 2024 and beyond.

“The whole day was full of interest. I came away feeling more positive about making change in the NHS than I have done for some time.”

Attendee Quote

## Novartis

In 2023/24 we continued to partner with pharmaceutical industry innovator Novartis in their pursuit of delivering excellence in evaluating care experiences.

Picker’s e-learning programme teaches Novartis colleagues how to conduct primary market research with patients and caregivers. Starting with Picker-led sessions, these transition to train the trainer and online self-learning approaches ensuring sustainability and maximum access across teams.

The programme supports Novartis’ commitment to listen to patients and caregivers about their experiences. This process uncovers unmet patient needs where impact can be made. Elevating the patient voice in the medical community and improving safety of care provision are also examined.

This commitment to excellence in understanding and evaluating care experiences demonstrates the value of listening to patients and caregivers and keeping people’s care experiences at the heart of every decision.

## Care Experience Symposium

With health services under pressure and people reporting poorer experiences of care, the question of how insight can guide improvement is more important than ever.

In November 2023, we co-hosted a national symposium on care experiences with our partners at the Point of Care Foundation.

The symposium explored a theme of learning from experiences and humanising care by listening to patients and staff. Featuring a combination of presentations and participatory events, it looked at the power of data and stories to understand and improve person centred care.

The result was a novel and empowering event that highlighted the profound impact of health experiences on patients and staff alike.

The value of seeing “the person, not the patient” was emphasised. We received highly positive feedback from attendees and are looking forward to building on this with a new edition of the event in early 2025.

“I came away reinvigorated and with ideas of new things to try, do or explore further. Thank you, the event lived up to the usual Point of Care Foundation and Picker high standards I’ve come to know.”

Attendee Quote

# Our Year In Figures

We provided the opportunity for over

# 1.8 MILLION

patients, service users, and staff to evaluate their experience of care.

We have supported more than

# 230 ORGANISATIONS

to understand, measure, and improve people's experience of person centred care all over the world.

# 170+

Picker experience evaluation toolkits active globally.

We worked with partners to share positive practice including judging and sponsoring the Patient Experience Network National Awards (PENNA) 2023 and co-hosting the Care Experience Symposium with the Point of Care Foundation (POCF).

We have hosted **MORE THAN 55**

workshops and presentations

To help service providers better understand national survey data and thus drive quality improvement.








We have published **7** original research articles, & presented at **6** national & international events sharing our knowledge and expertise.



## Address

Picker Group  
Suite 6, Fountain House  
1200 Parkway Court  
John Smith Drive  
Oxford OX4 2JY

## Contact details

-  +44 (0)1865 208100
-  [Picker.org](https://www.picker.org)
-  [pickereurope](https://twitter.com/pickereurope)
-  [picker-institute-europe](https://www.linkedin.com/company/picker-institute-europe)
-  [pickereurope](https://www.facebook.com/pickereurope)

Registered Charity in England and Wales: 1081688

Registered Charity in Scotland: SC045048

Registered Company Limited by Guarantee: 0390816