



Influence • Inspire • Empower

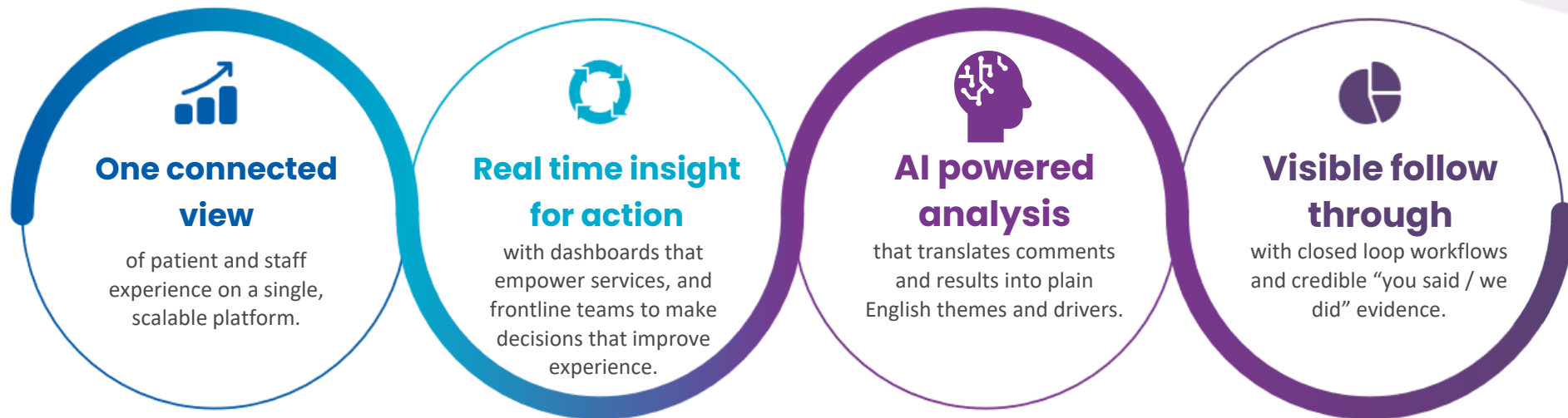
Picker & Qualtrics on G-Cloud 15

picker.org

Picker & Qualtrics



Picker and Qualtrics enables organisations to understand, improve, and sustain patient and staff experience at scale. We combine Picker's independent, evidence based approach with the Qualtrics Experience Management (XM) Platform to turn feedback into action, behaviour change, and measurable improvement.



These capabilities enable teams to make better decisions faster, strengthen quality and safety, and reduce duplication across tools and processes.

Why Picker & Qualtrics



Independent and improvement first: as a non profit, Picker brings trusted methods, national programme expertise, and a proven track record of transforming patient and staff experience.

Enterprise grade technology: Qualtrics delivers scalable listening, analytics, and automation on a single platform.

Assured delivery: a clear implementation model, strong governance support, and a service lifecycle that builds capability and value.

Future proof and flexible: modular programmes, standards aligned methods, and open integration patterns that evolve with your needs.

How the solution is delivered



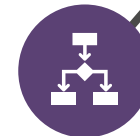
Qualtrics XM Suite (CX, EX, Strategy & Research) provides the secure, flexible foundation for continuous listening and research across journeys, settings, and channels.



Picker's pathway led implementation turns the platform into practice through a simple, proven model: **Define** priorities, **Design** the listening and action framework, **Deploy** the platform, **Drive** adoption and governance, and **Develop** to scale and improve over time.



Support on your terms: choose **Enable** (we guide), **Deliver** (we build with you), or **Manage** (we run it) - with service onboarding, training, ongoing support, and structured offboarding.



The result is a reliable, **person centred insight system that improves decision making**, strengthens assurance, and supports culture and performance across services and systems.

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Picker: from Principles to Practice

Our why

When people need health and care services, they are often at their most vulnerable. In those moments, they want to be cared for safely and effectively, treated as individuals, and supported in ways that reflect who they are and what matters most to them.

This principle sits at the heart of person centred care and has guided Picker's work for over two decades. By embedding compassion and dignity in every interaction, person centred care improves outcomes, strengthens safety and quality, increases efficiency, and helps reduce inequalities.

These benefits depend on valuing staff experience as much as patient experience. People cannot deliver person centred care unless they experience it themselves, which is why supportive, respectful working environments are essential to high quality care.

Public services need more than satisfaction scores; they need a repeatable insight-to-action system. By linking experience evidence across patients and staff, organisations gain a clearer understanding of culture, safety, and quality. This enables earlier risk identification, better prioritisation, and improvements that strengthen outcomes, experiences, and trust.

Picker exists to support the creation of cultures, systems, insights, and standards where the highest quality person centred care becomes the reality for all, always.



What we offer

Picker works with health and care providers, commissioners, and systems across the UK and internationally.

Our work helps organisations to:

- Understand and measure patient and staff experience
- Access trusted, validated question sets and evidence based tools
- Benchmark performance locally, nationally, and internationally
- Use insight to strengthen safety, quality, culture, and performance
- Build capability through structured learning and development
- Connect with peer organisations through networks, forums, and shared improvement communities

We support organisations at multiple levels, from frontline teams to boards and integrated care systems, always aiming for practical, sustainable approaches that enhance care quality, workforce wellbeing, and public trust.



The Picker Pathway



Improving experiences of care is not abstract. It happens when people, teams, and systems work with clarity and purpose. Picker's approach combines evidence based practice, person centred principles, and structured methods that help organisations understand what matters, act with confidence, and embed behaviours that sustain improvement.

This approach is brought together through four connected pillars that provide a clear, trusted, and internationally recognised framework for achieving person centred excellence.

Our four connected pillars:

Enabling transformation through person centred approaches

Grounded in the Picker Principles of Person Centred Care and operationalised through the Picker Experience, which sets out a shared definition of excellence and provides a structured pathway to achieve it.

Driving improvement understanding & measuring what matters

Through validated tools, research programmes, benchmarks, and delivery services, we transform feedback into trusted evidence that supports improvement across systems and services.

Building capacity to grow person centred practice

Through the Picker Experience Institute and our Person Centred Care Competency Framework, we help teams build the skills, behaviours, and values required to deliver high quality person centred care through evidence based training.

Connecting communities to inspire excellence

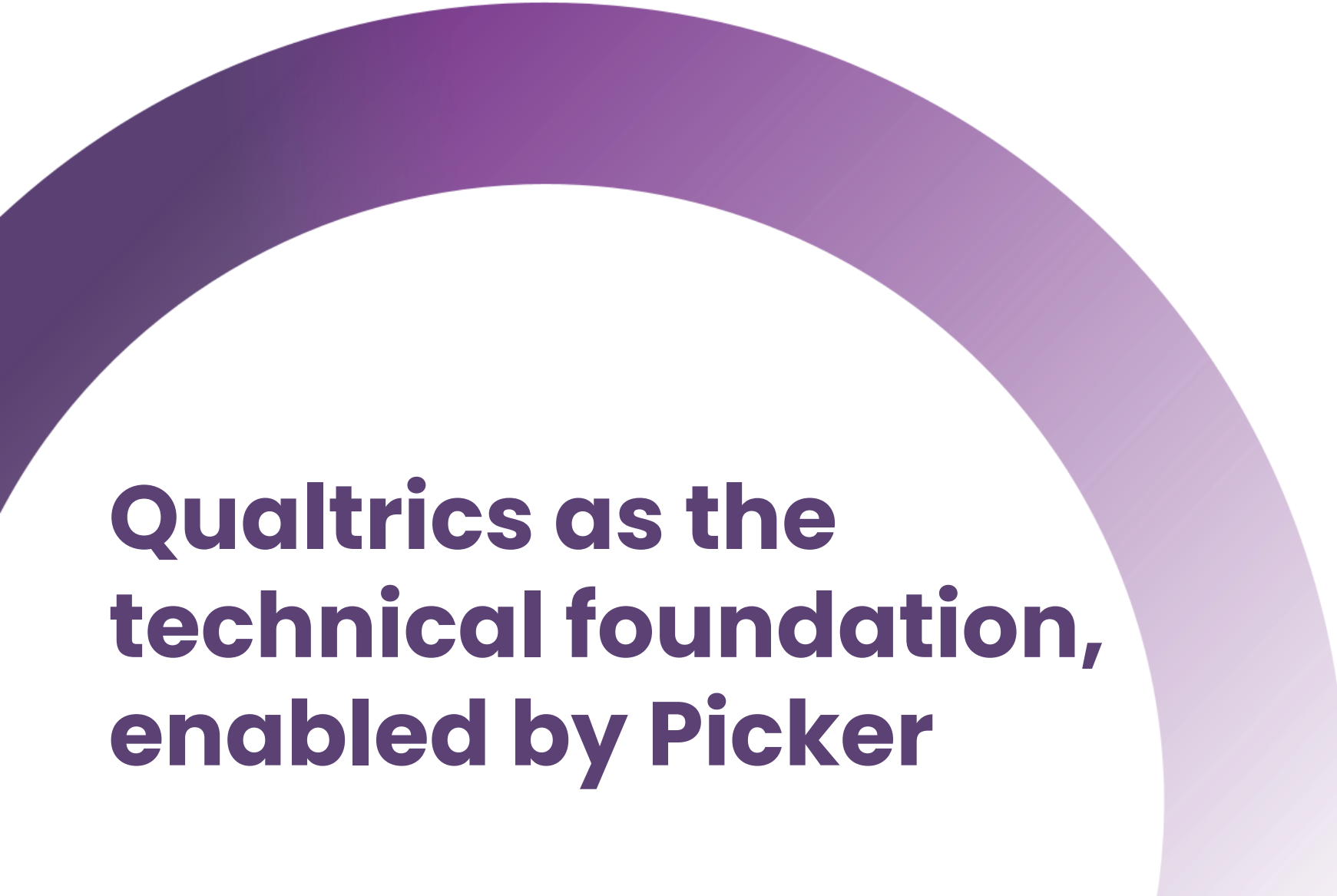
We convene forums, awards, and learning networks that strengthen collaboration, highlight innovation, and support international learning.

Why choose Picker



Picker supports organisations to build effective, sustainable ways to understand experiences and use insight to improve care for the people who deliver and receive it. Our work is...



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**Qualtrics as the
technical foundation,
enabled by Picker**

Qualtrics Experience Management (XM) Platform

The XM Platform provides a secure, flexible, and scalable foundation for collecting, understanding, and acting on experience data at scale. It brings advanced analytics, workflow automation, and multi channel listening together within a single platform, supporting patient, staff, and service experience across complex health and care environments.

The XM Suite is structured into product families that support end to end experience improvement. Together they enable organisations to capture feedback, analyse insight, and take action across digital, physical, and operational settings. Qualtrics supports listening across channels including digital journeys, websites, apps, service portals, SMS and email, imported datasets, and contact centre or social listening streams.

Customer experience (CX)

Used in health and care settings to support patient, family, and service experience. CX enables organisations to listen across the patient journey, understand themes and sentiment, and drive service improvement through real time insight.

Typical uses include:

- In service and post episode feedback
- Real time patient listening
- Pathway or setting specific feedback
- Monitoring of service quality, timeliness, and communication

Employee experience (EX)

Supports insight into staff engagement, culture, and organisational climate. EX helps organisations measure the full staff lifecycle and understand the drivers of retention, wellbeing, and leadership effectiveness.

Typical uses include:

- Staff engagement surveys
- Culture insight
- Onboarding, exit, and lifecycle programmes
- 360 development for individuals and teams

Strategy & Research (S&R)

Provides a flexible research environment for surveys, evaluations, and studies. S&R enables organisations to run bespoke research projects with advanced logic, sampling control, and analytical tools.

Typical uses include:

- Service evaluations
- Research studies
- Needs assessments
- User testing
- Insight projects requiring robust sampling

iQ intelligence engine

The Qualtrics iQ engine provides advanced analytical capabilities that help organisations interpret insight at scale:

- Text iQ provides automated free text analysis to identify themes, sentiment, and drivers in free text feedback
- Stats iQ provides statistical analysis, including correlations and driver modelling
- Predict iQ / Driver iQ identifies relationships between experience and outcomes
- Automated workflows enables rules based triggers to escalate issues, notify teams, or start closed loop follow up processes

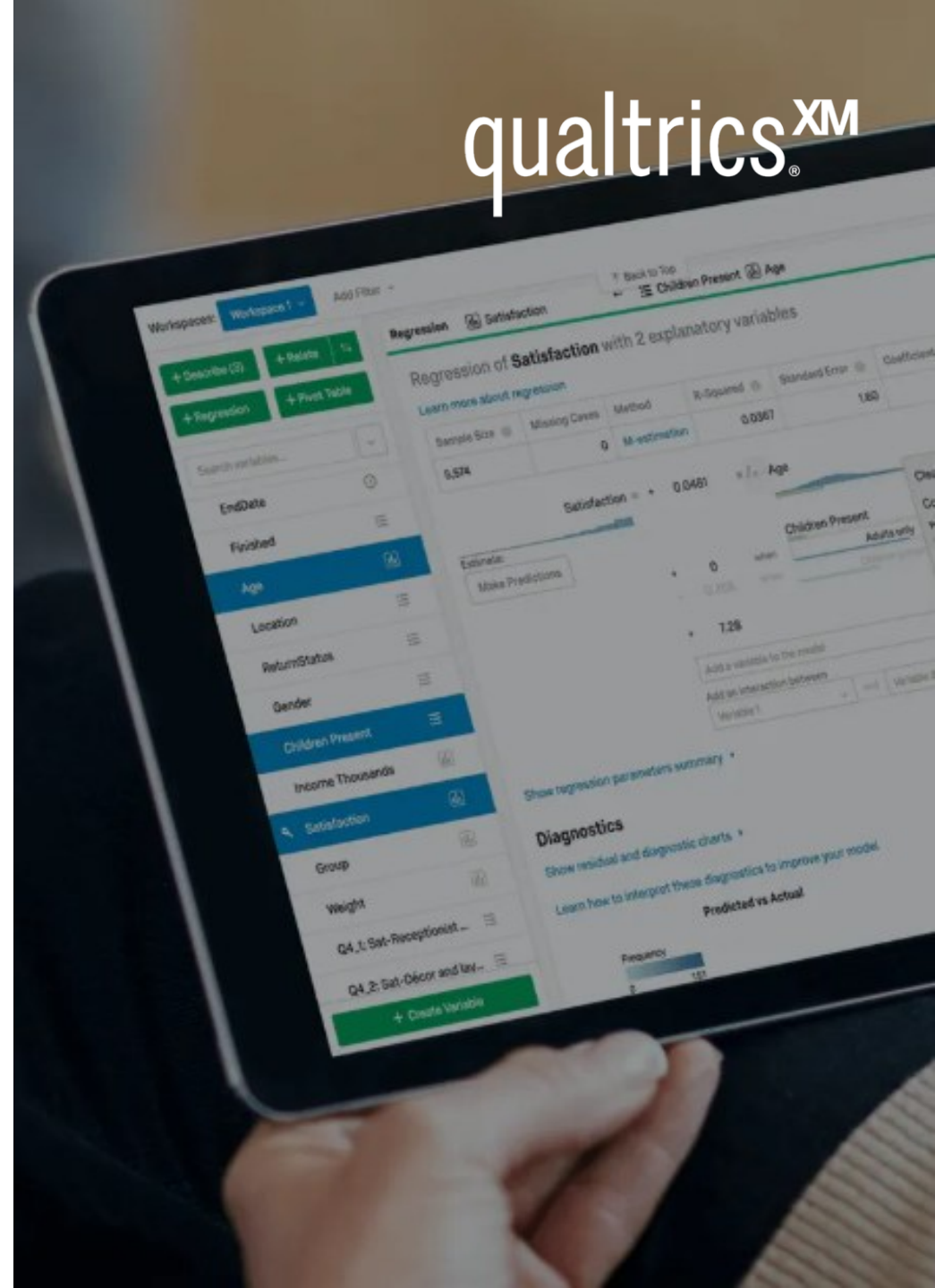
What Qualtrics offers

Qualtrics supports a wide range of operational and strategic needs, such as:

- Running large scale patient experience collections
- Supporting continuous listening across wards, clinics, and community settings
- Analysing staff feedback to understand culture, leadership behaviours, and organisational climate
- Linking patient and staff experience to explore relationships across teams and services
- Conducting research studies, service evaluations, and targeted improvement projects
- Hosting lifecycle and 360 development programmes
- Consolidate datasets to identify cross-programme relationships
- Generate governance-ready reports for boards, quality governance committees, and regional commissioning partners

Qualtrics strengthens organisational efficiency by reducing duplication of systems, consolidating insight, and enabling faster, more accurate analysis. The platform is adaptable for both simple and complex programmes meaning organisations can build person centred insight systems that align with strategic goals and national requirements.

qualtrics^{XM}



Pathway led XM implementation

Picker provides Qualtrics licence resale, consultancy, and managed services to support technically sound, methodologically robust, and nationally aligned adoption. For statutory or rapid-delivery programmes, we offer a fully managed service; for others, we enable teams to self-run with support through the Picker Pathway to Critical Insight. Our approach brings together Picker's expertise in experience measurement with structured delivery practices. It is practical, outcomes first, and tailored to NHS and public sector needs.

Define

We identify what matters most, aligning programmes to local priorities, the Picker Principles, and public sector frameworks. Governance, data protection, and risk considerations are confirmed early.

Deploy

Configuration to ensure programmes are inclusive, operationally ready, and technically robust. This includes multi-channel listening, surveys and journeys, role-based dashboards, automated closed-loop workflows, and safe governance. We support testing, go-live, and team onboarding to build confidence and capability.

Develop

We refine analytics, extend capabilities, and support organisations to scale their approach across services, systems, and partners.



Design

We map listening channels and design surveys, workflows, governance rhythms, and reporting structures. We ensure inclusivity, accessibility, and burden reduction.

Drive

We help teams interpret insight, close the loop reliably, and embed governance rhythms that strengthen accountability and assurance.

Levels of Picker support



Enable – we guide you

Discovery, solution blueprinting, configuration playbooks, coaching, and training for analysts and administrators.



Deliver – we build it with you

Picker support on the configuration of surveys, dashboards, and workflows, with structured support for testing and launch.



Manage – we run it for you

An end to end managed service with governance, reporting, and continuous improvement.

This is our default for statutory programmes and available more widely where it best supports person centred outcomes.

Picker provides a structured service lifecycle that ensures organisations can use Qualtrics confidently and effectively.

- Onboarding includes readiness checks, governance alignment, and delivery planning to ensure organisations can begin using Qualtrics confidently and safely.
- Capability is built through role based training, hands on support, and guided exercises to help teams interpret insight, use dashboards, manage workflows, and maintain continuous listening.
- Picker provides support throughout delivery, helping organisations maintain quality, consistency and best practice in their experience programmes.
- When a service concludes, we complete offboarding, including documentation, configuration details, and data export guidance, ensuring full continuity.

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Delivery, Assurance & Technical Overview

Delivery capability

Picker implements Qualtrics with rigorous methods enabling reliable patient and staff experience insight at scale.

Our team brings extensive experience in national patient and staff experience delivery (for example FFT, NQPS, NPSP, and the NHS Staff Survey), and we implement Qualtrics in ways that are technically sound and methodologically robust. Our approach is practical and outcomes focused with different deployment models to suit individual organisations.

Picker is a trusted delivery partner for statutory NHS programmes. Our delivery model combines:

- National programme experience
- Methodological rigour
- Secure and compliant operations
- Public sector alignment
- Strong governance assurance
- Inclusive design practice
- Evidence based improvement methods

We support organisations to meet their statutory duties, strengthen governance, and link patient and staff experience to improve quality, safety, and outcomes.



Connected experience ecosystem



Single platform

Patient and staff feedback sits in one environment so teams can explore cross programme insight. Efficiencies seen through the consolidation of tools and reduction in duplication.

Role based, real time dashboards

Boards receive assurance views, operational leaders have service dashboards, and teams have local views for day to day action.

AI analytics + accessible outputs

Access to the Qualtrics iQ AI analytics suite. This provides automated free text analysis, statistical modelling and driver analysis and predictive insight into relationships between experience and outcomes.

Closed loop workflows

Rules based alerts, routing, and action tracking so “you said / we did” is visible and reliable.

Accessibility and inclusion

Surveys aligned to WCAG 2.1 AA, with multi language and easy read options, and inclusive digital and paper channels.

Compliance assurance

Qualtrics operates within recognised standards and regulations including ISO 27001 and UK GDPR.

Core inclusions & technical overview



Core service overview

Picker's solution includes the following depending on support level chosen (**Enable, Deliver, Manage**):

- Configuration of surveys, hierarchies, dashboards, Text iQ and workflows
- Multichannel data collection aligned with agreed programme scope
- Role-based access, permissions, and closed-loop workflows
- Real-time dashboards for boards, services, and teams
- Automated distribution, routing, reporting, and action tracking
- Free-text analytics, sentiment, themes, and high-level driver analysis
- Secure data exports and scheduled reporting
- Inclusive design aligned to WCAG 2.1 AA for respondent experiences
- Shared responsibilities include customer controlled local access, DPIAs and onward use of exports.

Available from Picker and separately commissioned:

- Access to Picker's validated patient and staff experience question sets
- Survey design and methodological consultancy
- Sampling, mode, and accessibility advisory
- Extended analysis and board ready reporting
- Benchmarking where question alignment allows
- Quality assurance and governance support

Technical specification overview

Picker's solution includes the following:

- **Platform configuration:** Surveys, dashboards, Text iQ, hierarchies, workflows, permissions
- **Integrations:** SSO (SAML 2.0); HRIS (e.g., Workday, ESR); EPR/clinical systems (e.g., Epic); CRM/contact centre tools (Salesforce, ServiceNow, Genesys); BI feeds (Power BI); API and flat-file patterns
- **Security (Qualtrics):** Encryption in transit (TLS 1.2+) and at rest (AES-256), multi-AZ AWS architecture, ISO 27001, SOC 2 Type II, ISO 42001, ISO 27017/27018, Cyber Essentials (CE+ planned by August 2026)
- **Security (Picker):** ISO 27001:2022, ISO 27701, ISO 20252, Cyber Essentials Plus, DSP Toolkit compliance
- **Data residency:** UK and/or EEA AWS regions
- **Resilience:** 99.93% uptime SLA, incident notifications, planned maintenance, & status portal. Supported by continuous 24/7 monitoring & disaster recovery plans

Please see the solution questions on G-Cloud for technical or security based details. Full service specifications or additional technical and security documentation is available upon request.

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Programme deliverables

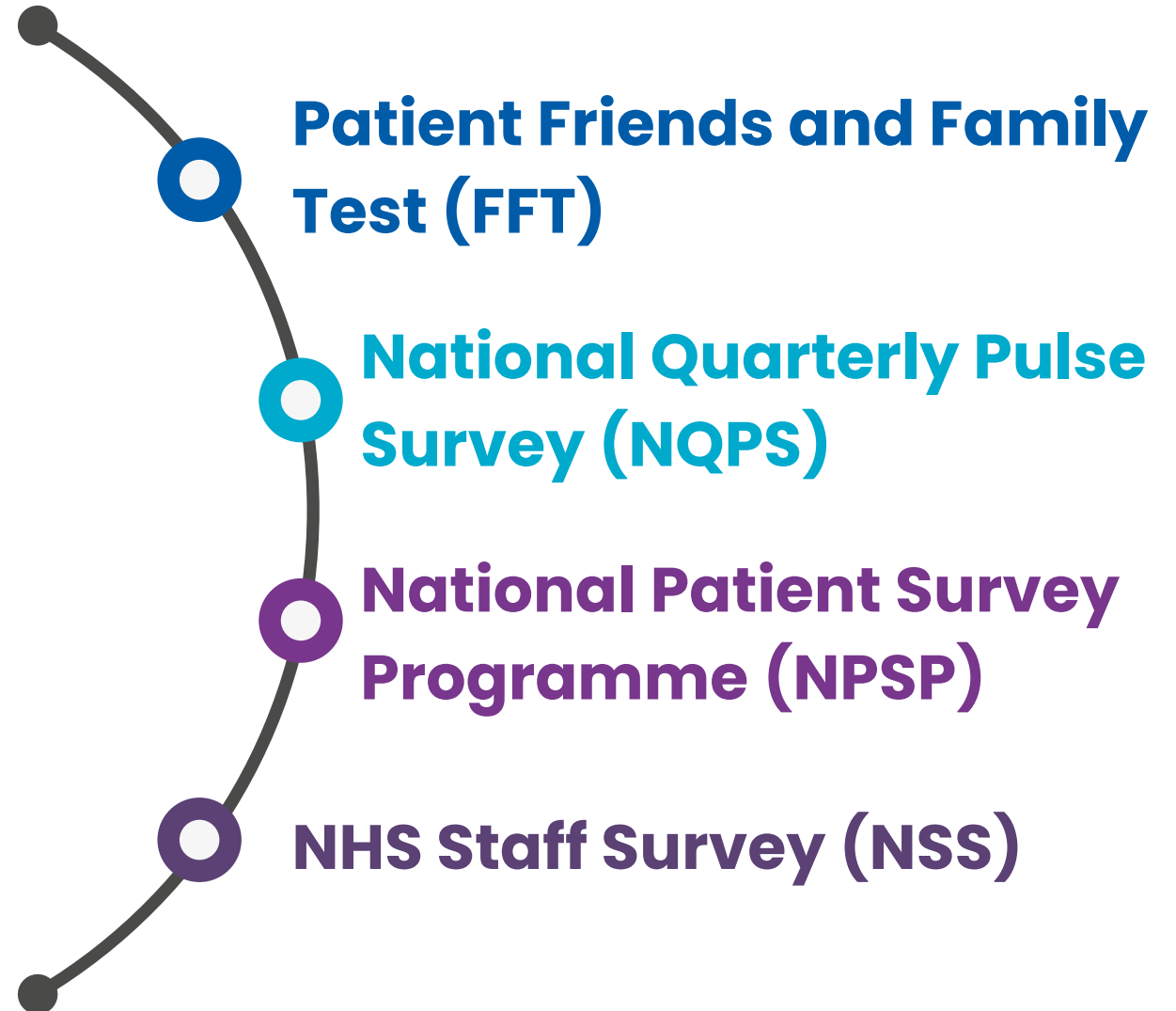
Programme modules



The modules on the following pages set out top level deliverables for statutory and strategic programmes implemented on Qualtrics. They are illustrative rather than exhaustive, and represent the typical scope of how these services are delivered in practice.

Full specifications for each programme will be confirmed during discovery and commissioning to ensure alignment with local priorities, governance requirements, and operational context.

Picker can also configure adjacent or bespoke programme variants (for example specialty, pathway, or organisation specific modules) where methodology, licensing, and governance requirements are met.



Patient Friends and Family Test (FFT)



Overview

Fully compliant delivery of FFT in line with NHS England guidance, supporting continuous listening across inpatient, outpatient, community, urgent care, maternity, and other care settings as required. FFT acts as a foundation for a joined-up patient experience system, supporting continuous listening, operational responsiveness, and system-wide triangulation.

Deliverables

- Required FFT question and standard response options configured for relevant settings
- Multi channel collection with digital first (SMS, email, QR, web), with paper where needed
- Ward level and service level reporting with trend, response rate, and theme views
- Publication ready exports to support local reporting and transparency requirements
- “You said / we did” action tracking at service and ward level
- Additional local questions agreed through a guided design review

Data and inclusivity

Cadence patterns that minimise burden, accessible formats, multi-language support, and monitoring to reach under-represented groups.

Dashboards and analytics

Real time dashboards for wards, divisions, and boards, with Text iQ for free text themes and Stats iQ for driver analysis.

Integrations and outputs

BI feeds, triangulation with local surveys, PALS and complaints, and optional inclusion of national results or Picker benchmarks.

Options

Deep-dive thematic reviews, improvement workshops, and correlation analysis linking FFT insight to workforce and operational indicators.

National Quarterly Pulse Survey (NQPS)



Overview

Quarterly workforce engagement tracking aligned to NHS People Promise domains, complementing the NHS Staff Survey and supporting workforce planning and cultural improvement.

Deliverables

- Deployment of mandatory questions with role based, real time dashboards and trend views
- Alignment to local hierarchies for divisional and service level insight
- Comparison to internal or national benchmarks where permitted
- Additional local questions agreed through a short design review and can include alignment with local questions on the NHS Staff Survey

Dashboards and analytics

Dashboards for leaders and teams, sentiment and theme analysis, and driver analysis.

Options

Engagement deep dives and leadership/team workshops.

National Patient Survey Programme (NPSP)



Overview

Picker delivers the Care Quality Commission's national patient experience surveys as an Approved Contractor, providing an end to end managed service. This includes programmes such as Adult Inpatient, Maternity, Urgent and Emergency Care, and Children and Young People, delivered to approved methods and timelines with governance ready outputs.

Deliverables

All surveys are conducted in line with Survey Coordination Centre and CQC guidance and include:

- End to end delivery: sampling, fieldwork management, analysis, reporting, and benchmarking
- Adherence to approved methodologies and submission requirements
- Comprehensive reporting suite for timely visibility of results alongside local programmes
- National and local improvement workshops

Options

- Enhanced thematic analysis, reporting and improvement workshops
- Integration of NPSP findings with local experience collections for system wide insight
- Optional inclusion of national results and comparable datasets for context

NHS Staff Survey (NSS)



Deliverables

All surveys are conducted in line with Survey Coordination Centre and NHS England guidance and include:

- Online only or mixed mode deployment as agreed
- Local customisation via tailored questions and communications
- Comprehensive reporting suite including frequency tables, RAG summaries, People Promise analysis, and equality reporting (for example WRES and WDES)
- Additional analytics and data reporting included

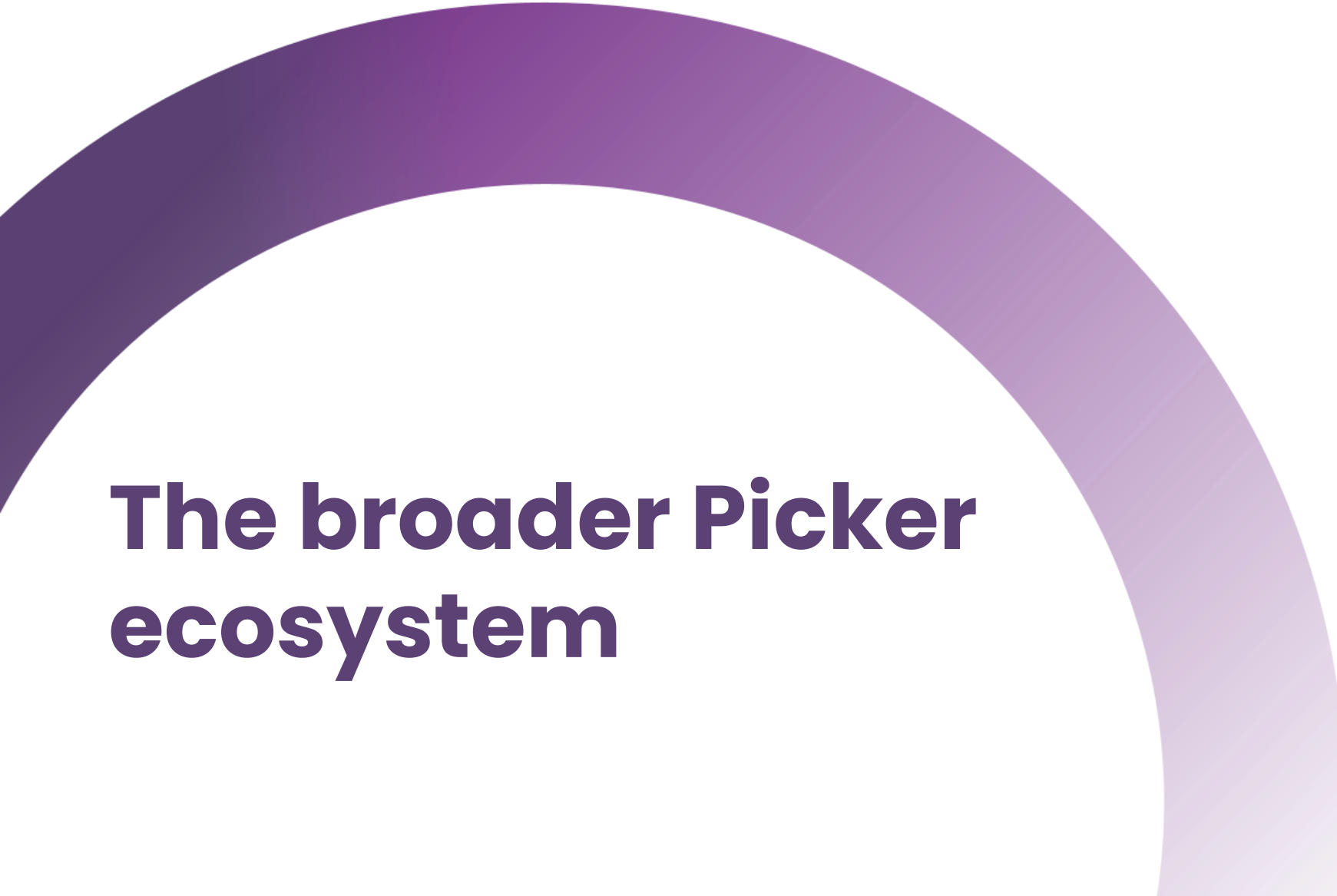
Options

- Dashboards and free text analytics to support local improvement activities
- Advanced analytics, including correlation and driver analysis



Overview

An annual survey measuring staff engagement and morale, delivered in full alignment with requirements set out by the Survey Coordination Centre and NHS England. Picker provides a managed service approach that supports response, comprehension, and confident use of results.

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The broader Picker ecosystem

Driving improvement by understanding & measuring what matters



Turning insight into better care



Picker's research & measurement solutions provide organisations with the tools, benchmarks, and support needed to capture what matters most and turn that experience insight into action.

Picker consultancy

We help you gather, understand, and act on experience data through expert survey design and consultancy, insightful analysis, structured thematic reviews, support connecting staff and patient perspectives, and clear, governance-ready reports with actionable recommendations.

Picker Experience Measurement Toolkits

Licensable, validated experience measurement tools, both quantitative and qualitative, developed with academic rigour and adopted internationally. Each toolkit includes guidance for cultural adaptation and translation, ensuring contextual fit and confidence in surfacing the critical insights that matter most.

Picker Experience Benchmark Groups

Tiered membership programmes providing access to trusted comparative datasets, dashboards, and peer learning networks. Benchmarking against Picker standards gives organisations clarity on performance, highlights strengths and gaps, and supports continuous improvement.

Building capacity to grow person centred practice



The Picker Experience of Care Institute



Evidence-based, certified learning and development programmes equipping health and care professionals with the skills, confidence, and practical tools to improve experiences of care at scale

Grounded in the Picker Person Centred Care Competency Framework, our programmes translate the principles of person centred care into observable behaviours and applied practice. The Framework sets out the knowledge, skills, and values required for person centred care.

All programmes are CPD certified and draw on the same scientific rigour, independence, and person centred values that underpin our research, measurement, and standards. Flagship programmes include:

Person Centred Foundations

Defines essential person centred behaviours that underpin everyday care.

Insight for Improvement

Builds analytical, interpretive, and improvement capability to turn insight into action.

Experience-Based Co-Design (EBCD)

Enables teams to improve and redesign services by working in genuine partnership with people who use care services and their families.

Effective Facilitation in Healthcare

Practical tools and techniques to design inclusive, productive sessions, online or in-person.

Connecting communities to inspire excellence



Strengthening collaboration



Global forums, peer networks, and award programmes that raise standards and accelerate improvement through shared learning, collaboration, and recognition of excellence in experience-led care.

Picker Experience Awards

Celebrating outstanding delivery of person centred care across settings and systems. The Awards recognise innovation, leadership, and impact in improving lived experience.

Picker International Experience Forum

A global platform for members of the Picker International Experience Index. The Forum enables organisations to share insight, explore emerging trends, and collaborate on improving experience of care across health systems.

Picker Independent Sector Experience Forum

A dedicated forum for independent sector providers to discuss shared challenges, highlight innovation, and work together on person centred delivery.

Picker Experience Institute Alumni Forum

A continuing network for graduates of Picker programmes, offering ongoing access to peer learning, shared resources, and collaboration opportunities.

Experience-Based Co-Design (EBCD) Community of Practice

A specialist community for professionals using the EBCD method in improvement or research. Members learn together and explore developments in how the method is applied across different settings.

Enabling transformation through person centred standards



The Picker Experience of Care Standard



Anchored in the Picker Principles of Person Centred Care and operationalised through the Picker Experience Standard (PES), the PES defines what high quality person centred care looks like and how organisations can embed it consistently in practice.

Picker Experience Maturity Standard

A structured evaluation of an organisation's maturity in embedding person centred care. Assesses how far person centred care is embedded across leadership, culture, systems, and outcomes, and provides a clear roadmap for improvement.

Picker Person Centred Competency Standard

Defines the workforce skills, behaviours, and capabilities essential for delivering experience-led excellence. Ensures training, CPD, and development activities build the right capabilities. Based on the Picker Person Centred Competency Framework.

Picker Experience Insight Standard

Validates the quality of your measurement and insight practices, ensuring evidence is robust, accessible, and understood. Provides independent assurance so colleagues can engage with insights, act confidently, and benchmark performance against the highest standards.

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