

Council of Governors - Cover Sheet

Subject:	15 Steps Challenge Update	Date: 8 th November 2022
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Purpose		
This report provides a summary of the visits undertaken as part of the 15 Steps Challenge from July-September		Approval
		Assurance
		Update
		Consider
Strategic Objectives		
To provide outstanding care	To promote and support health and wellbeing	To maximise the potential of our workforce
To continuously learn and improve	To achieve better value	
X		X
Identify which principal risk this report relates to:		
PR1	Significant deterioration in standards of safety and care	X
PR2	Demand that overwhelms capacity	
PR3	Critical shortage of workforce capacity and capability	
PR4	Failure to achieve the Trust's financial strategy	
PR5	Inability to initiate and implement evidence-based Improvement and innovation	
PR6	Working more closely with local health and care partners does not fully deliver the required benefits	
PR7	Major disruptive incident	
PR8	Failure to deliver sustainable reductions in the Trust's impact on climate change	
Committees/groups where this item has been presented before		
N/A		
Executive Summary		
<p>The purpose of this paper is to update the Council of Governors on the 15 Steps Challenge visits, that have taken place from July to September 2022. This paper will detail the clinical areas visited, the feedback identified by the visiting teams, and any themes within these.</p> <p>The importance of the 15 Steps Challenge is to provide a valuable source of qualitative information that aligns patient and staff experience to promote a positive experience for all and to encourage staff to initiate local service improvement.</p> <p>It is important to acknowledge that the 15 Steps Challenge was paused during July and August, which meant that a planned twenty-two visits were put on hold due to the Covid pandemic outbreaks, prior to the date paused one visit had occurred on the 1st of July, with feedback received. The trust then encountered a critical incident due to increasing operational pressures, all of which would have had an impact on the team's ability to complete 15 Steps.</p> <p>During September 2022, four visits were performed out of a possible planned eleven visits and four feedback forms have been received.</p> <p>The programme of visits continues to endorse engagement and visibility of the Senior Leadership Team and Governor representation. The Governor makes a unique contribution to the 15 Step process as they seek to capture real-time honest patient feedback. The outcomes of the visits continue to be positive with many examples of person-centred compassionate care, pride and positivity, and a strong sense of CARE values being demonstrated across the organisation.</p>		

Introduction

The purpose of this paper is to update the Council of Governors on the 15 Steps Challenge visits that have taken place between July and September 2022. This paper details the clinical areas visited, the feedback identified by the visiting teams, and any themes identified across the areas visited.

It is important to acknowledge that the 15 Steps process is not a tool for traditional clinical auditing assurance, the 15 Steps Challenge is to provide a valuable source of qualitative information that aligns patient and staff experience, to promote a positive experience for all, whilst encouraging staff to initiate local service improvement.

The 15 Steps Challenge was paused during July and August, prior to the date of pausing one visit had occurred in July, and during September four visits were completed out of a possible eleven planned visits.

During this period, it is important to acknowledge that 15 Steps was paused during July and August due to covid outbreaks resulting in no visits taking place, operational pressures were also noted to be high, and a critical incident was declared, all of which impacted on the 15 Steps being completed.

Positive engagement from the visiting teams continues, with a continued high level of support from the Governors.

Visit Areas:

During July only one visit took place and that was to RSU/Ward 21.

In September visits included:

- Ward 31.
- The Mortuary and Bereavement Centre.
- Clinic 6
- The Sexual Health Clinic.

Themes and Trends:

Welcoming:

- Each team noted that they received a warm positive welcome when presenting to each area.
- Many teams describe that the areas felt calm, warm, and welcoming.
- Staff were seen as friendly and willing to engage and support the visiting teams.
- Clinical areas were clean and tidy, and the majority were uncluttered.
- Staff shared positive experiences when working in what can at times be a challenging area.
- Uniforms and staff identification could be clearly seen and in line with the uniform policy.

Caring and Involving:

- When speaking directly to patients, carers, and their families they spoke well of the area that they were in.
- Patients reported positive outcomes within their care and understood at what point they were at in their journey.
- When discussing patients with staff it was clear that care and compassion were evident.
- All conversations felt very directly linked to the patient and their carers/family. This came through all staff whatever job role they fulfilled.
- In one team it was noted to be the governor's first 15 steps and he remarked on the positive experience and the outstanding level of care and compassion demonstrated by the team
- Staff discussed how they felt well cared for, safe, and listened to.
- When speaking to patients, all felt their care was good, and observed a patient with a tracheostomy, utilising a 'needs board' to communicate, which we found very positive also.
- Identification bracelets were on patients
- A good understanding of governance engagement with the pathway to excellence is visible. Comments around the visit were 'wow', a fabulous team who should be very proud.

Safe:

- Many environments were clean with infection prevention and control practices demonstrated.
- Staff were easily identifiable and wore Trust identification badges.
- Staff were able to discuss how they debrief after difficult days, they felt safe and cared for.
- Fire exits were clear and uncluttered.
- Resus equipment was noted to have had daily checks and had been signed for.
- One area noted that no call bells could be heard, and the area felt calm.
- A Discussion was held with other members of staff about recent incidents that happened on the ward, and they could articulate what hadn't gone so well and what the ward was doing to learn going forward, which we found very positive

Well organised and calm:

- Areas felt calm and controlled.
- There was a strong sense of ownership and leadership demonstrated by staff.
- There was a collective sense of pride amongst teams.
- The Trust CARE values were demonstrated and upheld by staff

Issues identified during the visits:

- One area highlighted that they were struggling to get a room converted, this has been escalated to the Estates team on the day of the visit by a visiting team member.
- It was noted in one area that two fire glasses were displaying bare wires, which the ward has previously highlighted. This was escalated to the estates and facilities team; the work has now been completed.
- It was witnessed that a staff member was attempting to write a TTO and was disturbed, a reminder was provided to all staff around these disruptions.
- In one area a conversation was witnessed in a public area, that sounded like a disagreement, and action was taken immediately by the visiting teams, providing a reminder that it isn't in line with our Trust care values.
- In one area the team identified a chair in the reception area not fit for purpose and not in line with infection control, the chair in question has been removed and a new one has been put in place.
- There was a note storeroom with a coded lock on, but the door was unlocked, and not in line with the Information Governance process, Nurse in Charge was informed of this at the time of the visit.
- Medical patients who out lie on the ward were discussed as a concern. Staff Understand the need for this some patients were experiencing long stays due to discharge, and this was discussed with the operational team by a member of the visiting team.

Patient feedback:

Feedback received from patients and carers was positive with a strong sense of compassion being seen throughout the conversations being had during the visit.

When triangulating this with the Friends and Family Test feedback, concerns, and compliments you can see below some of the positive words used to describe Sherwood Forest Hospitals:



Visiting team’s feedback:

The Trust CARE values and behaviours were reflected throughout the language used within the reports and demonstrated an alignment with patient feedback.

Words used to describe the patients and staff experience by the visiting teams:



Conclusion:

The 15 Steps Challenge is a valuable source of qualitative information that aligns patient and staff experience to collectively promote a positive experience for all and support staff to initiate local service improvement. Not to be used as a single process of quality measurement, the 15 Steps Challenge is used in conjunction with several clinical audits that support the triangulation of the delivery of quality care from a multifaceted approach.

The programme of visits also continues to endorse engagement and visibility of the Senior Leadership Team and Governor representation. The Governor's representation is a valuable element in the 15 Step process as they provide a unique opportunity to capture real-time honest patient feedback. The outcomes of the visits continue to be overwhelmingly positive with many examples of person-centred compassionate care, pride and positivity, and a strong sense of CARE values being demonstrated across the organisation.

Next Steps:

Moving forwards there are fifty-six visits planned over November, December, January, February, March, and April, results will be analysed on a month-by-month basis, ensuring area owners have been made aware of any issues, themes, and trends that are identified throughout the 15 Steps Challenge visits, triangulated with the Friends and Family Test, concerns, compliments and complaints, giving support to focus on improvement's and sharing positive feedback.