

## Council of Governors - Cover Sheet

<b>Subject:</b>	15 Steps Challenge Update.		<b>Date:</b>	11 <sup>th</sup> February 2025	
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<b>Approved By:</b>	Candice Smith, Director of Nursing Quality & Governance				
<b>Presented By:</b>	Sally Whittlestone, Associate Director of Nursing, Patient Experience and Complaints				
<b>Purpose</b>					
This report provides a summary of the visits undertaken as part of the 15 Steps Challenge from October to December 2024.				<b>Approval</b>	
				<b>Assurance</b>	
				<b>Update</b>	<b>X</b>
				<b>Consider</b>	
<b>Strategic Objectives</b>					
Provide outstanding care in the best place at the right time	Empower and support our people to be the best they can be	Improve health and wellbeing within our communities	Continuously learn and improve	Sustainable use of resources and estates	Work collaboratively with partners in the community
<b>X</b>			<b>X</b>		
<b>Identify which Principal Risk this report relates to:</b>					
<b>PR1</b>	Significant deterioration in standards of safety and care				
<b>PR2</b>	Demand that overwhelms capacity				
<b>PR3</b>	Critical shortage of workforce capacity and capability				
<b>PR4</b>	Insufficient financial resources available to support the delivery of services				
<b>PR5</b>	Inability to initiate and implement evidence-based Improvement and innovation				<b>X</b>
<b>PR6</b>	Working more closely with local health and care partners does not fully deliver the required benefits				
<b>PR7</b>	Major disruptive incident				
<b>PR8</b>	Failure to deliver sustainable reductions in the Trust's impact on climate change				
<b>Committees/groups where this item has been presented before</b>					
<b>Acronyms</b>					
<b>Executive Summary</b>					
<p>The purpose of this paper is to update the Council of Governors on the 15 Steps Challenge visits that took place between October and December 2024. This report will outline the clinical areas visited, the feedback gathered by the visiting teams, and any emerging themes.</p> <p>The 15 Steps Challenge serves as a valuable source of qualitative data, offering insights into various healthcare settings from the perspectives of patients and relatives. It also provides an opportunity to align patient and staff experiences, fostering a positive experience for all and encouraging staff to recognise and implement local service improvements.</p> <p>During the reporting period from October to December 2024, a total of 22 visits were completed, with corresponding reports returned.</p> <p>The outcomes of these visits remain positive, with numerous examples of person-centred, compassionate care, pride, positivity, and a strong demonstration of CARE values throughout the organisation</p>					

The programme of visits continues to support the engagement and visibility of the Senior Leadership Team and Governor representation. Governors play a unique role in the 15 Steps process, capturing real-time, honest patient feedback.

## Introduction

The purpose of this paper is to update the Council of Governors on the 15 Steps Challenge visits conducted between October and December 2024. This report outlines the clinical and non-clinical areas visited, the feedback gathered by the visiting teams, and any key themes or trends that emerged.

It is important to note that the 15 Steps process is not intended to function as a traditional clinical audit tool. Rather, the 15 Steps Challenge offers valuable qualitative insights that align the experiences of patients and staff, helping to create a positive environment for all. The process also encourages staff to take ownership of local service improvements.

During the reporting period, 22 visits were completed, with corresponding reports submitted and reviewed. This represents a slight decrease from the previous quarter, which saw 24 visits completed. The areas visited during this period are as follows:

October	November	December
Patient Experience Department	Governance Support Unit	Emergency Department
Newark Mortuary	Discharge Lounge	Surgical Day Case
Newark Case Notes	Pharmacy	Ward 25
Lindhurst Ward	Ward 12	UEC/SDEC
Ward 43	Ward 44	Sexual Health
Clinic 12	Ward 42	Sherwood Birthing Unit
Clinic 14	Clinic 6	Ward 41
	Clinic 7	
Total 7	Total 8	Total 7

When analysing the qualitative data, recurring themes and positive trends emerge across all visits. It is clear that the Trust CARE Values and behaviours are consistently reflected in the areas visited, with staff demonstrating pride, leadership, and engagement in their interactions with both the 15 Steps teams and the patients in their care. Below are some examples of the feedback received.

### Welcoming:

All areas were observed to be welcoming to the teams and open to engagement, allowing the teams to explore the areas independently or with the accompaniment of the ward leaders or nurse in charge.

### Caring and Involving:

Staff were observed interacting with parents in a considerate and compassionate manner, noting that patients' dignity and privacy were consistently upheld.

Professional interactions between staff members were evident throughout, for example: when a staff member escorted a patient to the bathroom, reassuring comments were heard, ensuring the patient's comfort.

Visitor chairs were available, and there was ample space in the rooms and bays.

The wards maintained a calm and well-organized atmosphere. One Ward Sister mentioned successful recruitment efforts and a positive response to bank shifts, which helped accommodate additional beds.

During the visit to the breast clinic, it was busy, limiting staff availability for conversation, several patients shared highly positive feedback regarding their care and overall experience.

**Safe:**

During the visit to the Pharmacy, the team were introduced to the new robot, which they all found fascinating. The team spoke with staff who expressed that they enjoyed working in the department and felt well-supported by both their peers and management. They also mentioned that the senior management team was visible and approachable.

The uniform policy was followed consistently, and in the majority of areas staff were noted to be wearing visible ID badges.

On Ward 25, the Ward Sister demonstrated strong knowledge of safeguarding and fire safety procedures. Additionally, the Deputy and Registered Nurse explained staffing levels and the escalation protocols clearly.

Environments was clean and well-maintained, with relevant information displayed and excellent adherence to all IPC guidelines.

On Ward 12, the nurse in charge shared that a relative of a patient was the first in the trust to use Martha's Rule. She reported that the entire experience was very positive.

**Well-organised and calm:**

The staff were positive, highly focused, and worked well together as a team in all areas.

The medical staff spoke highly of one ward, emphasizing the strong working relationships among the team and describing it as one of the friendliest places they had ever worked.

It was noted that the Patient Experience Team (PET) clearly puts in a lot of effort despite being a relatively small group. It was evident from discussions that the PET plays a crucial role, providing essential support to patients and relatives who often have many unanswered questions after receiving care from the organisation.

**Issues identified during the visits:**

Most of the actions identified during the visits were addressed immediately, with prompt steps taken where appropriate, following the 15 Steps process. Assurance was given that, when necessary, communication would be shared with the wider team to prevent similar issues from recurring.

Several issues were resolved shortly after the visits, and any outstanding actions that have not yet been confirmed as completed— including those from the previous quarter— are listed below, with some actions still ongoing.

Occasionally, transport issues arise with patients being transferred from the emergency department, which has been fed back to the Division.

Status	Action	Assigned to	Discussed during visit	Due date	Notes
Ward 41 There were some posters on the walls dating back to 2022 and some in the foyer that needed updating	Review and remove older and unneeded signage.	NIC	✓	31/11/24	Update required
Clinic 12 is numbered, not named, which makes it potentially more difficult for patients to find	Consideration is given to whether the clinics could be named rather than numbered	NIC	✓	Ongoing	Update required
Pre-operative Assessment Unit Newark	Not well signed from the main entrance.	Corporate Head of Nursing	✓	6mth March 2025	Discuss with the division, but in general all signs need reviewing.
There were several small Velcro patches on walls and doors in the breast clinic that were noted during the visit.	Clarity is to be sought regarding whether these are used or could be removed.	NIC	✓	31/11/24	Completed  These should not be removed from walls.
In the breast clinic, there was a collection for breast cancer charity	Consideration is to be given as to whether we should be collecting for the SFH charity.	NIC	✓	Ongoing	Update required.

### Patient and team feedback:

When cross-referencing this with the Friends and Family Test feedback and compliments, some of the positive terms used to describe the Trust, staff, and the care provided by patients, families, and visiting teams are highlighted below.

Approachable  
Outstanding  
Understanding  
Great  
Care  
Compassion  
Lovely  
Welcoming  
Brilliant  
Heartfelt  
Amazing  
Enjoyable  
Consideration  
Professionalism  
Wonderful  
Incredible  
Transformed  
Support  
Exceptional  
Praise  
Kindness  
Reassured  
Positive  
Attention  
Thanks

The Trust CARE values and behaviours were consistently reflected in the language used across all reports, showing alignment with patient feedback.

Visiting teams shared feedback with area owners, enabling them to address any identified issues, make improvements where necessary, and communicate the positive findings.

### **Conclusion:**

The 15 Steps Challenge provides valuable qualitative insights that align both patient and staff experiences, helping to foster a positive experience for all and empowering staff to drive local service improvements. It should not be relied upon as the sole method of quality measurement; rather, the 15 Steps Challenge works alongside various clinical audits to offer a comprehensive approach to assessing the delivery of quality care.

The ongoing programme of visits continues to highlight the engagement and visibility of the Senior Leadership Team and Governor representation. Governor involvement is a key aspect of the 15 Steps process, offering a unique opportunity to gather genuine, real-time patient feedback. The outcomes of the visits remain largely positive, showcasing numerous examples of person-centered, compassionate care, pride, and positivity, with the Trust's CARE values strongly reflected across the organization.

### **Next Steps:**

Visits are scheduled from November 2024 to April 2025. Results will be analysed on a monthly basis, ensuring that area owners are informed of any issues, allowing for timely improvements or the sharing of positive findings.