The 15 Steps Challenge

Understanding quality from a patient’s perspective

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Before we start, a quick exercise.....

Think about somewhere that you visited in the last month:

- Some shops?
- A leisure centre/swimming baths?
- A library/public building?
- Healthcare facilities? A and E or a walk in centre?

What did you think of the place when you first walked through the door?

Was it a good or poor first impression?

What made you think that?
Thinking back to our exercise...

- Where did you visit?
- Was it a good or poor first impression?
- Why?
Background to the 15 Steps Challenge

• This emerged from the NHS Institute’s Productive Care / *Releasing time to care programme*

• Really important to have the **patient voice** in this work.
A mother’s comment started it all...

“I can tell what kind of care my daughter is going to get within 15 steps of walking on to a ward”

How?
- What are the clues?
- What do we absorb from early impressions?
- What does good look like, feel like, smell like, sound like?
The 15 Step Challenge idea was born...

• First impressions count – they should inspire confidence and trust in your care.

• Thinking about the first 15 steps from a patient perspective brings the patient’s and carer’s views into the process.

• We wanted to create a resource that would help us to look from a patient perspective and bring the patient and carer’s voice into improving care.

• Note: It doesn't have to be a Productive Ward.
BUT we need to see through “fresh eyes”

• Important to **challenge our tunnel vision** - We see what we expect to see

• Staff and patients sometimes see different things - We look at things from a particular perspective

• What do patients and carers think? And want to improve?

• The Challenge tool seeks to “look” through fresh eyes
Curious Psychology #1
The 15 Steps Challenge is simply.....

- A short toolkit that is easy to use
- A structured ward walkthrough with a patient representative to give us fresh eyes
- A clear framework to help with observations of quality care across four categories
- Has strategic linkages to Board level
- Focus is on feedback and continuous improvement
We focus on four areas of care:

1. Is it welcoming?
2. Is it safe?
3. Is it caring and involving?
4. Is it calm and well organised?
Structured prompts for observation....

An aide memoire and to stimulate discussion

Not a checklist
What it is.....

• A way of understanding patients first impressions more clearly
• Developing ways to build confidence in care from the outset
• A tool to hear the patient’s voice
• A useful method to identify what works well and what could be improved – supports sharing good practice and concentrating on some patient experience improvements

What it isn't....

• Performance management
• An audit (clinical, quality, safety or otherwise)
How did we develop the 15 Steps Challenge?

- Consultation and Focus groups held to understand what “good” looks like
- Review of evidence and literature
- Underpinned by Care Quality Commission Standards
- Worked with staff, patients, carers and Board members
- Co-designed an approach and challenge tool
- Consultation and field testing with 30 organisations
How does the 15 Step Challenge work?

Action 6
Repeat the Challenge!
See through the eyes of service patients on a regular basis

Action 5
Action plans with the Trust Sponsor
Quick win actions and longer plans

Action 4
Feedback three ways – the ward, the sponsor, the Board
Celebrate and learn from what went well

Action 3
Undertake ward walkabouts with the 15 Steps Challenge team
Use the toolkit to guide your observations

Action 2
Identify your Challenge team
Include patients, staff, governors, board members, patient groups

Action 1
Identify an organisation sponsor to support the 15 Steps Challenge
Champion of continuous improvement
Strategic Alignments

• Care Quality Commission essential standards
• NHS Operating framework
• NHS Outcomes framework (domain 4)
• Annual Inspections (PEAT etc)
• QIPP
• Energise 4 Excellence
• Royal College of Nursing Principles of Nursing practice
Friends and Family test

• FFT due to be implemented by April 2013 for inpatients in all acute trusts.
• Implementation guidance due end of July 2012.

• It will only tell you something about YES/NO – not how or what to improve.
• The 15 Steps Challenge can be used to develop an understanding of what friends and family/patients, carers think and what can be improved.

Would you recommend this hospital to your friends and family?
Some comments ....

“We linked it to the Productives, patient communication and patient experience. As a new organisation, we hope to integrate this with all of our patient quality and safety agenda.”

Chief Nurse, First Community Health & Care C.I.C. (Community Interest Company)

“[Using the tool while] visiting other ward areas and comparing the differences between the wards, enabled the sharing of ideas and good practices.”

Ward Sister, Nottingham University Hospitals NHS Trust
The 15 Steps Challenge: Our Experience

Julia Barton
Associate Director of Nursing & Patient Experience
Our Approach

- Piloted during development phase
- Consulted with senior nursing leaders
- Integrated with current systems
- Applied flexibly
- Using to ensure the patient’s voice in quality assurance and improvement

“The public will be able to inspect hospitals in an attempt to drive out poor care and keep patients happy”

David Cameron, 2012
Using 15 Steps for Peer review

- Compliance with regulatory and statutory standards
- Supports risk and assurance processes
- High visibility of leadership in clinical areas
- Announced, unannounced and special focus
- Opportunities for learning and development
- Sharing of good practice

- 2 Hours per week, all matrons and senior nurses
- Commissioners and observers
- 15 Step adaptations to previous inspection proforma
- Welcome, Safety, Experience and Environment
- RAG rated - Instant feedback to clinical area and action plans/revisits
- Outcomes on Clinical Quality Dashboard
Using the 15 Step challenge for accreditation review panels

“An excellent way forward for members of the public to find out what is happening in the hospital.”

Robbie Robinson, Chair of Southampton Pensioners Forum and Link Steering Group member
Using 15 Steps to create a Learning Disabilities “Friendly” Hospital: Service User Review

• Held a “listening event
• PWLD, their families & carers told their stories
• Reviewed 15 Steps Challenge
• Agreed what an “LD friendly” ward might look like
• Trust action plan
• Regional peer review
• Inform national version of LD 15 Steps Challenge
Patient involvement in health care will improve quality. (BMJ, 2006)

- Board and senior manager training
- FT Governor training
- Stronger links with new PEAT process
- Framework for HealthWatch and Patient/Public engagement
15 Steps Challenge of mental health and community settings

- A challenge version for mental health inpatients – includes a section for children and young people’s services and for high secure settings – Launching 4th October 2012

- Community version focuses on care in patients own homes – Launching 15th October 2012
Find out more.....

• Take up the Challenge!

• A range of support materials on the website http://www.institute.nhs.uk/productives/15stepschallenge/15stepschallenge.html

• Implementation masterclass webex 9th October 16.00-17.00. Contact us for details.

• Need help?

• Then contact us via productivecare@institute.nhs.uk
Any questions?

You can add your comments on Twitter 
#15stepschallenge or @alice1williams