

Working in partnership to improve maternity services

# FIFTEN STEPS REPORT









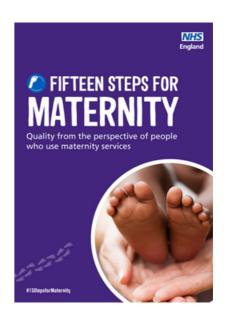
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## WHAT IS THE 15 STEPS?



"I can tell what kind of care my daughter is going to get within 15 steps of walking on to the ward"



15 steps is a toolkit developed and published by NHS England to be used by Maternity Voice Partnerships to support them to elevate the voices of the service users and allow them to explore collaborative working to review, explore and design services within maternity units. It was inspired by a mother whose daughter required frequent hospital visits.

The idea is for service users to be able to experience the spaces where care is provided and to be able to express how they make them feel. 15 steps provides guides to be used by small groups while they spend some time in each area of the hospital.

It uses an observational approach where volunteers are encouraged to write about the things they notice and assess them using four separate themes, which are;

- Welcoming and informative
- Safe and clean
- Friendly and personal
- Organised and calm

These themes were identified by co-designing this toolkit with a group of diverse service users and representatives.

# INTRODUCTION LINCOLNSHIRE MATERNITY VOUCES PARTNETRSHIP

Lincolnshire MVP are the formal service user voice partner of the Lincolnshire LMNS. The organisation works in a strong and effective manner with key senior stakeholders across the system to translate and champion coproduction, critical friendship, and meaningful involvement.

We listen to and engage with those who have recently used the local maternity and neonatal services and feed this back to those that commission and provide them. We advocate for the inclusion of service user voice and lived experience at all levels of designing, planning and delivering services.

There have been multiple reports and guidance documents published over the last 6 years which highlight the importance of listening to those that use the services commissioned here but also highlighting the importance of services being designed in partnership with service users and there being a clear pathway for listening to the voices of women, people and families.

Understanding how service users feel, what they value and how they experience services is critical to ensuring services are appropriate, kind, accessible and safe.

I want to say thank you to every service user who volunteered their time and shared their valuable insights with us throughout this process and also to the staff at ULHT who welcomed us and receive this feedback with such open minds.



Amanda Pike, Chair Lincolnshire **Maternity Voices Partnership** 

"Every single person using the Maternity & Neonatal services here in Lincolnshire matter, to ensure we make it as safe as it can be, we need to go above and beyond to listen then action or celebrate"



Beth Cooke, Vice Chair Lincolnshire **Maternity** Voices **Partnership** 

Amanda Pike Maternity Voices Partnership

### WHAT WE DID...





What we did- On Tuesday 8th October 2022, Thursday 12th January and 9th February 2023 we were welcomed by the United Lincolnshire Hospital Trust to carry out a 15 Steps for Maternity and Neonatal services. Our group consisted of staff members from the Lincolnshire Maternity Voices Partnerships, midwives, and service users.

Two separate service user groups visited: The Maternity and Neonatal areas of Lincoln county Hospital and Boston Pilgrim Hospital.

As part of these visits we reviewed the antenatal assessment units, waiting rooms, inclusive of scanning rooms, consultation areas, labour wards, family rooms, staff rooms, toilets, postnatal wards, bereavement suite, day assessment unit, corridors, community midwifery, neonatal/transitional units inclusive of the high dependency and Special and transitional care.

Observation guides from the 15 Steps toolkit were given to all group members to record notes as they visited each area. Each group then spent some time walking around the units before returning to share findings. We captured the experiences of the day using photos and written notes.





What you may see when you first enter some areas

## THE WELCOMING



#### **Findings-welcoming and informative**

#### 'Busy' boards

The MVP appreciates that providing information for service users is a challenging task. However, some of the display boards throughout our journey were often extremely busy and can sometimes feel difficult to read with a lot of information present.

#### Inconsistency

Information on birth choices, or the birth choices clinic is present in some areas not others. The posters themselves (when present) feel intimidating if you struggle to read, they can also only be read if you have the time to digest them. The MVP poster called 'Making decisions about your care', was present. However, it would be better if this was in key areas where similar messaging is placed and there is a need for this to be increased. Information and font size could also be a barrier.

#### A mixture of staff and patient boards and board placement

Some boards in patient facing areas are for staff, or at least contain information that would not be needed by service users. As an example, there is a display regarding fluid outputs (designed for staff/see image on page 13) in a key place where many patients would walk past. It could be argued that there are more prominent/relevant topics for families to be aware of, such as mental health. A board including information regarding what to look out for and who to contact/who could help service users if they felt low or were struggling could be a much more useful use of such a key area on the ward.

Information for service users accessing help and support i.e. for mental health issues, domestic violence, birth choices and rights etc. were often not found in the most prevalent areas that service users use. Key messaging on items that may aid clinicians in their work, education on flu vaccination in the antenatal clinic waiting area may have been of benefit.

#### Language issues

In many cases, no options to read in other languages or instruction given that service users can ask questions or ask for the information in their own language.

Display boards that were in other languages are limited, Lincolnshire's top 5 most commonly used languages are not always clearly visible without searching. As an example, a poster may be in Polish in one area on a particular topic, the same a few yards down the same corridor in Russian. Information in other languages seems to be 'hit and miss' rather than having a consistent protocol on which languages to translate and where they are placed.

#### LBGTQ+AI and BAME representation

There was only 1 board with LGBTQ+AI representation, found on Nettleham ward at Lincoln county hospital, where same sex couples and the rainbow flag were displayed. This could not be found in any other areas we visited with the exception of the EMNODN who have a board on the Neonatal unit at Boston Pilgrim Hospital which sadly, was located on the back corridor at Boston Pilgrim hospital and so largely out of sight.

Alongside limited LGBTQ+AI representation, BAME representation and diversity within images display was also limited.

Other than the above points the following was also noted;

- It may also have been useful to see some advice for Fathers and Partners, so that they feel as included and valued.
- We feel that it may also be of benefit to consider reading ability when sharing information, giving pictorial or easy read options.

#### **CO** monitoring information

In the Antenatal assessment unit of Lincoln County Hospital resides a very "angry" looking inflatable cigarette this item may give a mixed message due to its facial.



If a service user wished to gain support to enable them to stop smoking this item may prevent them from seeking out support due to a fear of making it known they smoke. Service users may also feel that they be being viewed differently over it being a supportive and caring environment, where they can access support and are welcomed.

The banner regarding CO monitoring by Gasp, to the side of this also gives the impression that service users are only given this test to check to see if they are a smoker, which may run the risk of making them feel singled out.



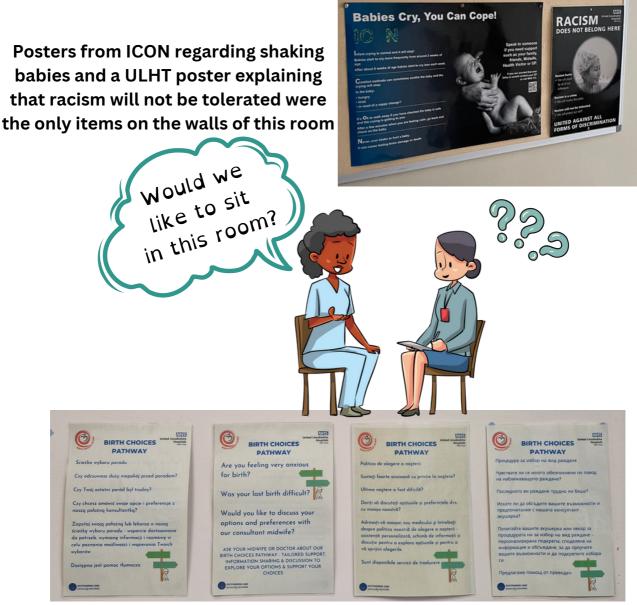


The title excludes the reality of the test also being in place to help identify other sources of CO exposure, i.e. from boilers, which we also know to be harmful, but is also why the test is completed.

With this banner only referencing smokers, it may make service users who do smoke, feel like they are the only reason the test takes place. We know that people need a supportive environment to enable them to feel able to give up, so messaging needs to reflect this, and that the monitoring is for all, not just smokers.

#### Further comments on board placement

Within a side room of the Maternity wing at Boston Pilgrim hospital, we were told that often social care discussions take place with service users. The information on the wall we felt could aid in messages of support aside from what is in place currently (ICON and racism does not belong here posters) Information on how to access mental health support or domestic violence services to name but a few, may be really useful information to have in such a location?



Example of language issues; Birth Choices Posters, it was noted as a positive that it is in other languages, however they do not stand out, may be hard to understand what they are for at a glance (unless you have the time to stand and read) so run the risk of being over looked and missed.

#### **WELCOMING & INFORMATIVE**

All members of the team said they felt our experience on the days we were reviewing were positive. The staff were warm, welcoming, informative and no question was left unanswered. Each one went above and beyond going into great detail to help the 15 steps report be as productive as possible.

All working staff we encountered were also friendly and warm which we all really appreciated and noticed.

Any interaction we witnessed between Service users and staff from a far also appeared the same with lots of smiles and conversation taking place.

From a patient perspective we did notice some areas that could be improved.

### **POSITIVES** -

#### WELCOMING & INFORMATION

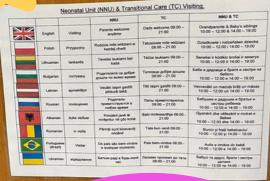
- An abundance of useful information
- Antenatal assessment sign were clear and attractive
- Staff were all friendly and welcoming
- Boards sharing who staff members are and uniform explanations found to be very useful
- We all noted the breast-feeding boards on both sites, although font may be slightly small on some elements, overall they were pleasing to the eye, easy to understand and felt bright, light and not overloaded. Other language options (or QR code links to other languages) would be our only recommendation
- Both Neonatal units, Lincoln County Antenatal Clinic, and Boston Pilgrim Maternity ward, all new refurbished, feeling light bright, fresh and welcoming.
- Several useful displays were noted, on infection control/hand hygiene, safer sleep, saving babies lives,
- Birth Choices clinic information was displayed.
- Access to drinking water in family rooms was lovely to see
- In the community area of Lincoln County information given did help to make us feel that we had choices
- Lovely welcome board and staff images on the neonatal units, giving the ward a more personal feel along with being clear and welcoming





#### POSITIVE INFORMATION/DISPLAYS





Windows for the Company of the Compa

All agreed that it was lovely to see other languages catered for on some items.

Great to see this on the main door to the neonatal units, clear for all to see, (Title of doc needs to be next to the flags, to enable the reader in understand what it refers to) Wonderful to see overall.



It was agreed that service users would find the uniform key useful. It would be helpful for this to also sit next to any feedback information.

Throughout our visit we saw some wonderful examples of good practice and innovation. Service users noted many improvements and staff were keen to share learning across teams.



The breast feeding boards were particularly helpful/ All information in one place, clear to understand at a glance what the board referred to. Only slight feedback, in that text towards the top needs to be increased, Other language options would be helpful, QR code to online variations may aid non English speakers? a touch on bottle feeding and how to do so safely would also feel more equitable/inclusive and less pressurising.



Banners, with birth choice options and available services were particularly noted as being useful



#### **POSITIVES -CONT**

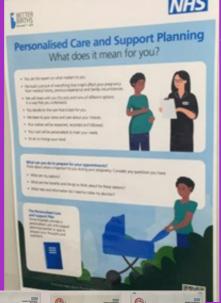




Information about Professional Midwifery Advocates, work after thoughts is visible to communicate that Midwifery staff have ongoing support and supervision, sighted in the staff room on the Antenatal ward of both Units.







Key Messaging around choice and personalise care were fantastic to see. These messages need to be clearly visible in all key areas and regularly sign posted to, to enable service users to understand their rights and helping to ensure they are included within their care.



Mental Health support available was minimal but noted as being useful when present. Steps to change with instruction to speak in animated guide to your role as with their Midwife, Doctor or Health Visitor if needed, across all areas of both units

on units, as is

country.





NICU E



**Posters** sharing available support & information appreciated, great to see

Keep your baby safe in pregnancy

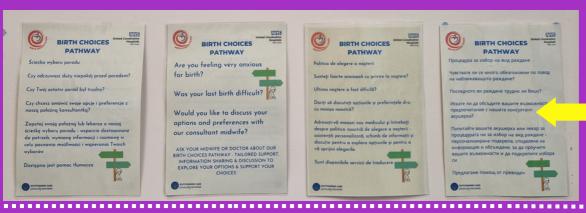


#### **EXAMPLES OF INFORMATION SHARED ON UNITS**



Staff boards are confusing in service user areas and give a sense that staff need reminding of key care guidance which may appear worrisome. It should be clear on these board they are for staff, and not placed in key patient/service user spaces. FLUID BALANCE each baby counts + learn & support IDENTIFY - COMMUNICATE - ACT CLINICAL ESCALATION Shine Mandatory Training Via MS Team Effective

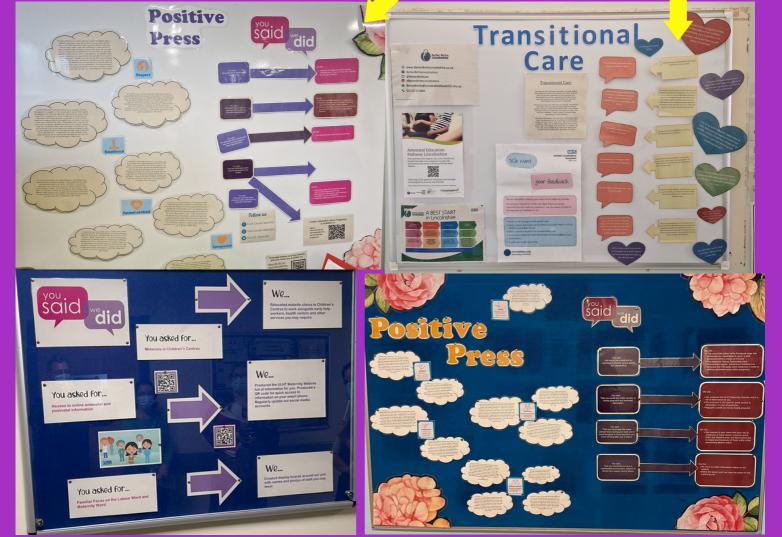
#### **GOOD**, BUT COULD BE BETTER IF



It was clearer at a glance what birth choice pathway is, These posters were strengthened with messaging around patient choice and their rights



- You said we did boards, are great, but need alternative messaging to ensure all are represented and catered for, with information on how to feedback or complain included, more information on this is on the feedback section.
- Reduce amount on the board to make it clearer and less imposing
- Font needs to be larger
- Consider imagery to ensure it is clear that all feedback is welcome and needed, not just the positives.



## RECOMENDATIONS-WELCOMING & INFORMATIVE

- Although information was useful, it was hard to read, and a lot to 'take in'. It was somewhat disjointed with items being in different places, so service users may have needed to look in a number of places. As an example, along Nettleham ward there was a display about mental health which was good to see. However, it was quite a 'busy' display and a patient might find it difficult to navigate because of this. If the information could be streamlined and how to access support made clearer that would be useful
- Lack of posters/displays regarding the LGBTQAI+ community it would be ideal if this was increased.
- Information on choice, rights and personalised care was sparse.
- Support information needed in more areas. i.e. mental health support, birth after thoughts service, domestic violence.
- Image representation could be improved upon, with black, Asian and ethnic minorities also pictured, along with people who may identify as being from LGBTQAI+ communities along with those who may have additional considerations, for instance a mother in a wheelchair, someone blind etc etc?
- Easy read options for key messaging required.
- It was not clear how to feedback (see Feedback section)
- Staff information boards in patient/service user areas, could be reviewed.
- Information on how to access the Birth After thoughts service needed
- Information on alternative infant feeding methods need to be displayed inclusive of education on how to safely bottle feed.
- Scan token machine for ultra sound images are not displayed with the price, this could be problematic. The cost of £10 is extremely high and inequitable especially considering we have some of the highest areas of deprivation in the country, we were informed that that is being reviewed we hope with urgency.

## RECOMENDATIONS- CONT WELCOMING & INFORMATIVE

- In one of the waiting rooms at Lincoln County all posters and information were displayed on tables and window sills due to fear of wall damage with blue tac/tape. Could this be reviewed? it also appears somewhat cluttered and disorganised
- Options could be to remove all staff boards in patient /service user areas, keep all staff boards in one area. or colour code.
- You said we did boards, need a re fresh and update, with how to feedback/complain/share thoughts along signposting for support and the birth after thoughts service included.
- Review staff room information on walls, to help it to feel a more calm and relaxing space
- Some boards had a large variety of information on so only if you had time to read every item may you find something that you need information on. Headings above and all information areas and boards would be helpful, and all information of a similar nature kept to that same board. It may also be useful to have a key/map perhaps kept digitally so easily updated and can be logged onto via a QR code for those needing more time or to read in other languages?
- look at ways of improving how service users can share with the trust and Lincolnshire maternity voices partnership by improving posters, ensure other languages are catered for and options are clear to understand, see further information in Feedback review papers.

#### **SAFE & CLEAN**

Overall the service users were very impressed. Every area was very clean, clear of clutter tidy and orderly.

Care had been taken to ensure all areas were free and easy to move around.

All service users expressed they would all feel extremely safe at both Lincoln County Hospital or Boston Pilgrim hospital.

Understanding that the estates at Lincoln County are a significant issue, this element is reported on understanding that plans are in place to update and decant to another level while the improvement works are completed. However it was agreed that this would still be commented on within this report in case this is not the case.

Signs for reception/labour ward/antenatal ward present, with clear signage near lifts explaining which floors/wards.

A highlight of our visit and this report is that we were told about lots of initiatives and plans to improve, some of which have already taken place. MVP service user feedback has always been positive regarding Boston Pilgrim hospital ward, the antenatal clinic at Lincoln County and both Neonatal units.

For privacy reasons not all areas were photographed if service users were present.

Car park well sign posted/ bus stop signage not sighted

There are staff photo boards
Sighted on all 3 wards (antenatal/antenatal assessment/ Nettleham/
maternity ward and neonatal units)

Information about antenatal/postnatal classes is available Sighted in the bathroom on the antenatal ward, community of Lincoln county hospital and the antenatal clinic and maternity ward of Boston Pilgrim Hospital. Not sighted elsewhere.





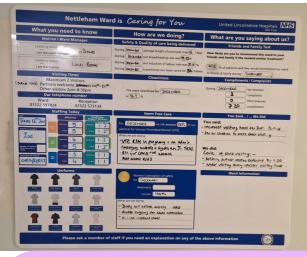
#### **POSITIVES -SAFE & CLEAN**



Not photographed was a toilet in the antenatal assessment area of Lincoln County hospital that we were informed was a 'gender neutral lavatory', which we though very inclusive, it did not have a sign to explain this, which would be helpful for those wishing to use it without the need to ask.



All felt very reassured and were impressed that the wards had a cleanliness rating clearly displayed, and certificated.





Caring for you boards were found to be useful, even better if acronyms were not used ie NNU, and there were reassuring messages with data for non English speakers available too. see query on feedback report ref compliments, PALS complains in the feedback section .

Friendly approachable
Midwife/Neonatal Nurse stations
found in all areas.



Bed spaces were found to be bright, comfortable and private with the exception of some side rooms on Nettleham and Bardney

Wards

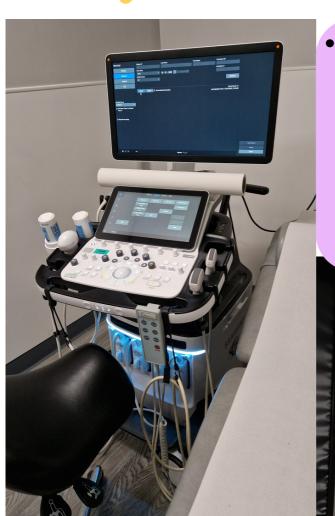
Facilities that are to be on the new ward being decanted into were nice from what we could see, being able to walk around the bath was a lovely touch for those with birthing partners to help them





#### **POSITIVES -CONT SAFE & CLEAN**





 New scanning equipment was a wonderful addition to aid in being able to give more indepth information to families, answer questions and reassure

**Particularly** impressive were the screens high up, facing toward the bed to enable families to watch the scan without needing to crane their heads acround uncomfortably, meaning they can relax and enjoy the moment in comfort.

 Name boards at the side of neonatal cots on the wall were especially appreciated and were noted could help families in a verity of positive ways



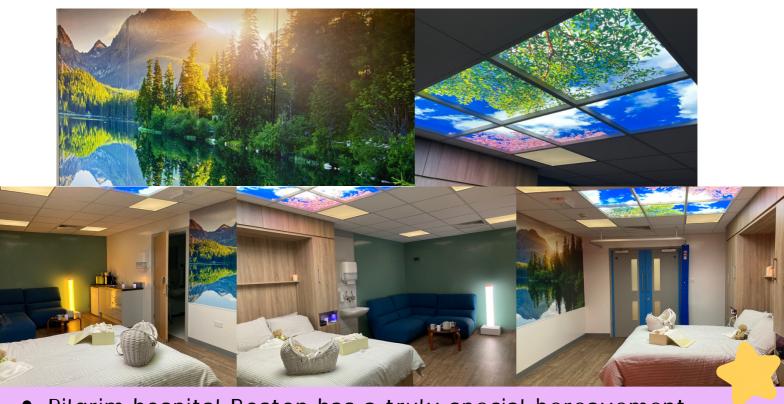
 Artwork on the walls of the neonatal unit, made for a homely and caring feel to the environment in what could be an especially hard experience, reviewers noted what a nice touch they were





#### **POSITIVES -CONT SAFE & CLEAN**





 Pilgrim hospital Boston has a truly special bereavement suite facility, that was updated in 2022, with a home from home feel, the MVP feel that service users truly will appreciate the efforts gone into its creation. With the

ceiling and wall views really injecting a sense of calm and tranquillity in what will be an awful moment in a families life. The effort and thought of this space really is admirable.

 The facilities at Lincoln county hospital, are dated, the room small and has no sound proofing, unlike Pilgrim. However effort has most certainly still gone into this space to make is the best it can be under the circumstances, which is to be commended and the effort appreciated



#### **RECOMENDATIONS- SAFE & CLEAN**

- As mentioned we understand that there are not many options for the bereavement suite due to the estates at Lincoln however the Bereavement room- offered a double bed, tea and coffee making facilities, en-suite toilet, cold cot, calm décor. Sadly, the room is positioned on the Nettleham ward which some families might feel uncomfortable about in a bereavement situation
- Some areas felt very dated at Lincoln county.
- While there, one of the visiting team from the MVP got dripped on from a leak in the ceiling. Which is not what anyone would want when birthing.

The room was hot and cramped.



- There is a sign up in this window to explain that the curtain needs to be shut when the lights are on. There is a concern that service users may forget, especially if they are tired. The MVP has had previous reports that no sign was up in some of the ground floor side rooms at Pilgrim Hospital.
- It was noted that where the wards are being decanted into, some rooms are also overlooked by a building across the way, so signage and regular reminding would be beneficial

## RECOMMENDATIONS CONT-SAFE & CLEAN

- It was noted that some beds do not have TVs, Service users have voiced that they would have liked the option when being an inpatient for extended amounts of time.
- "Hello this is me" boards (similar to the boards on the neonatal unit) may be beneficial and a nice touch to introduce information, on it could be, my name is, I like to be called, my partner is, my baby's name is, I like \*\*\* (Tea white one!) this could aid in staff getting to know families, reduce disturbances and repetition.
- Signs in all rooms that could be overlooked at night, to explain curtains needing to be closed when the lights go on.
- Update the bereavement suite at Lincoln country hospital.
- Aim to make a space available to families on the neonatal unit, that is private, and quiet enabling them to "escape" and refresh or take a moment in private without the need to ask.
- Information on domestic violence services on the back of toilet doors may be helpful
- Consider creating a private space for Neonatal families to use to gather their thoughts on their own when/if they are feeling overwhelmed

#### FRIENDLY & PERSONAL

- We felt safe in all spaces.
- We could easily identify staff in an emergency, due to their clear uniforms and lanyards.
- It was clear from the signs up were the midwives, maternity support workers, sonographers or an obstetricians. However uniform posters may be helpful in ward areas so that service user need not go looking for one in a moment they may be presented with staff, ie at the bedside, if they wished to speak with someone.
- All areas seemed clean. however, freshness lacking in some wards due to poor décor/ needing refurbishment at Lincoln County.
- The facilities, inclusive of toilets, baths and showers were clean and working however, not all were accessible on Nettleham ward due to the age and style of the estates. Not all areas were accessible for people with additional accessibility needs.
- Antenatal ward- featured an 'anybody' gender neural toilet. Which can be used by wheelchair users and those identifying as transgender. Also a baby changing facility is available.
- Hand-washing is promoted, especially on the neonatal units. Sanitising stations were readily available trust wide as well.
- Posters were sighted throughout
- There are private rooms available for appointments and care during birth/postnatal care
- Private rooms seen on the antenatal ward/ near scan room if families receive bad news or have social care requirements.
- Bereavement suite available for families suffering baby loss at both units.
- We did not note any information, that helped a service user understand that they
  may request female staff member.
- Facilities feel safe for people with varying needs, eg. physical or learning disabilities
- The postnatal care ward feels secure due to the buzzer entry and vetting of visitors.
- Evidence-based information on safe baby care including skin to skin, feeding and sleeping is easily accessible to all.
- Poster/ displayed sighted on Nettleham ward and the Maternity ward at Boston
   Pilgrim with Skin to skin information seen above patient beds and displays
- If siblings were to visit, we are aware that support groups for siblings are in place and siblings are recognised and included as much as they can be within the neonatal setting trust wide.
- Neonatal- do have books available, toys were not witnessed for visiting siblings to use, if available.
- Notices in toilets explaining how to speak confidentially with a female staff member were not sighted
- It was not witnessed that communication is in place to explain that confidentiality is respected
- Information about Professional Midwifery Advocates is visible to communicate that Midwifery staff have ongoing support and supervision

sighted on wards and within staff rooms.



#### **POSITIVES- FRIENDLY & PERSONAL**

#### Welcome to the Neonatal Unit









Clear simple signs displaying who is in charge, and visiting times, was visible in every area

Visiting Times (Sept. 2022)

Birth Partners 0900 - 2100

Other visitors 1400 - 1700 and 1830 - 2000

No more than 3 visitors at a time.

Welcome to the Neonatal Unit

Matron: Cathy Franklin

Ward Manager: Carole Chapman

Nurse in Charge Today:

Di Bailey





 Name badges, uniform boards were appreciated

- Each area felt safe
- Engaged staff ensured we felt in a positive environment

Photos were noted as being useful to aid in understanding who is caring for them giving a caring, personal and relaxed touch, along with aiding in building trust and recognition.



## RECOMMENDATIONS-FRIENDLY & PERSONAL

- Staff do not always knock and wait before entering, a refresh in the importance of privacy may be helpful.
- "This is me" boards bedside could aid in helping to make the experience more personal.
- Uniform explanation posters on wards and in rooms, could aid service user to understand who is caring for them in the moment/identify who they may need if no time is available to go and find the uniform poster within the area it is located.
- Add signage to the gender neutral/anybody toilet.
- Sympathetically decorate rooms used for bad news or social care requirements.

#### ORGANISED AND CALM

- All staff seen appeared as happy/unhurried.
- Staff came across as calm, friendly and considerate
- Organised and tidy and the atmosphere felt calm, even though it was busy.
- Wall decorations that promote a sense of calm were few due to displays often being busy, walls do not promote a sense of calm
- Equipment appeared to be stored in designated places or other rooms that we could see into, e.g. stock/linen cupboard
- Staff rooms and kitchens, looked organised and uncluttered, a side from some information on the staff room walls.
- There was clear signage present so that people know where to go and what to do. Signs for reception/ labour ward/ antenatal ward were all clear. As was signage near lifts explaining which floors/wards there are were.
- There was clear communication about how the area functions what happens when, etc.
- Information regarding any delays in appointments was not sighted.
- Information regarding Partners/doulas staying 24/7 during birth and early
  postnatal care to provide personal support was present in the form of visiting
  hours on the wards however visiting during labour was not sighted.
- Staff seem unhurried, well-supported and happy
- It was not clear When a staff handover needs to happen, the staff communicate this clearly and explain what to expect beforehand, this may have been unsighted.
- It was not clear about what the processes in place are should if there were to be an emergency or if a designated staff member provides reassurance to the woman and her birth partner/ doula.



## POSITIVES-ORANGISED & CALM

- Where stock/linen cupboards were looked into they all seemed tidy and well organised.
- It was also evident which units operate a designated storage approach to organising equipment as very little medical equipment was left on display or in corridors, which greatly contributed to the feeling of calm and organisation in these settings
- The birthing pool room provided excellent examples of how birth settings can be made to look calm, through using wall decorations, colours, hiding medical equipment and using aids to promote relaxation and active birth.
- Neonatal provided a calm welcoming environment although space around the
  cots is limited and can feel intimidating because of the amount of equipment.
   Staff seemed to work hard to include parents in their baby's care and create a
  calm environment even when under stress.

## RECOMEDATORSORGANISED & GALM

- Standardising displays in terms of reading age/size of text/spacing and colour. Each unit produce a set of 'style guidelines' for staff to follow when producing their own signs and displays contributing to a feeling of unity and calmness
- Assign responsibility for communications displays across the maternity areas to an individual or team to prevent duplication and ensure consistency in message. Ensure the local MVP is involved to help tailor information relevant to local service users. Again, unity in displays helps with the calm feel to the environment.
- In terms of encouraging quietness and respecting privacy, only one or two units had signs on the doors of labour rooms which reminded staff to knock and wait before entering. This is not to say that quietness and privacy were not respected, but visual prompts were not always present. This would be useful on ward doors too to remind staff to 'knock' before opening curtains



# FOR YOUR CONTINUED SUPPORT IN OUR PROGRAM

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Find us

Find us

LincsMVP