

Restoring compassion to hospitals and healthcare workers: can it be done?

Clair Chilvers

Compassion

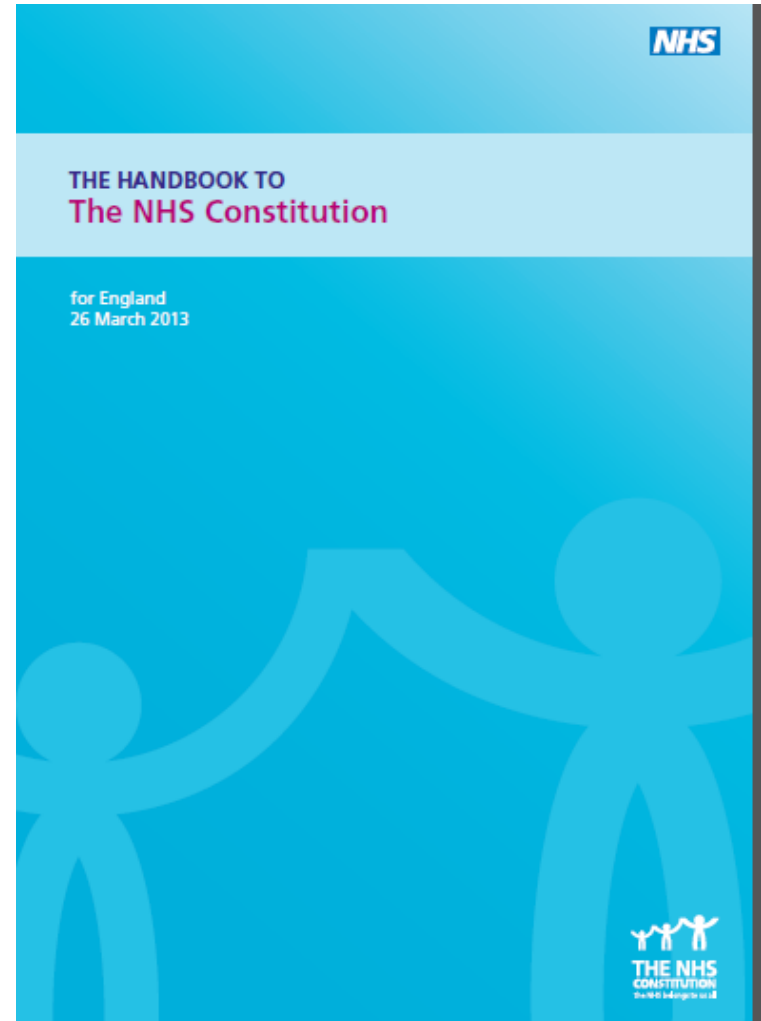
Sympathetic consciousness of others' distress together with a desire to alleviate it

Penguin English Dictionary

NHS Constitution 2008 to 2013



**THE NHS
CONSTITUTION**
the NHS belongs to us all



The NHS Constitution

- NHS Values
 - Working together for patients
 - Respect and dignity
 - Commitment to quality of care
 - **Compassion**
 - Improving lives
 - Everyone counts

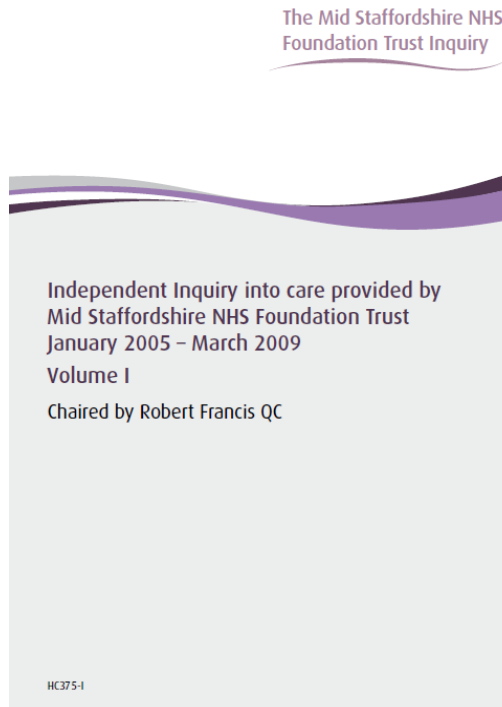
Compassion

‘We ensure that compassion is central to the care we provide and respond with humanity and kindness to each person’s pain, distress, anxiety or need. We search for the things we can do, to give comfort and relieve suffering. We find time for patients, their families and carers, as well as those we work alongside. We do not wait to be asked, because we care.’

Why are we even talking about restoring care and compassion?

Events at Mid-Staffordshire Hospital shocked the nation
What went wrong?

The Francis Report

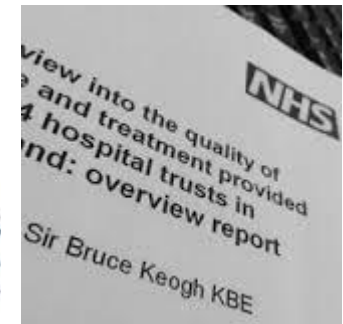


- **Inquiry into the Care provided by Mid Staffordshire NHS Foundation Trust between Jan 2005 to March 2009**
- **Care delivery**
- **Mortality Statistics**
- **Monitoring of care standards**
- **Considered why serious problems at the Trust were not identified and acted on sooner, and identified important lessons for the future of patient care.**

And not just Francis..



THE NHS
CONSTITUTION
the NHS belongs to us all



Health Education England



What have the recent findings said about **compassion** in healthcare?

Francis Report:

- Peppered with words like "poor leadership, tolerance of poor standards, inadequate staffing levels, recruitment and training, lack of compassionate care, lack of dignity"
- Huge emphasis on Culture Change
- 290 recommendations made to the Government

Clwyd Hart Review:

- Commissioned after public inquiry into Mid Staffordshire
- Looks at how complaints about care in NHS are listened to, handled and resolved
- Echoes Francis report around culture change, lack of care and compassion

The Independent Inquiry Report

...the areas of concern

The Mid Staffordshire NHS
Foundation Trust Inquiry

Independent Inquiry into care provided by
Mid Staffordshire NHS Foundation Trust
January 2005 – March 2009

Volume I

Chaired by Robert Francis QC

HC375-1

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Summarised as:

- Negative culture
- Professional disengagement
- Patients not heard
- Poor governance
- Lack of focus on standards of care
- Inadequate risk assessment of staff reduction
- Nursing standards and performance
- Wrong priorities
- ... and some 290 Recommendations to improve

Negative culture

- Warning signs were ignored
- Tolerance of poor standards
- Focus on finance and targets
- Denial of concerns
- Isolation from practice elsewhere
- Lack of critical analysis

Professional disengagement

- Clinicians did not pursue concerns
- No sense of collective responsibility for quality of care
- Passivity re personnel issues common in the NHS

Patients not heard

- Lack of listening culture
- Inadequate processes to respond to complaints and serious incidents
- Staff and patient surveys showed dissatisfaction
- Board lacked awareness of reality of care
- These (soft) sources of information seen as unimportant

Poor governance

- Ineffective governance structures: eg clinical governance
- Lack of appropriate systems meant leadership blind to what was happening

Wrong priorities: Lack of focus on standards of care

- Leadership focussed on financial issues as a result of financial challenge
- Insufficient attention to risks in relation to quality of service delivery
- **Failure to put patients at the centre of its work**

Nursing issues

- Delay in addressing known shortage of nursing staff for financial reasons
- Inadequate staffing levels on some wards
- Poor leadership, recruitment and training
- Poor standards
- Low morale
- Ineffective representation of concerns

The Francis Report ... Public Inquiry



- The word “hindsight” occurs at least 123 times in the transcript of the oral hearings as part of the investigation...
- and “benefit of hindsight” 378 times in the report.

What is truly important

- Emphasis on and commitment to common values
- Fundamental standards
- No tolerance of non-compliance
- Openness, transparency and candour
- Strong, and supported professional leadership
- Accountability
- Accessible information for comparison of performance

The Francis Report Public Inquiry ... the Governments Response



Department
of Health

The Government Response to
the House of Commons Health
Committee Third Report of
Session 2013-14: *After Francis:
making a difference*



November 2013

“a culture of zero-harm and compassionate care”

A few National Outcomes from Francis

- Review of bureaucracy
- Reviews of complaints handling
- Review of Patient Safety
- Review of 14 worst performing hospitals
- Review of role of health care assistants
- Review of how to rate hospitals
- CNO vision and strategy for nursing (6 Cs)
- Reorganisation of Care Quality Commission
- Duty of Candour
- Fit and proper persons Test

Care and compassion?

Report of the Health Service Ombudsman on
ten investigations into NHS care of older people



February 2011

These accounts present a picture of NHS provision that is failing to respond to the needs of older people with care and compassion.

Ann Abraham, Health Service Ombudsman

**Each case is compared to
the statements
of the NHS Constitution**

At Gloucestershire Hospitals an extensive action plan and staff engagement exercise led to 4 key themes and work streams:

- **Leadership & Training**; consistent patient centred culture
- **Recruitment**; values based / compassionate care incorporating education.
- **Transparency and openness**; data, safety, complaints, surveys, lessons learnt, communication; peer review
- **Culture**; safety, behaviours, carers patient involvement, whistle blowing

And specific actions promoting Care and Compassion:

- Clear expectations about behaviour from all staff: “Hello my name is...”
- Strong nursing leadership –
 - Back fill for Ward Managers = time to lead by example
- Board level walkabouts, talking to staff and patients
- Patients’ stories at Board meetings
- Focus on customer care
- Learning from complaints and compliments
- Open culture of raising concerns
- Values at recruitment eg consultant staff
- Transparency in publishing staffing numbers
- Schwartz Rounds

Promoting Care and Compassion:

As well as:

- Scrutiny of performance: learning from incidents, health and safety issues
- Identifying and investigating outliers
- Strong risk management processes
- Introducing our “Raising Concerns” process



Our Trust Nursing and Midwifery Strategy 2013/15

Objective 3: Trust Nursing and Midwifery Strategy –

To meet the six core statements of the Department of Health's National Nursing and Midwifery Strategy(2012) –

“The 6 C’s”

- Care
- Compassion
- Competence
- Communication
- Courage
- Commitment



This Defines the expectations for all Nurses and Midwives in England and states that which we all must comply with

Action Areas

Action area one:

Helping people to stay independent, maximise well-being and improving health outcomes

Action area two:

Working with people to provide a positive experience of care

Action area three:

Delivering high quality care and measuring the impact

Action area four:

Building and strengthening leadership

Action area five:

Ensuring we have the right staff, with the right skills, in the right place

Action area six:

Supporting positive staff experience





...quite simply

- ...to treat others in a way you yourself would like to be treated



- ...the care we would wish for our loved ones

Compassion in Practice: examples from Gloucestershire Hospitals

- “Staff nurse who fulfilled every element of devoted care which one would hope to encounter within such a setting”
- “I was very impressed by her (a catering assistant) caring relationship with the patients (she knew them all by name and also what their usual choice was as well as any contra-indications eg diabetes) and the care with which she ensured that their cup of tea was within reach, and that they had a beaker or straw if necessary. She was very cheery with the patients”
- Healthcare Assistant committed to treating each elderly patient “as if it was my Gran”
- Nurse sitting with dying patient until the family arrived
- Kindness and Respect Awards nominations

Caring for another human being can be very hard work

- Lack of compassion is also referred to as “emotional labour” or “compassion fatigue”
- Several research studies have highlighted the emotional cost of working within healthcare
- All highlight the need to build in a range of coping strategies and a culture that supports them

Starting with -

Ensuring we recruit the right staff in
the first place....

What is Values Based Recruitment? (VBR)

The purpose of VBR is to ensure that the future and current NHS Workforce is selected against the values of the NHS Constitution

..so that we recruit the right workforce not only with the right skills and in the right numbers

...but with the right values to support effective team working in delivering excellent patient care and experience

VBR Aims

- Greater emphasis on ensuring staff are recruited into NHS who have the right values and behaviours to deliver best possible care to patients - consistently
- Employ people who have the same values as us and that are outlined in the NHS Constitution

Gloucestershire Hospitals approach to Values Based Recruitment

- VBR pilot run 2014 – focused on selection of newly qualified nurses
- Consisted of 2 day “selection event”:

Day 1: Literacy & Numeracy testing

Day 2: Values based scenarios and around table discussions followed by structured face to face interviews (particularly Care and Compassion)

And our Higher Education Colleagues..

- Vital as they provide our future workforce
- All regulatory bodies have responded to the numerous reports highlighted in earlier slides
- Selection processes to undergraduate programmes have been mandated by Health Education England (HEE) to recruit to values from **1st April 2015**
- Variety of techniques and models used but all are along the same lines – regardless of profession

Care and compassion on undergraduate curricula

- Similar themes to recruiting to values – all undergraduate health care programmes have strong emphasis on care, compassion in both theoretical and practical elements of each programme
- Placement providers (Trusts) and academic providers work collaboratively to ensure clear messages are heard about the importance of values
- Gloucestershire Hospitals place a large emphasis on the importance of fundamental care practices for students we support and work hard to dispel the myth of “too posh to wash”

In addition:

- Students can't progress into each year unless they have proven their competence and proficiency in all of the outcomes / objectives around **values and behaviours**
- Whilst on placement, they are also assessed in practice against these outcomes and requirements

In conclusion:

Post Francis and other reports:

- Many NHS Trusts may have been guilty of the same failings as Mid-Staffs At least in pockets of some hospitals, wards or locations.
- The results are a wide range of excellent service improvements and initiatives and much greater emphasis on compassionate care

Restoring Compassion ...?

- There are strong arguments to say “we never really lost our compassion” – at least not completely
- But if we ensure;
 - We recruit the right people for the future
 - We train, develop and support staff well
 - Sufficient staffing levels
 - Good leadership in the right culture
- This can only be good for our patients.