

## Whittington Health Trust Board

27 November 2013

<b>Title:</b>	Nursing and Allied Health Professionals Strategy Update/Compassion Model		
<b>Agenda item:</b>	<b>13/152</b>	<b>Paper</b>	<b>3</b>
<b>Action requested:</b>	For discussion and information		
<b>Executive Summary:</b>	<p>The Trust Board approved the five-year Nursing and Allied Health Professionals (AHP) Strategy in 2012.</p> <p>This report provides an annual update on the implementation of the strategy and presents a key piece of innovative work which is integral to the strategy and the culture of the organisation.</p> <p>Shortly after the launch of the Whittington Health Nursing and AHP Strategy in 2012, the Chief Nursing Officer Jane Cummings, launched the national strategy for nursing in which she outlined the 6Cs – Care, Courage, Communication, Competence, Commitment and Compassion as the values underpinning nursing practice. The Whittington Health Nursing and AHP strategy is closely aligned to these values.</p> <p>One piece of work which has developed over the past 12 months is the Compassionate Model for Care. Dr Senga Steel, Assistant Director of Research, Innovation and Quality and Senior Nurse, and Mike Clift, Practice Development Nurse, are the authors of this work which is currently being showcased nationally.</p> <p>A series of events from December 2013 to February 2014 have been arranged across all practice areas in the Trust with all nursing midwifery and AHP groups to develop a number of actions. These will underpin and further embed the 6C's areas of action into the Trust's organisational culture and patterns of working.</p>		
<b>Summary of recommendations:</b>	To note and approve		
<b>Fit with WH strategy:</b>	Strategic Goal 3: Efficient and Effective Care		
<b>Reference to related / other documents:</b>	CQC Outcome 4 Care and Welfare of People who use services, in particular outcome 4A: Effective, safe and appropriate care treatment and support through coordinated assessment planning and delivery.		
<b>Date paper completed:</b>	18 <sup>h</sup> November 2013		



<b>Author name and title:</b>		<b>Alison Kett, Deputy Director of Nursing and Dr Senga Steel, Assistant Director of Research, Innovation and Quality and Senior Nurse</b>		<b>Director name and title:</b>		<b>Bronagh Scott Director of Nursing and Patient Experience</b>	
<b>Date paper seen by TB</b>		<b>Equality Impact Assessment complete?</b>		<b>Risk assessment undertaken?</b>		<b>Legal advice received?</b>	

# **'Delivering High Quality Compassionate Care 2012-16'**

## **Nursing and Allied Health Professionals (AHP) Strategy Update and the development of the Whittington Health Compassion Model of Care**

### **1.0 Introduction**

The Whittington Health Nursing and AHP Strategy was launched in May 2012. The Chief Nursing Officers Strategy, 'Compassion in Practice' was subsequently launched in December 2012. There were many similarities with the national strategy and the Whittington Health strategy.

One year on, Whittington Health nurses and AHPs have been actively involved in embedding our own strategy but have now decided to utilise the 6C's and the action plans developed by the Department of Health to continue progress with our own strategy.

### **2.0 Update – Key developments**

The Nursing and AHP strategy is modeled on the strategic themes of the organisation and provides a framework of how nurses and AHPs will contribute towards each theme. Examples of some of the key developments are outlined here.

#### **2.1 Integrate models of care**

- Community matrons in-reaching ambulatory care
- Team leader district nurses in-reaching to hospital wards and ward managers visiting community.
- Development of the Hospital at Home
- Going home bundle, mixture of hospital and community staff involved
- Joint pressure ulcer project with acute and community.
- Development of the Integrated Continence Committee to develop seamless pathway of care for patients with incontinence who are admitted to Whittington Hospital.
- Integrated diabetes service
- Integrated physiotherapy service

#### **2.2 Ensure “No decision about me without me”**

- Burdett Dementia Project – over 300 staff now trained in dementia
- Full range of dementia training now developed from awareness raising to post graduate training.
- Mental capacity assessment training and DoLs training re-launch
- Pilot of Face MCA Assessment
- All ward and district nursing teams have quality dashboards displayed

#### **2.3 Deliver efficient, effective services that improve outcomes**

- Nurse/physiotherapy led Rapid Response COPD service
- Arrival of Information Pod for cancer patients
- Development of the Board Rounds supported by nurses and AHPs
- Investment in Pressure Ulcer Prevention Campaign. Significant reductions in Pressure Ulcers in Whittington Hospital.
- Introduction of 'joint school'

#### **2.4 Improve the health of local people**

- Increase in numbers of nursing staff completing self-management course

- Increased smoking cessation advisors.

## 2.5 Change the way we work by building a culture of innovation and continuous improvement

- Professional forum focused on Francis Enquiry response – Open culture, supporting staff under stress
- Nursing and AHP projects on the Whittington Health Leadership programmes
- Development of a 'compassionate model of care' (See 3.0)

## 3.0 Building a model of compassion for Whittington Health

Compassion is recognised as a core nursing value worldwide, yet there is little evidence of what compassion means for nurses and how it is 'practiced'. To have compassionate nurses we need to understand what it is, be able to recognise compassionate behaviour and nurture the development of compassionate nurses. Dr Senga Steel, Assistant Director of Research, Innovation and Quality and Senior Nurse and Michael Clift, Practice Development Nurse, have led the development of a model of compassion that describes the concept, the behaviours and skills required to articulate compassion in practice from the voices of our nurses and midwives.

Approximately 18 months ago, the Director of Nursing and Patient Experience introduced a series of conversations with nurses and patients now known as Matron Conversations. These are short conversations which allow senior nurses to engage with staff and patients about key aspects of care provided and received. The questions asked are 'what does compassion mean to you?' and 'can you give me an example of compassion?' The information received from the responses of 218 nurses and midwives were coded separately by two researchers using an inductive thematic approach. The themes generated described the components of compassion in the words of the nurses who took part. A model was constructed that reflected the themes expressed. The examples of compassion were also coded in order to identify key behaviours important to the expression of compassion. The required skills for compassionate practice completed the three stage model.

Nurses predominantly identified compassion as empathising and caring, demonstrated by communicating with and helping their patients. Understanding, showing kindness, feeling sympathy and acting at the right time were also expressed as element of compassion in nursing.

Articulating what compassion means for nurses is an important conceptual step in operationalising ideas about what compassion looks like in practice. The expression of compassion in our working lives can then be recognised, nurtured and measured and nurses can be enabled to learn skills that will empower them to demonstrate compassion more skillfully

Operationalising the concept of compassion into a meaningful three-part model has facilitated the development of strategies to enable us to build a more skilful and compassionate workforce for the future.

## 2.2 Plan for 2013 - 15

A series of events from December 2013 to February 2014 has been arranged across all practice areas in the Trust and with all nursing midwifery and AHP groups to develop a number of actions which will underpin and further embed the 6C's, areas of action into the Trusts organisational culture and patterns of working.

# Building a model of compassion for Whittington Health

**Dr Senga Steel**  
**Michael Clift**



# Why?

- **There is no consensus of what compassion means for nurses or patients**
- **Understand what compassion ‘ looks like’ in nursing practice**
- **Identify the behaviours and skills that help articulate and nurture compassionate practice**



# What did we do?

- **Visible leadership ‘ matrons conversations’**
- **We asked nurses two questions:**
  - *What does compassion mean to you?*
  - *Give me an example of when you were involved in a compassionate interaction?*



- **218 nurses answered the compassion question**
- **2 researchers conducted inductive thematic analysis of the data set**
- **Themes were constructed that reflected the view of the nurses**
- **We constructed a three part model that described**
- **The concept of compassion**
- **The behaviours that demonstrate compassion in practice**
- **The skills that enable its expression**



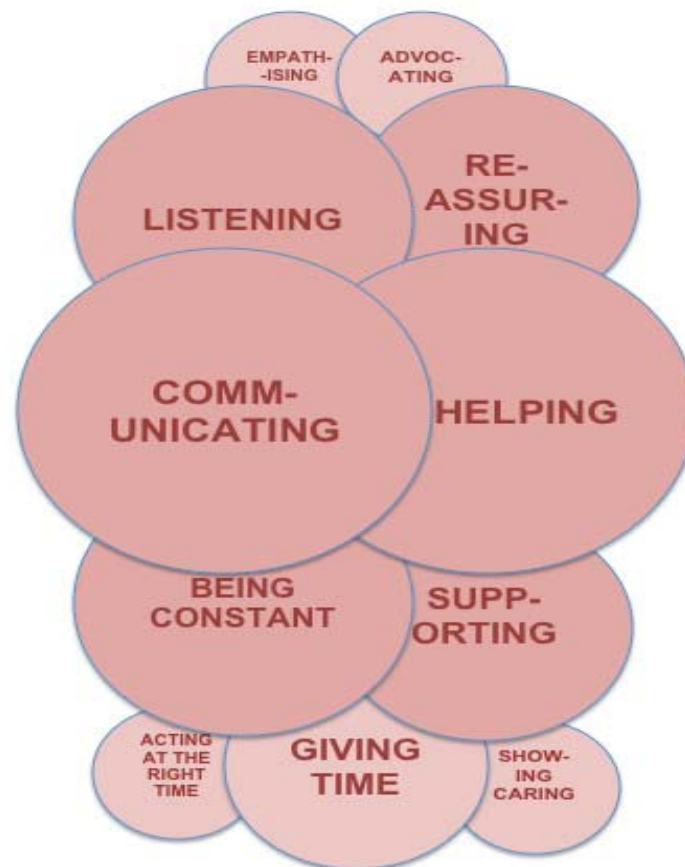


## THE COMPASSION MODEL

### THE CONCEPT



### THE BEHAVIOURS



# The Model: Concept - 1

Whittington Health



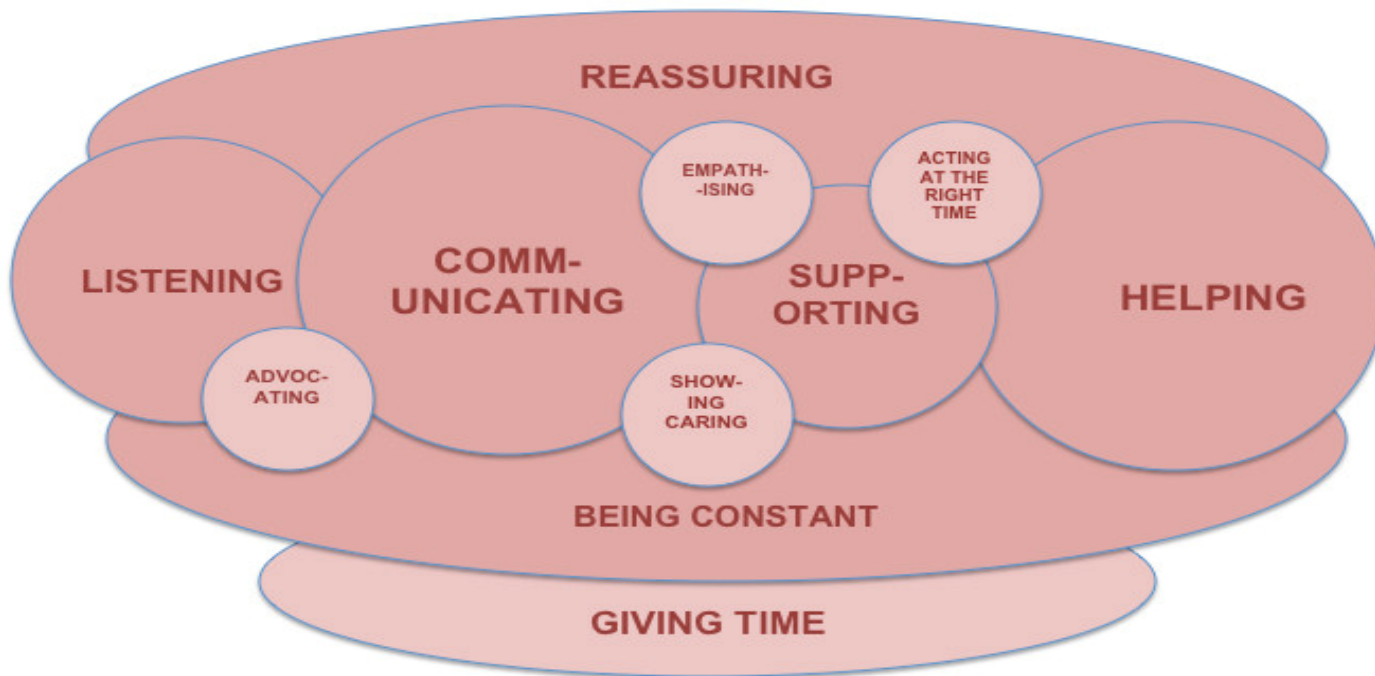
## THE COMPASSION MODEL – THE CONCEPT



# The Model: Behaviours - 2

## THE COMPASSION MODEL – THE BEHAVIOURS

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- **Observation**
- **Active listening**
  - **Body language**
- **Advanced empathy skills**
- **Developing and using the ‘therapeutic relationship’ to achieve better health outcomes for patients**
  - **Acceptance and commitment Therapy (ACT)**
  - **Compassion focused therapy**
  - **Kindness behaviour training**
- **Advocacy skills**



- **Exploring threats to compassion with nurses**
- **Validation through focus groups with nurses**
- **Focus group for patients**
- **Development of ‘skills library’ for compassion through consultation with education experts, staff and patients**
- **Integration with appraisal and personal development**
- **Integration with organisational development**



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