

P68 LEAN - LOOKING WITH FRESH EYES

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Introduction The hospice has continually strived to provide the most efficient and streamlined services possible, right across the organisation. In August 2011 it was decided to introduce 'Lean'. Organisational improvement principles. 4 staff from different departments were trained as Lean Advisers to embed the principles of Lean within all areas of the hospice.

This is the journey of the introduction and development of 'Lean' to support organisational improvement.

Aim

- To demonstrate the development of the role of the 'LEAN' Advisers to empower and support staff in their review of departmental processes using 'LEAN' principles and techniques.
- To discuss process and outcomes of projects undertaken in clinical care, fundraising, staff support and environmental efficiency
- To discuss lessons learnt
- To discuss where we go from here

Methods

- Developed a timeline to plot the journey to introduce Lean Principles.
- Ongoing training provided on a voluntary basis by a Lean consultant
- Use of a variety of Lean tools to collect and analyse data

Results To date two projects have been completed - 1 reviewing and streamlining of the patients journey through the hospice which has resulted in cost savings on staffing and an increase in patient contacts by community staff. 2 the running and management of OT & Physio equipment stores which has resulted in a more efficient and safer service to patients. 3 other projects are in progress.

Conclusion

- It is far too easy to offer solutions to a problem before understanding what is really going on
- It is far too easy to implement a process/solution for a problem and then think the job is done
- A group of people from different backgrounds with LEAN training can make a massive difference to a service

P69 RECRUITING OUR WORKFORCE USING VALUE BASED INTERVIEWING

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National research and enquires have highlighted a gap between the espoused values within care environments and the quality of care people receive. Richard House recognises the relationship between high quality care and the values and attitudes of staff and volunteers.

Richard House implemented value based interviewing (VBI) as part of our recruitment process in 2012 to seek to ensure that the values of Richard House are reflected in the day to day care and support it provides to children, young people and their families.

Core values were drawn up by the staff and volunteers who also helped develop the positive and negative indicators.

Value Based Interviewing is underpinned by robust research and it has been proven this interviewing method facilitates the recruitment of people more aligned with organisational values and behaviours and helps recruit high performing and effective staff and volunteers.

VBI has been used and established in a number of organisations including the NSPCC. It has been shown to effectively identify candidates who are a "better fit" for Richard House and therefore the right people to support the service for children young people and their families.

P70 DEVELOPING AND CELEBRATING GOOD PRACTICE IN A HOSPICE SETTING: EQUIPPING A WORKFORCE FOR A CHANGING AND UNCERTAIN FUTURE

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Background In the current climate of austerity and need to demonstrate that hospices are able to prepare for a changing future of widening access, it is important that hospices take every opportunity to develop practice and ensure the whole workforce is abreast of current thinking. Furthermore, this development must be made explicit to staff and all stakeholders. Having always prided itself on being a centre of excellence, this hospice sought to demonstrate this by being recognised as a practice development unit.

Approach After working with a university to reach first stage accreditation, it was acknowledged that the framework to achieve this was too rigid and costly for a charitable organisation. The existing education and research group was amalgamated with the practice development team to create a Hospice Education And Research and Development (HEARD) group to ensure that every aspect of hospice care follows a practice development approach.

Outcomes The group HEARD offers everyone in the organisation a voice, and a place for their development ideas to be heard. It meets bi-monthly to examine current practice, ideas for research and publication, and to plan a series of learning events to meet changing educational needs of all hospice staff. This plans to generate evidence, develop practice, disseminate good practice, and share best evidence through a journal club, with a focus on developing the workforce and leadership abilities through a largely bottom-up approach.

Application To preserve the academic rigour of the practice development process, eight criteria were created to guide innovation, and the group has a steering committee. Two successful celebration days have now been held to showcase practice developments to stakeholders and staff. An electronic source of educational information has developed from this; the research behind which, as well as other developments, have been published and shared at international conferences.

P71 INTERGRATING A NEW HOSPICE PAY POLICY WITH A NURSING COMPETENCY FRAMEWORK

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