

compelling narratives necessary for the future success of the hospice movement.

Conclusion Sharing these narratives at the Hospice UK Conference will provide an opportunity for the wider hospice sector to react and help shape the story that will inform the future leadership aspirations of a new cohort of hospice leaders.

P-250 LEADING TRANSFORMATION IN A PERFECT STORM: TESTING THE THEORIES THROUGH A LIVED EXPERIENCE

Tina Swani. *Birmingham St Mary's Hospice, Birmingham, UK*

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The presentation delivers a lived experience over 15 months from a point where three significant risks simultaneously materialised in November 2014, to a position where eight service redesign projects were launched by April 2016 with recognised impact on larger systems transformation. The financial position shifted from an anticipated deficit of £1m to a surplus of almost £0.5m.

The presentation relates and reframes culture, coaching, change and marketing theory whilst delivering learning from mistakes and successes; how change was accelerated once the shift from fear to possibility was achieved; and how the focus on dignity, experience and confidence of patients, families and carers has extended reach as a result.

In November 2014 three events occurred:

- Legacy income had not materialised during September, October and November
- Three Clinical Commissioning Groups initiated a procurement process for End of Life Care
- The Fundraising teams were in the middle of a major uplift with an anticipated decline in income trajectory on the previous year

Whilst each risk had been anticipated in isolation, together, this created a perfect storm.

The author delivers a real story, illustrating how change was accelerated through self-directing teams that have transformed working practice to enter new market space with a tested target to double reach and demonstrate sustainability through the Hospice's Case for Change.

The Case for Change has already achieved significant financial investment (including CCG and major donor investment); early review to the CCG demonstrates some evidence of larger system transformation.

P-251 A TAILORED APPROACH TO VOLUNTEER LEARNING AND DEVELOPMENT

Morven MacLean. *Children's Hospice Association Scotland (CHAS), Edinburgh, UK*

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Having a well-informed, skilled and motivated volunteer force enables us to deliver the best possible service to children, young people and their families. Like most hospices, our organisation requires staff and volunteers to undertake statutory/mandatory training in order to ensure the safety of its' people and the quality of services delivered to children, young people and their families.

We have adopted a tailored and inclusive approach to volunteer learning and development. Volunteers receive relevant

content, appropriate to their role, and it is delivered in a format that is cost-effective, accessible and scalable. The development of a core learning matrix and e-learning platform unique to volunteers was developed by the Voluntary Services Team in conjunction with volunteers.

This provided a solution to the volunteer statutory/mandatory learning dilemma – balancing legislative requirements with a volunteer engagement and inclusion agenda. Volunteers complete a short learning package that is accessible, tailored and proportional to the level of risk attached to their role. Statutory/mandatory training has been rebranded as volunteer core learning and assessments that had in the past provoked anxiety have been removed.

A communications plan shared with staff ensured consistent positive messaging to volunteers and volunteer communications clearly sold the benefits of the new system to volunteers. The matrix and e-learning platform were launched with volunteers in April 2016 and feedback to date has been excellent. Our organisation now has an approach to volunteer core learning that complements the direction of travel in volunteer engagement. Lack of time and too much bureaucracy are well-documented barriers to volunteering. Both these barriers have been addressed by this project.

Our organisation has received a lot of interest from other hospices in our volunteer core learning matrix which is why we are keen to share this piece of work more widely at the Hospice UK conference.

P-252 ABSTRACT WITHDRAWN

P-253 'THINKING INSIDE THE BOX' – PRISONERS AS VOLUNTEERS?

Katherine Bright. *Earl Mountbatten Hospice, Newport, UK*

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Introduction Firm geographical boundaries between yourself and competitors can often be beneficial but when you live on an Island it can make things difficult when in need of resources such as volunteers.

Aims of the project Expand the volunteer role to encompass the workforce available at HMP and to provide meaningful tasks that engage prisoners with the local community in a positive manner.

Approach used Lots of meetings with HMP to work through as many options as possible to engage the workforce with a range of projects: recycling of newspapers into bags, upcycling furniture, and production of concrete garden ornaments and hanging/sizing/steaming of clothing.

Working together through the processes and procedures required when dealing with a high security environment.

Promotion of the project was important and branding and signage has been developed to inform and engage customers.

Results Fortnightly deliveries/collections to HMP allow sufficient time for processing items in the various workshops and different projects. Financially we both benefit with different remuneration for different items. Community engagement is positive with customers timing their visits to our shops to coincide with deliveries of the latest stock. The prisoners look forward to receiving before and after photos of the upcycled items and are making a display in the workshop to encourage participation from others and increasing the drive to learn more skills and take on increasingly difficult items.