LEAVING HOME - MANAGING CHANGE

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Aim

To investigate the relationship between psychological attachment style and emotional responses to moving into a purpose built hospice.

Background

Mental representations of self and other are formed by our primary relationship. Internal working models inform subsequent relationships, life events, and responses to life. Attachment style research demonstrates predictive value for staff responses in clinical environments. In 2013 our hospice service relocated to a bespoke new build. Practical issues were addressed by project management, but psychological and emotional aspects were unexplored.

Methodology

After favourable University ethics review the study took place in an English, 17 bedded consultant-led hospice with daycare, and community services. All staff and visiting volunteers were eligible for the study. A modified adult attachment questionnaire with added elements was circulated prior to moving.

Gender was not collected to ensure confidentiality.

Results

42 questionnaires (31%) were returned: 34 staff, 8 volunteers. Statistical analysis revealed no difference between staff and volunteers so they are reported together. The median length of service at the old Hospice was 6.2 years; range <1 to 23 years service. Older staff had worked for the hospice for longer (p < 0.05).

Anxious and avoidant attachment styles were not related to threat themselves.

Conclusions

Improved awareness, communication, education and support for staff responses in clinical environments. In 2013 our hospice service relocated to a bespoke new build. Practical issues were addressed by project management, but psychological and emotional aspects were unexplored.

Aims

- Create a pay policy to reflect local market conditions and respond to hospice needs whilst being flexible
- Develop a “balanced” nursing skill mix which reflects the hospice’s needs
- Establish core requirements for each nursing post
- Link competence with pay
- Develop a pay and competence framework in consultation with staff.

Method

Using best practice documents, the hospice reviewed and updated existing competencies before implementation. Registered Nurses engaged with the new process by:

- Attending teaching sessions on
  - Introduction to Competencies: How, What, Why and When!
  - Getting Started with your Competencies
- Meeting with Line Managers on a 1:1 basis

A structure consisting of Foundation, Intermediary and Tenure levels of competency and pay was introduced.

Results

The implementation of a competence related pay structure appears to have had a positive effect on staff engagement and motivation. Improved awareness, communication, education and support have resulted.

Conclusion

Having the competencies linked into Performance Development Review process enables a cycle of reflection, support, training and evaluation.

The framework encourages and supports staff to work to their potential to provide specialist palliative care and respond to organisational needs.