One of the key operating principles from the working paper of the Commission into the Future of Hospice Care (2012) identified leadership as a core requirement both at the strategic and operational level within organisations. St. Richard’s Hospice has been fortunate in that two members of the senior management team have completed the MA in Hospice Leadership at Lancaster University. We recognised that to embrace the new era of empowering the wider teams and individuals to recognise leadership as a core skill and understand how they can influence current and future development of the sector is core to sustainability.

Up until recently most of the investment in leadership and management has been directed toward individuals where there was an element of self-selection linked to career aspirations or performance management issues where new skills and knowledge were required to deliver their role.

The hospice has now developed and implemented a process where the identification of leadership and management is a bottom-up approach starting at the annual appraisal linked to identifying and nurturing future leaders. We recognised that many of our current staff did not recognise that they already possess inherent skills especially in terms of emotional intelligence, innovation and personal motivation.

As a hospice we have:

- Provided people with the knowledge about how to make best use of appraisal and demonstrating the impact in organisational development.
- Emphasised the hospice strategic objectives, linking their current role to how they are delivering against these objectives and empowering them to contribute to our future strategic direction.
- Establishing longer term career aspirations and navigating people toward achieving these.
- Creating opportunities for staff to complete formal leadership and management qualifications (ILM Levels 3 and 5).

The next stage in the process, identified by the future leaders is establishing the need for coaching and mentoring and how this will support continuous improvement.

### Aim and objectives

- Coaching RNs to understand leadership practices as shift leaders and the importance of their role in influencing the development of new nurses.
- Encourage a culture change for shift leaders to realise the potential of being strong leaders focusing on patient wellbeing.

### Approach used – work in progress

The unit manager and leadership and development officer working in partnership on a joint project investigated reasons for the disparity. Shift leaders spent time reflecting on their approach to leadership, outcomes provided a base of their then situation. Observation allowed for deeper understanding of the nurse’s practice (Keatinge 2002).

Discussion of the observations included; could understanding and implementing leadership styles harmonise the team, reflection on management theories such as Belbin’s team roles (Belbin 2004).

### Evaluation RNs recognising their responsibilities as leaders and seeing a growth in project work and knowledge sharing that will educate new nurses.

### Conclusion

This culture shift is important to bridge gaps in leadership as effective leadership is critical in delivering high quality care and ensuring patient safety and facilitating positive staff development (Frankel 2008). Sharing an approach that looks at leadership styles and what they mean on IPU might offer alternative methods for solutions in other hospices.

###背景

加强会诊护理领导是一门关键的步骤，由委员会提出。未来会诊护理会确保会诊护理适合于未来。

景观是由住院领导提供的。大多数会诊护理都有明确的制度性资金来源，要么静态，要么不定。对临床护理的预期是显著增加，尤其是和NHS以及地方政府正鼓励本地领导去发展临床护理系统，这系统是集成的、可访问的、系统化的，以及响应式的。

为了迎接这些挑战，会诊护理领导者需要有一个组织的故事，强调他们在组织中的发展，它们的贡献，以及如何为临床护理系统提供持续的领导。

###目的

会诊护理领导在会诊护理战略领导计划将识别这个未来景观的重要特征，以及在临床护理中，2016年会议提供了一个令人兴奋的机会，来分享它们对未来的思考，以及与会诊护理更广泛的社区。

###方法

在会诊护理战略领导计划，期间的两个模块的设置，由超过30个会诊护理领导者来自更广泛的社区，这将加深对潜在的了解和未来临床护理系统的理解。
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

10.1136/bmjspcare-2016-001245.271

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

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

10.1136/bmjspcare-2016-001245.272

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

10.1136/bmjspcare-2016-001245.273

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.