End of Life Care -
A Practice Development Programme

Developing a culture of person centred care

Bettina Korn, End of Life Care Coordinator (bkorn@stjames.ie)
& Margaret Codd, ADON, St. James's Hospital
Where do people die in Ireland?

Most people would choose to die at home… however, most people die in hospital.

McKeown, 2012

28,995 deaths in 2011 (CSO)
## Deaths in SJH

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deaths/year in SJH</td>
<td>924</td>
<td>869</td>
<td>781</td>
</tr>
<tr>
<td>Emergency Department</td>
<td>16%</td>
<td>12.5%</td>
<td>17.4%</td>
</tr>
<tr>
<td>ICU</td>
<td>15.6%</td>
<td>19.6%</td>
<td>19%</td>
</tr>
<tr>
<td>Wards</td>
<td>68.5%</td>
<td>67.9%</td>
<td>63.5%</td>
</tr>
</tbody>
</table>

2-3 deaths every day in our hospital
Hospice Friendly Hospitals Programme – Aims:

- End-of-Life Care is central to the **mission** & everyday business of the hospital

- To develop comprehensive **standards** for all hospitals in relation to death, dying and bereavement

- To improve the overall **culture** & **organisation** in all aspects of death, dying and bereavement

- Promote competence and compassion in all staff

**Putting hospice principles into hospital practice**
SJH End of Life Care Programme (since October 2010)

Hospital Board & CEO

Standing Committee

Resources

Education & Training

• Final Journeys Programme
• Education programme
• In-services
• Under & Post Graduate
• Mortuary visits
• EOL Review Meetings

Standards

Practice Development
What do we mean by ‘hospice principles’?

Not about the building or resources

A way of doing things

Culture
National EOLC PD Programme

Joint programme - HFH & ONMSD of HSE

- 20 months (Oct 2010 – April 2012)
- Band 1 Academic Hospitals x 8

Novel approach

- Emancipatory Practice Development

Aims:

- Develop practice in relation to EOLC
- Develop facilitation skills in senior nurses
4 day – EOLC Practice Development Programme

**Participants** (HCA & CNM)
- Cardiothoracic ICU
- Care for the older person ward (residential)
- Care for the older person ward (rehabilitation)
- Acute medical ward
- Respiratory ward
- Transport services

**Process**
- 1 programme day per month
- Ward based activities between programme days
- 2 facilitators

**Funding**
- NMPDU – backfill for HCA staff attending
Person Centred Framework

**Collaboration**

**Inclusion**

**Participation**

**Equality**

(McCormack & McCance, 2006)
What was involved?

**Creativity**
- Art
- Role play
- Human sculpture
- Contemplative walks
- Angel & Whacky cards
- Poetry
- Haiku

**Skills**
- Critical reflection
- Johari window
- Feedback
- High challenge / high support
- Mindfulness - leave things outside
- Speak up – across status gradient
- Listening
- RAA

**Outcomes**
- Clarify values
- Challenge language & behaviours
- Advocate for patients
- Ward based QIP's
- Context
- Acknowledgement of contribution
- Renewed passion
Reflecting, learning and growing
The only difference between stumbling blocks and steppingstones is the way in which we use them.
Evaluation

• Personal & shared reflections – record of learning
• Ward Quality Improvement Plans
• Indirect outcomes:
  - Anecdotal – patients, families, staff
  - Feedback to EOLC Standing Committee/ DON/CEO
  - ‘Last Offices’ sessions
  - Final Journeys attendance
• Workplace Cultural Critical Analysis Tool – (WCCAT) observation assessment
• End of Life Care review meetings
• Development of local guidelines/procedures
Summary
• End of Life Care is a team effort
• Competence & compassion are key ingredients
• Ward based culture change programmes enable staff to identify & address areas of concern
• Importance of reflective space

Culture of person centred care can develop when:
✓ Shared values across the organisation
✓ Staff are given permission to do the ‘right thing’ in the context of their ward/area

Next steps:
▪ Further programme early 2015
**References**

- McKeown, K (2012) Key Performance Indicators for End-of-Life Care: A Review of Data on Place of Care and Place of Death in Ireland, Dublin: Irish Hospice Foundation

**Acknowledgements**

- NMPDU
- Staff from participating six areas in SJH
- Paul Gallagher, Director of Nursing, SJH
- Lorna Peelo-Kilroe, Nursing Lead, HSE National Clinical Programme for Palliative Care