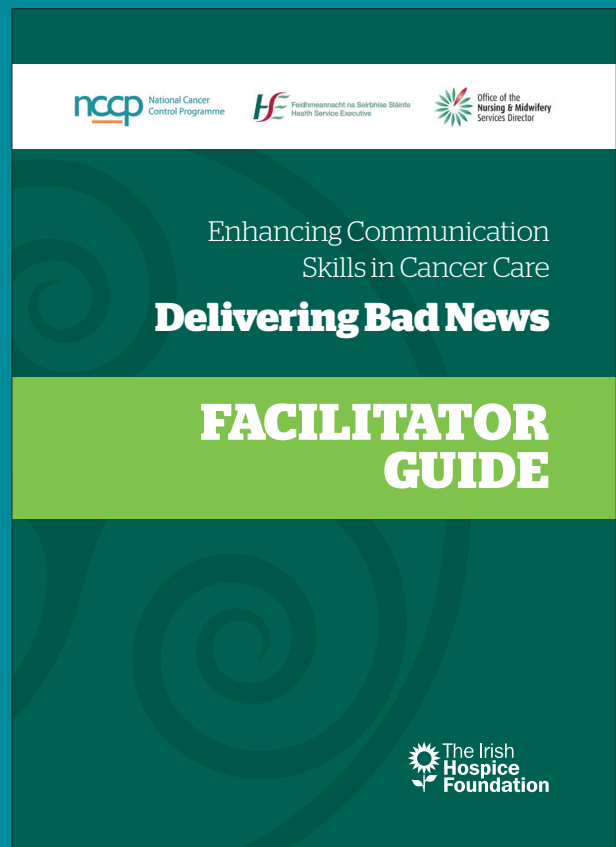
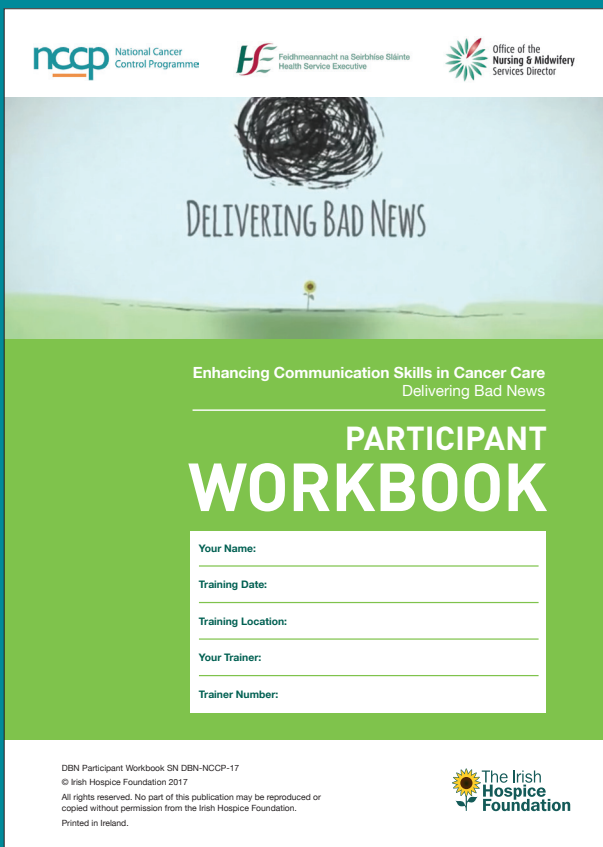




Delivering Bad News well

Support for enhancing communication skills for Healthcare Professionals working with Cancer Patients

2016-2018





Contents

Introduction	2
Project Background	3
Outline of Project	3
(a) What we did	3
(b) Recruitment	4
Training of HSE Staff as Certified Trainers	5
Geographic profile of certified NCCP trainers	5
Most number of certified Trainers	5
Feedback from HSE staff who trained as certified Trainers	6
Delivery of Communication Workshops	8
Key benefits of Project	10
Conclusions	11
List of Appendices	12
Appendix A Irish Hospice Foundation Project Teams	13
Appendix B Facilitator Training Workshop Outline	14
Appendix C Facilitator Training Workshop Feedback Sheet	16
Appendix D Facilitator Training Workshop	17
Facilitator Checklist for half day Training Workshop	18
Appendix E Delivering Bad News Well Workshop Outline	19
Appendix F Delivering Bad News Well Workshop Feedback sheet	20

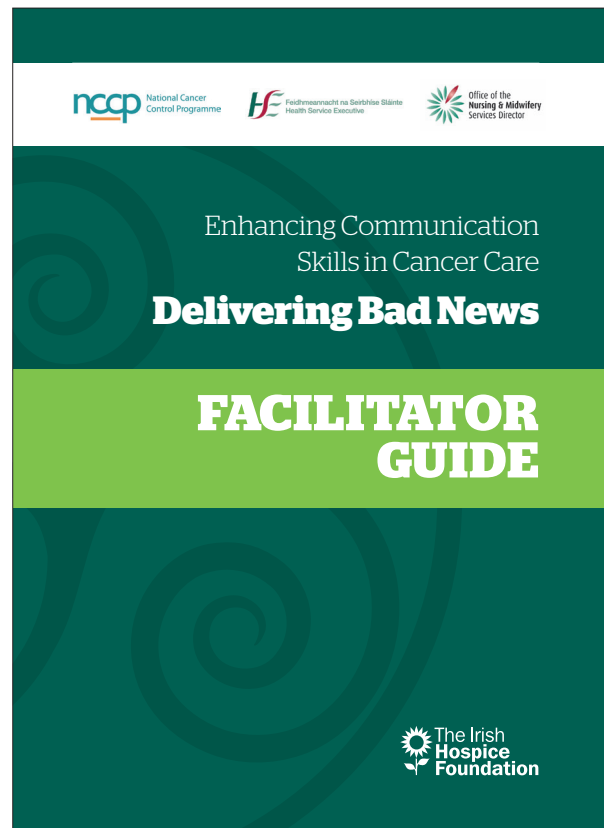
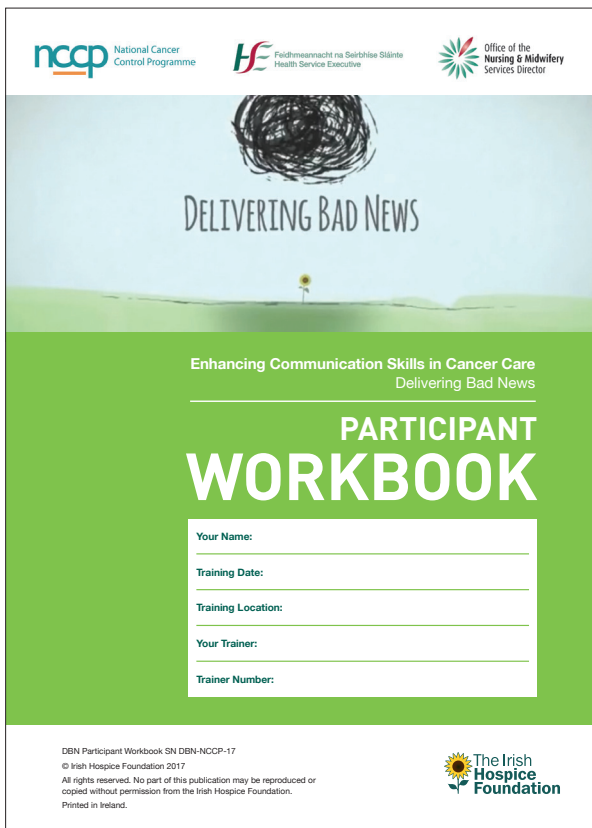
Delivering Bad News well

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2016-2018

July 2019

The public consultation for the third National Cancer Strategy 2017-2026 identified communication as an important issue for patients, families and healthcare providers. Communication can strongly influence a cancer patients experience and effect their care and wellbeing.



Project background

Many hospital staff deliver news regarding diagnosis or prognosis that is not positive. Other healthcare staff interact with patients and families around the time that they receive sensitive news. While the doctor will have a primary role in this, many staff on the multidisciplinary teams will be interacting with the patient around these sensitive conversations. Most of these staff have had no formal education or training in this specific area. Enabling individuals to hear, understand and accept their diagnosis is critical in fostering a positive patient experience. This is a priority for the clinical professions and for the HSE. It is recognised that there was, and is, a need to provide educational workshops for multidisciplinary teams working in cancer care nationally to help them develop competence and confidence when dealing with patients and families at times when difficult news may arise.

Outline of project

The purpose of this Project was to enhance HSE staff communications with cancer patients and their careers at the time of diagnosis and throughout their cancer trajectory. The National Cancer Control Programme (NCCP) commissioned a bespoke *Delivering Bad News Well: Enhancing Communication Skills in Cancer Care* workshop, and used a *Train the Trainer* model to roll out this communications workshop to HSE staff in cancer centres throughout the country to meet an identified need. The aim was to provide a self-sustaining programme for delivering the workshop on an on-going basis and a critical mass of cancer healthcare professionals trained in advanced communication skills. As part of this process, competency assurance and support workshops for certified trainers would be included.

What we did

The NCCP went to tender in Q1 2017, the Irish Hospice Foundation (IHF) were awarded the contract to develop a *Delivering Bad News Well: Enhancing Communication Skills in Cancer Care* workshop. This workshop was a customised version of their *Delivering Bad News Well* workshop and is delivered under licence to the HSE by HSE staff that are trained as certified Trainers by the IHF. The IHF retain the intellectual property rights to this workshop. The IHF developed and delivered a bespoke *Train the Trainers* program for the NCCP which enabled HSE staff to become certified to deliver the *Delivering Bad News Well: Enhancing Communication Skills in Cancer Care* workshop on an on-going basis in their own hospitals.

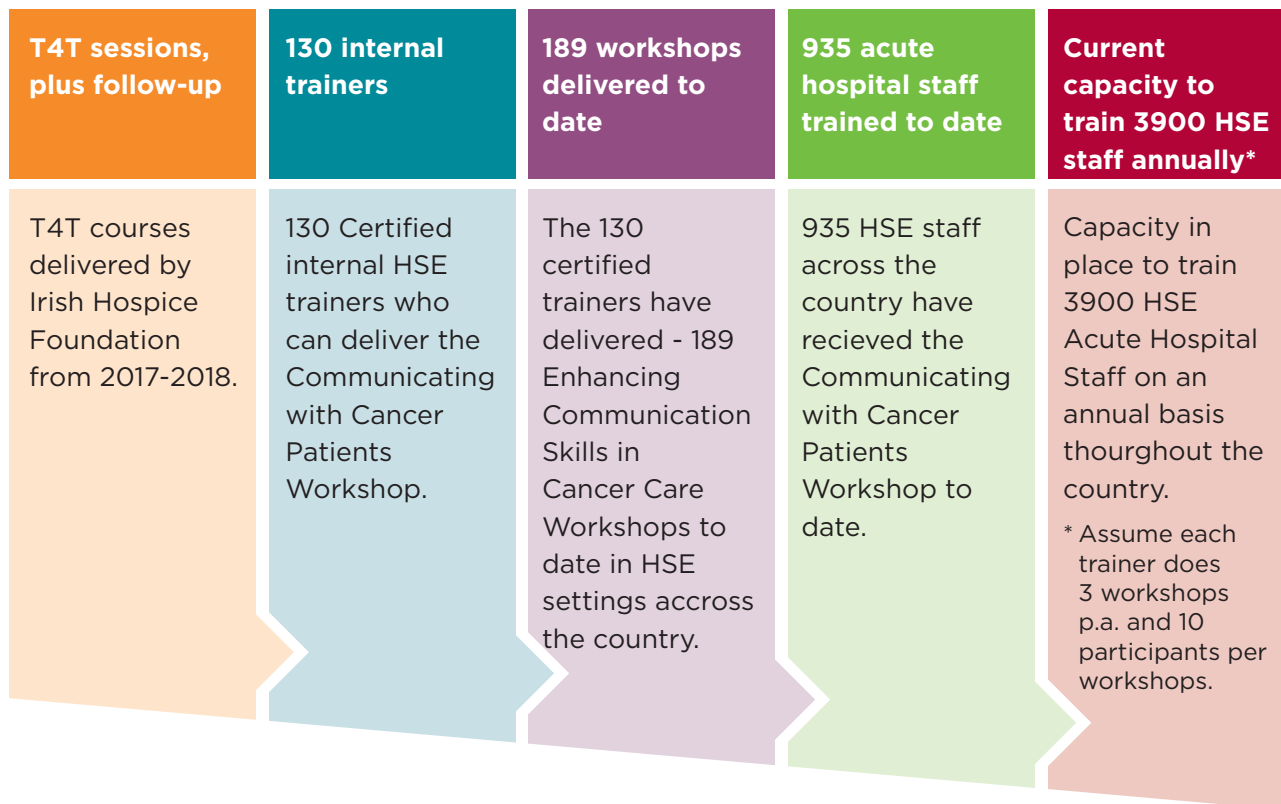
The core objective of the programme was to train HSE staff as certified trainers through 25 Train the Trainers courses (Phase 1). These trainers would then subsequently train HSE staff in their own hospitals on *Delivering Bad News Well: Enhancing Communication Skills in Cancer Care* workshop (Phase 2). These trainers would be trained over a 2 year period from 2017 to 2018 see figure 1.

The IHF delivered the Train the Trainers courses in Dublin from May 2017 to November 2018 with a total of **130** HSE staff taking part.

These certified trainers have, in turn delivered **189** *Enhancing Communication Skills in Cancer Care* half day workshops to **935** HSE staff in acute hospital settings throughout the country to date.

There is now the capacity within the HSE to deliver this workshop to 3900 HSE staff annually (assuming each certified trainer delivers 3 workshops per year with ten people attending each workshop).

Figure 1: The Delivery results of the Train the Trainer and Workshops 2017-2018



Recruitment

The NCCP and IHF project team identified early that recruitment was a critical factor in the delivery and impact of this programme. A number of key measures were taken in the planning stages of the project that supported maximising recruitment, these included;

- Formally writing to hospital management, administrative and clinical, of all the cancer centres to inform about the aims and rational for the programme and to ask then to support staff in attending.
- Meetings with Hospital Group Directors of Nursing.
- Using Key Contacts, conferences and NCCP groups to promote the programme.
- Dedicated administrative support who regularly sent updates of workshop schedule to contact lists, drummed up support and answered queries.

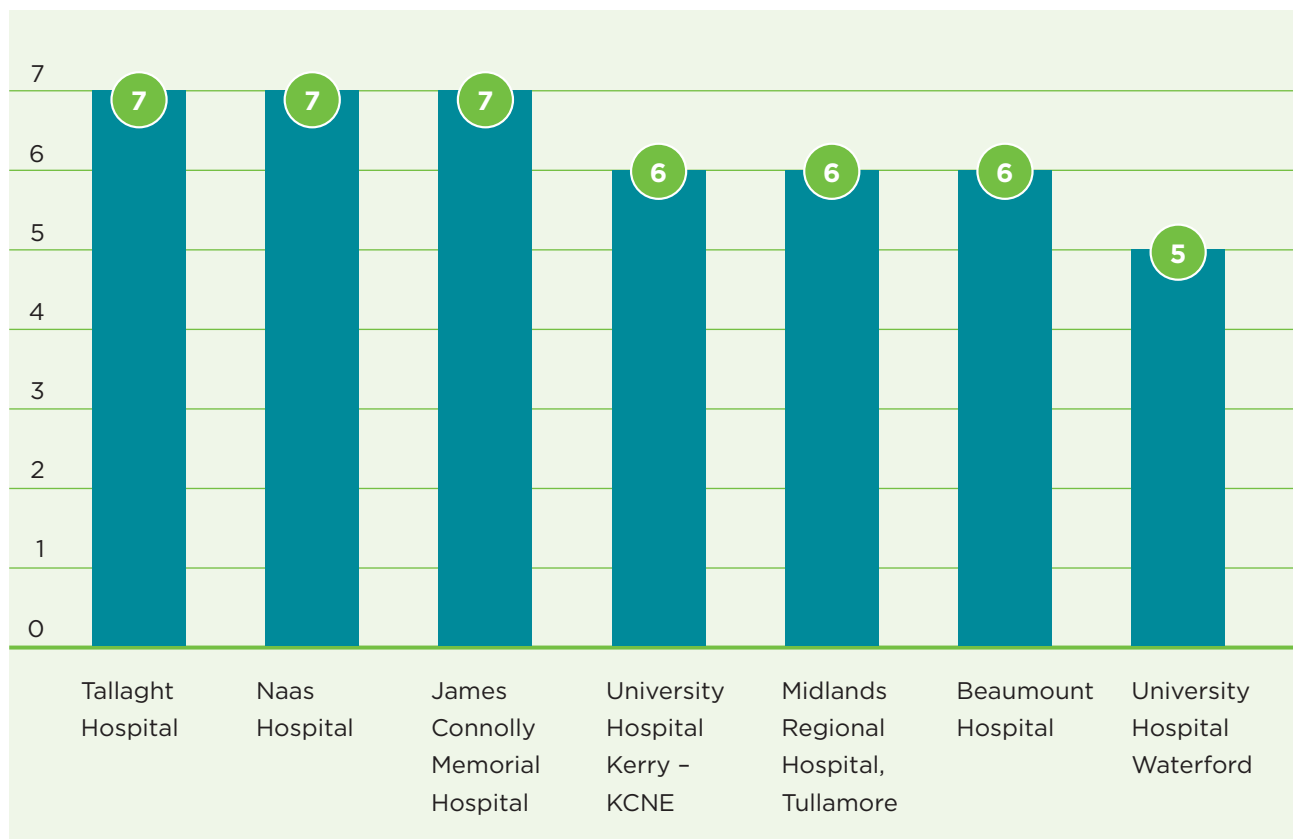
Recruitment remained a challenge and we continued to have to actively engage throughout the programme mainly due to pressure on the release of staff.

Training of HSE Staff as Certified Trainers

Location and breakdown number of certified Trainers

The hospitals with the most NCCP *Delivering Bad News Well: Enhancing Communication Skills in Cancer Care* workshop certified Facilitators are detailed in Figure 2 below.

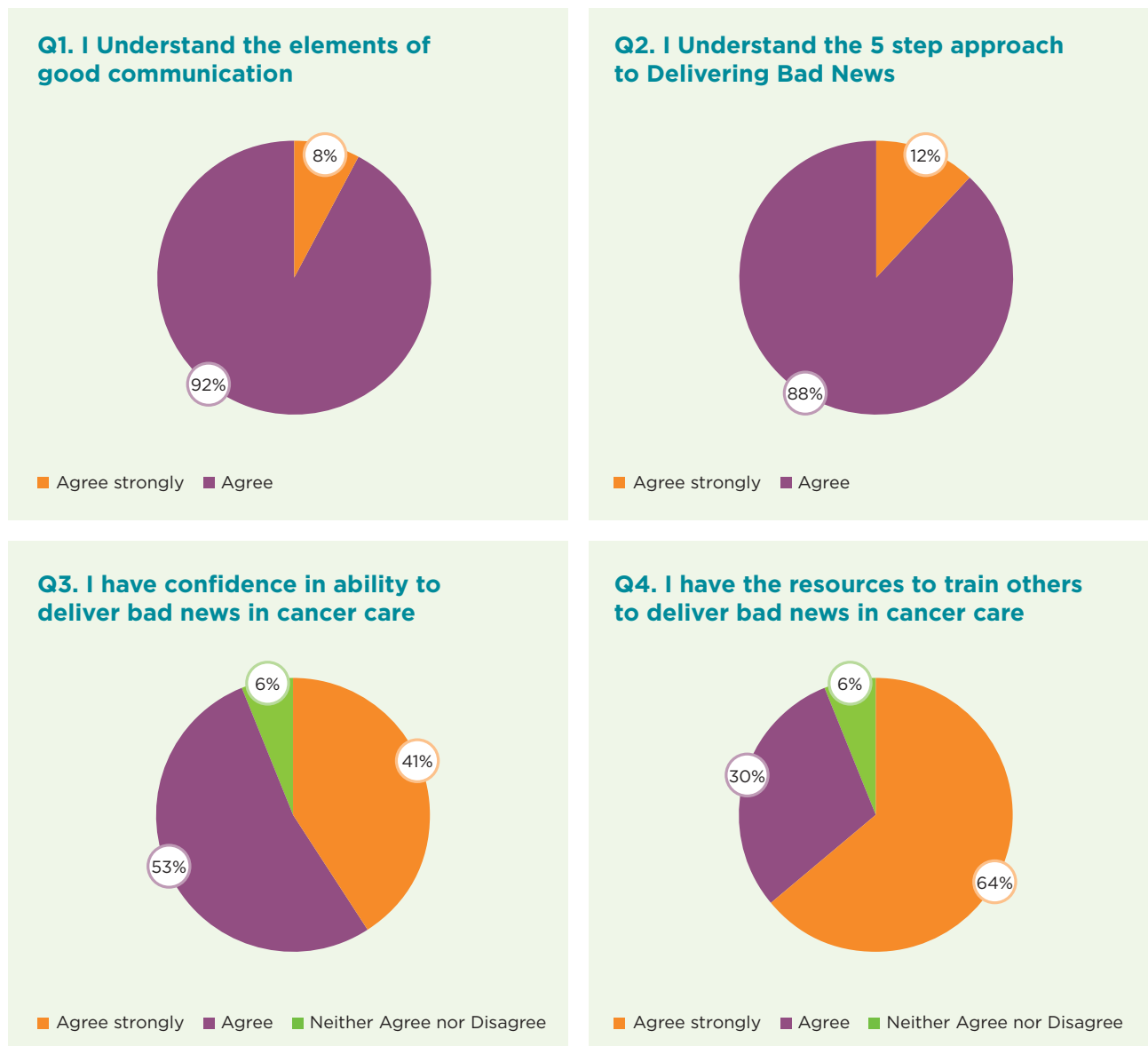
Figure 2: Location and breakdown number of certified trainers



Feedback from HSE staff who trained as certified Trainers

The following is the synthesised feedback on the Train the Trainers course from the 130 certified trainers. Participants were asked to rate the workshops on a five point scale (Agree Strongly, Agree, Neither Agree nor Disagree, Disagree, Strongly Disagree). The following pie charts show the aggregated scores across the feedback questions from the 130 people trained.

Figure 3



Additional comments

Participants were also asked for comments on their experience of the *Delivering Bad News Well: Enhancing Communication Skills in Cancer Care Train the Trainers* course. These comments were reviewed and a number of general themes can be generated from them. These themes are outlined below with a selection of quotes.

Four major themes were generated from a review and they include;

- Positive opinion and feelings about the course
- Relevancy to daily work
- Good group dynamics
- Modelling on the trainer

“ Group dynamics were so relaxed and engaging. I felt this was achieved by the tone and professional approach of the Trainer – someone to aspire to be like. The two days made me feel more confident, validating current skills but far more improved ”

“ Course instilled confidence in my ability to take on this role. Safe environment, I felt valued even though my knowledge and confidence were at a low base ”

“ Very valuable and enjoyable. I have learned that I do not have to have the answers to everything or be able to fix everything. My confidence as a facilitator has gone from zero to hero ”

“ This was an excellent facilitator training course. I learned so much from the trainers along with great learning in the interactive nature of the course. I feel equipped to bring Breaking Bad News to my area of work and to facilitate staff in their learning ”

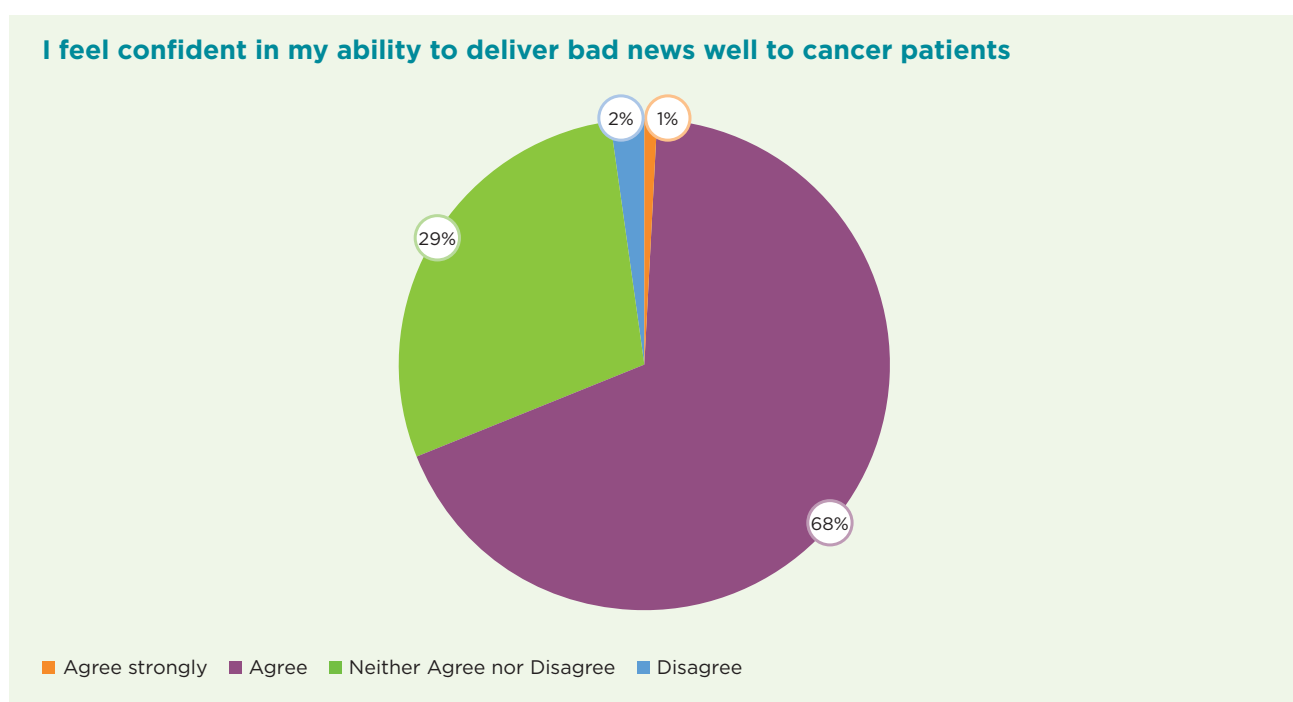
“ Inspiring training, many aspects will have more emphasis in my daily work practice ”

The delivery by HSE Certified Trainers of the Delivering Bad News Well: Enhancing Communication Skills in Cancer Care workshops to acute hospital staff

The HSE staff who have gone through the Train the Trainers course and become certified trainers proceeded to run the *Delivering Bad News Well: Enhancing Communication Skills in Cancer Care* workshop in their own hospital locations.

Since the Project began in May 2017, 130 HSE staff have become certified Trainers. These have delivered 171 *Delivering Bad News Well: Enhancing Communication Skills in Cancer Care* workshops to a total of 863 acute hospital staff. In a sample of 250 of these participants, **97% agreed or strongly agreed that as a result of these workshops they were confident in their ability to deliver bad news well to cancer patients.** Figure X.

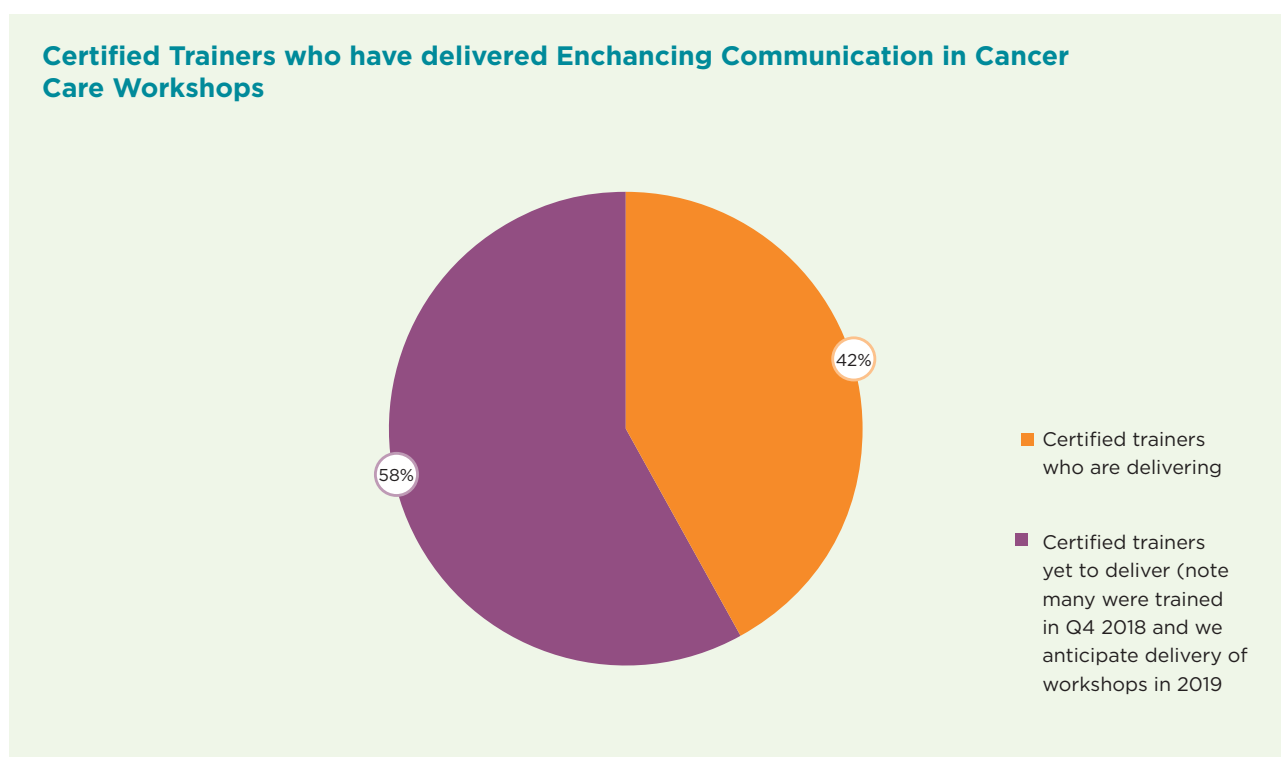
Figure 4. Participants confidence in delivering bad news well post workshop



Attrition and keeping the momentum going

Of the 130 certified trainers 54 are currently delivering workshops and 76 have yet to deliver. Some of this can be explained by the fact that a large number (approximately 40) have recently completed their Train the Trainer course and will need time to begin delivering in their own sites. However, there are also a significant number who have not begun to deliver yet, even after sufficient bedding in time. While some attrition is to be expected, it would be important to give as much support and encouragement as possible to these Trainers so that they can maximise what they have learned and start contributing to training staff in their own locations.

Figure 5. Proportion of certified trainers who have delivered workshops



A group of these Trainers are particularly active. There are also, a significant number who have not commenced delivery. It would be important to support and monitor this group and to provide what is necessary to help them to deliver the workshops. This will involve support and encouragement from both the NCCP and by the management in their own hospitals - in terms of themselves and also in the release of staff to attend trainings. There is a danger that without this support, there may be significant attrition with this group, which would impact on the overall effectiveness of this project on an ongoing basis.

Key benefits of Project

The model of commissioning a bespoke Communications skills workshop specifically for Cancer Care, and using a train the trainer model to roll it out, has made significant progress in a relatively short space of time. There are now a large number of certified trainers (130) in place throughout the country.

For the HSE Staff who have trained as Trainers the program has provided:

- Valuable facilitation skills and confidence to enable them to deliver the 4 hour course.
- A practical five step framework for delivering difficult news to cancer patients
- An appreciation of the role that all staff have in communicating with patients and their families - although all staff may not be 'breaking' the news they are involved in talking to and supporting patients and families and providing these skills to everyone means that the culture of communication can change rather than leaving it to a senior post holder as those who deliver the bad news.
- A sense of common community. The challenges they face in their hospital /practice are not unique to them and the workshops allowed them to network and learn in communities of practice, thus removing the sense of isolation.

Possible on-going challenges

- It would be important to keep the momentum of this program going. Many of the trainers said that they are excited about this initiative and want to see it being promoted and highlighted to showcase the good work that has been done. They would be concerned that it may just become another 'project' where it's got momentum one day but then gets forgotten about and is not sustained.
- It would be important to encourage and support certified Trainers who have not yet delivered a workshop to deliver a programme in their area so that they are not lost to the program. One option here would be:
 - Establishing a support network for certified Trainers to encourage transfer of learning and on-going commitment to the role
 - Reward high performing certified Trainers as an encouragement to them and also to others.
 - Hold co-facilitated sessions with IHF staff to help those who are not very confident to get started. This could be done regionally and inviting all certified trainers to attend.
 - Survey the certified Trainers who have not been able to deliver to date to identify what the challenges are.
 - Encourage continual professional development and competence of certified trainers through networks of excellence.

Conclusions

The *Delivering Bad News Well: Enhancing Communication Skills in Cancer Care* Train the Trainers programme has made significant progress in developing a critical mass of certified Trainers throughout the country who can deliver this vital communications workshop to frontline staff. In a relatively short space of time these HSE staff have received high quality training from the Irish Hospice Foundation which has enabled them to develop their own skills and knowledge in this vital area and most importantly, to be able to pass these on to other staff in their hospital locations.

The programme meets the NCCP and the National Cancer Strategy 2017-2016 identified priority of optimising patient care in cancer services. This was achieved with collaboration between the NCCP and the IHF, good governance, monitoring and evaluation throughout, a strong focus on initial and on-going communications, good dedicated administrative support, ability and quality of programme and trainers, co-operation from hospital management regarding release of staff and ongoing support for delivery of workshops and a small resource.

List of Appendices

Appendix A	
NCCP and Irish Hospice Foundation Project Teams	13
Appendix B	
Facilitator Training Workshop Outline	14
Appendix C	
Facilitator Training Workshop Feedback Sheet	16
Appendix D	
Facilitator Training Workshop - Facilitator Checklist for half day Training Workshop	17
Appendix E	
Delivering Bad News Well Workshop Outline	19
Appendix F	
Delivering Bad News Well Workshop feedback Sheet	20

Appendix A

NCCP and Irish Hospice Foundation Project Teams

NCCP Team

National Nursing Lead Cancer Nursing	Terry Hanan
Programme Manager Cancer Survivorship	Louise Mullen
Administrative Co-ordinator	Marie Byrne

Irish Hospice Foundation Project Team

Project Manager	Breffni Mc Guinness
Senior Lead Trainer	Bryan Nolan
Senior Trainer	Sharon Williams
Senior Trainer	Aoife O'Neill
Support and Admin	Bronagh Curran
Support and Admin	Erika Mc Gann

Appendix B

Facilitator Training Workshop Outline

Outline for the facilitator training days

DAY 1		09.00 – 17.00	
09.00 – 13.00	DBN Workshop		
14.00 – 15.00	1. Debrief and feedback My thoughts First impressions, concerns Flip chart	2. Show resources Facilitators guide and workbook	3. Competency document Take group through and ask to fill in. We will review at the end of tomorrows session
15.00 – 15.15	Break		
15.15 – 17.00	Dynamic Presentation Facilitation/Group Preparation for tomorrow	Hints and Tips re-presenting Assign exercises for tomorrow i.e. divide slides between the group	3 Options 1. Introduction slides 1-5 2. Impact slides 6-8 3. 5 Steps slides 9-10 Divide group into 4 groups of 3 Laminate the slide sections and ask group to choose in order to prepare for presentation tomorrow

Day 2		09.00 - 17.00	
	Welcome		
09.00 - 10.30	Set up/Warm up Thoughts about today Participants present slides	21 Slides Principle message	3 options 1. Introduction Slides 1-5 2. Impact Slides 6-8 3. 5 Steps Slides 9-10
10.30 - 10.45	Break		
10.45 - 13.00	Finish slides and begin preparation	for role play	Finish slides and begin preparation for role play
13.00 - 14.00	Lunch		
14.00 - 15.00	Role play practice The purpose is enhancing communication skills – not problem solving Listening acknowledging, pace, demonstrate five step approach	4 Groups of 3 Facilitator/patient Doc or Nurse Role play lasts three minutes All switch roles General feedback at the end	Top tips Rules for feedback 1. Patient compliments listener 2. Listener asked what was most difficult piece 3. Patient asked what was needed from the doc 4. Out of role- how facilitation was done? What went well?
15.15 - 17.00	Wrapping up, positive feedback, planning ahead		Review competency document

Appendix C

Facilitator Training Workshop Feedback Sheet

NCCP Delivering Bad News – Facilitator Training Feedback Sheet

Your Name: _____

Date: _____

Facilitator Trainer Name: _____

Facilitator Trainer Number: _____

Training Location/Venue (Hospital): _____

Your Hospital (if different from Training Location): _____

Please rate the following five statements on a scale of 1 to 5, where 1 is strong disagreement and 5 is strong agreement, by marking the point on the arrowed line which represents your score:

1. I understand the elements of good communication when delivering bad news

Disagree Strongly *Agree Strongly*
1 ←————— 2 ————— 3 ————— 4 —————→ 5

2. I understand the 5 Step approach to delivering bad news to patients in cancer care

Disagree Strongly *Agree Strongly*
1 ←————— 2 ————— 3 ————— 4 —————→ 5

3. I have confidence in my capacity to deliver bad news to patients in cancer care

Disagree Strongly *Agree Strongly*
1 ←————— 2 ————— 3 ————— 4 —————→ 5

4. I have the resources to train others to deliver bad news to patients in cancer care

Disagree Strongly *Agree Strongly*
1 ←————— 2 ————— 3 ————— 4 —————→ 5

5. I have confidence in my ability to run the NCCP Delivering Bad News workshop

Disagree Strongly *Agree Strongly*
1 ←————— 2 ————— 3 ————— 4 —————→ 5

6. The pacing of this Trainers workshop was appropriate for my needs

Disagree Strongly *Agree Strongly*
1 ←————— 2 ————— 3 ————— 4 —————→ 5

7. The facilitator of this Trainers workshop was able to integrate theory and practice effectively

Disagree Strongly *Agree Strongly*
1 ←————— 2 ————— 3 ————— 4 —————→ 5

8. Any other comments

Thank you for attending the workshop and for completing this feedback sheet. Your comments are an important contribution as we aim to ensure the workshop is relevant and effective.

Appendix D

Facilitator Training Workshop – Facilitator Checklist for half day Training Workshop

Delivering Bad News NCCP Facilitator's Checklist

Date & Time of Workshop: _____

No. of participants: _____

Venue: _____

Week Prior to Workshop: Date / /	Check: (✓)
Send confirmation reminder to participants (by email, phone or face to face)	
Prepare materials (flipchart, IHF memory stick)	
Check in with IT support	
Order refreshments for the training (e.g. water, tea and coffee, biscuits etc.)	

Week Prior to Workshop: Date / /	Check: (✓)
Confirm attendees and range of disciplines	
Check workbooks have arrived	

Week Prior to Workshop: Date / /	Check: (✓)
Check participant numbers (review registration, call CNM other team leads)	
Advertise/promote workshop (display flyers in key locations e.g. general notice boards, shop, canteen, staff room, library etc.) (Note: Flyer available from NCCP)	

Week Prior to Workshop: Date / /	Check: (✓)
Book training room and confirm IT requirements (laptop and LCD)	
Consult with local managers to promote workshop	
Order workbooks from marie.byrne2@cancercontrol.ie	

Workshop Date (arrive 1 hour in advance to set up room in U shape with no tables)

Item	Quantity	Check: (✓)
USB stick with PPT presentation and video		
Role play scenarios 1 & 2 (copy of Appendix 1 from facilitators guide)		
Attendance record (copy of Appendix 2 from facilitators guide)		
Facilitators Guide		
Participants workbooks		
Laptop, speakers, projector		
Extension plug		
Labels for name badges		
Flipchart markers & whiteboard markers		
Pens		
Evaluation Forms (copy of Appendix 3 from facilitators guide)		
Blue tack		
Check refreshments are organised		

Post-Training**Check: (✓)**

Debrief and review workshop	
Attendance records & evaluation forms reviewed and returned to IHF (by post or scanned by email to training@hospicefoundation.ie)	
Restock programme folder for next workshop	

Appendix E

Delivering Bad News Well Workshop Outline

Enhancing Communication Skills in Cancer Care Delivering Bad News Well

0.5 Day Training Workshop

- 1. Opening (30 minutes):**
Welcome, introductions, ground rules, learning goals, setting the scene
- 2. Context (20 minutes):**
Information on bad news, what does it mean – to patients, families, us?
- 3. Breaking bad news (10/20 minutes):**
the quality of communication, the impact of communication – examples and scenarios
- 4. Guidelines for breaking bad news (20 minutes):**
summary of best practice from international literature
- 5. Breaking bad news practice (90/100 minutes):**
role play, feedback and debriefing (this is the main part of course)
- 6. Difficult questions and difficult reactions (30 minutes):**
Role play and scenarios
- 7. Closing (30 minutes):**
Summary of main themes and key messages, review of actions to be discussed and/or implemented back at base, feedback, hand-outs and further reading.
- 8. Screening of animation “Delivering Bad News”**



Appendix F

Delivering Bad News Well Workshop Feedback Sheet

Appendix 3

NCCP Delivering Bad News - Feedback Sheet

Your Name:
Date:
Trainer Name:
Trainer Number:
Training Location\Venue (Hospital):
Your Hospital (if different from Training Location):

Please rate the following five statements on a scale of 1 to 5, where 1 is strong disagreement and 5 is strong agreement, by marking the point on the arrowed line which represents your score:

1. I understand the elements of good communication when delivering bad news.

Disagree Strongly Agree Strongly

1 ←———— 2 ————— 3 ————— 4 —————→ 5

2. I understand the 5 Step approach to delivering bad news to patients in cancer care.

Disagree Strongly Agree Strongly

1 ←———— 2 ————— 3 ————— 4 —————→ 5

3. I feel more confident in my capacity to deliver bad news to patients in cancer care.

Disagree Strongly Agree Strongly

1 ←———— 2 ————— 3 ————— 4 —————→ 5

4. The pacing of this workshop was appropriate for my needs

Disagree Strongly Agree Strongly

1 ←———— 2 ————— 3 ————— 4 —————→ 5

5. The facilitator was able to integrate theory and practice effectively

Disagree Strongly Agree Strongly

1 ←———— 2 ————— 3 ————— 4 —————→ 5

Thank you for attending the workshop and for completing this feedback sheet. Your comments are an important contribution as we aim to ensure the workshop is relevant and effective.



