



St Margaret of Scotland Hospice
Staff Support Audit
April 2016

Introduction and Methodology

St Margaret of Scotland Hospice is a Company Limited by Guarantee, founded by the Sisters of Charity in 1950. The Hospice is governed by a Board of Directors who are responsible to the Sisters of Charity for the strategic decisions. The day to day management of the Charity is carried out by the Chief Executive. The Board of Directors are a highly professional and educated group of individuals, including solicitors, accountants, surveyors, bankers and clinical professionals and are a great support to all within the Hospice.

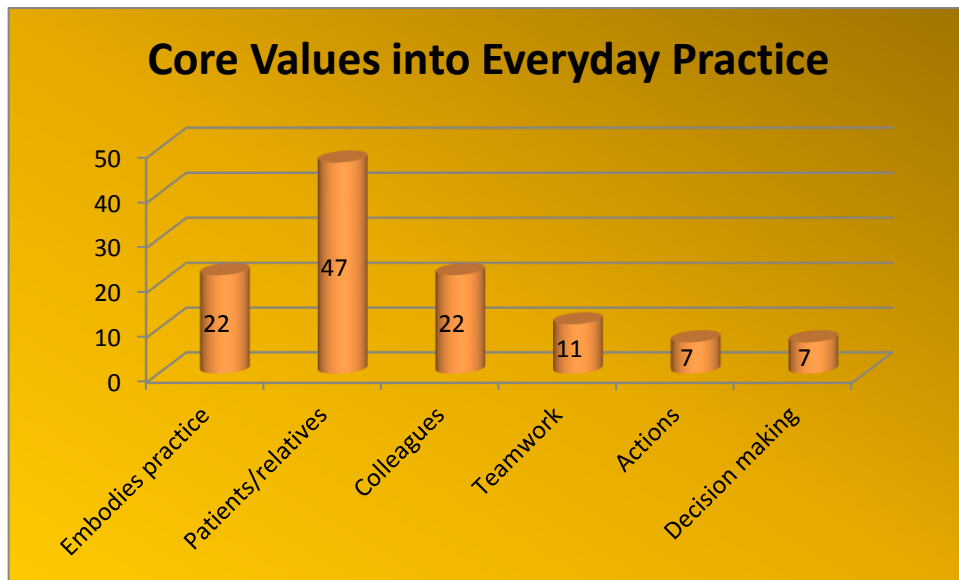
The Core Values and Mission Statement of the Organisation underpin all care and governance. It is important to ensure staff within the Organisation enjoy and are fully engaged with their work and the Core Values and that they feel supported in their roles and as a team.

To continue to monitor staff support an updated audit was carried out. 75 questionnaires were given to staff during April 2016. 70 questionnaires were returned, thus results are based on 70 returned questionnaires.

Results and Analysis

The questionnaires given out are set out with results as follows:

1. How do you put the Core Values into everyday practice?



Commonly occurring themes:

- Core Values embodies our everyday practice 22
- With patients, relatives 47
- Colleagues 22
- Teamwork 11
- Actions 7
- Decision making 7

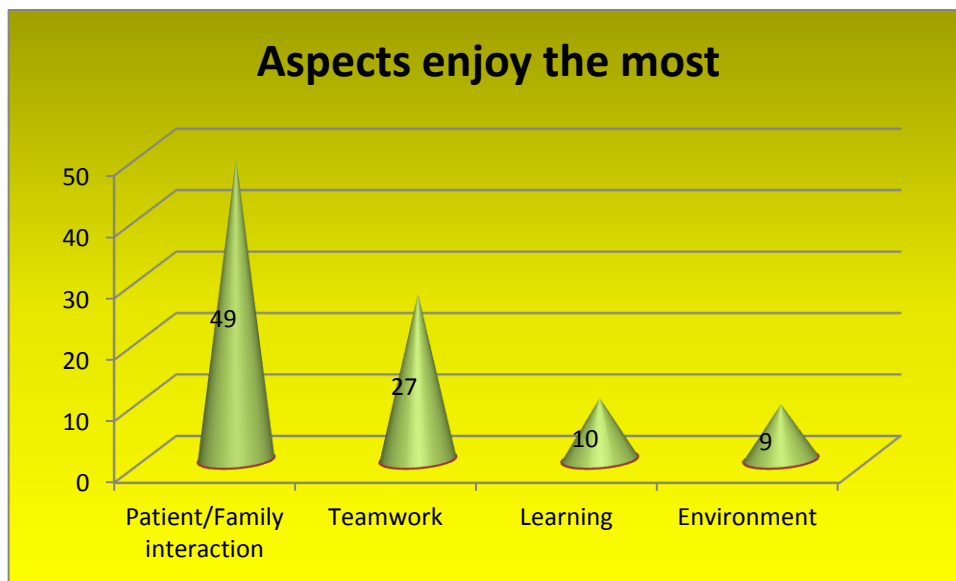
Other themes:

- Daily life
- Preserving resources
- Dignity sheets

Some verbatim comments which highlight responses:

- You need all five, if one is missing it is not true holistic care
- The Core Values are so important to the everyday running of the Hospice
- The Core Values underpin every aspect of everything I do at the Hospice, this includes the care I give for the patients, their families, my colleagues in every area of the Hospice.
- By treating patients, relatives and colleagues fairly and justly and looking after the valuable resources we have within the Hospice and not being wasteful.
- Providing dignity and equality giving each patient a choice in how they want to be cared for holistically, to always be an advocate for ill and vulnerable patients to always show respect and compassion.
- Ensure I am fit and able to carry out my duties, look out for others who may need assistance/ or guidance and make sure they get it. Try to pre-empt any problems and plan to avoid or alleviate them.
- Quality; I always endeavour to provide the best service I can by seeing patients in a timely manner and keeping my skills up to date. Compassion, I treat all patients and staff and visitors/relatives with devotion and try and go the extra mile. I am always approachable. Justice: I try to be fair and equal in my work to ensure all patients receive the same care from me each time. Advocacy: I am always advocating for patients with external services but also for the Hospice as a whole by trying to tell people in my life about the work here. Dignity; I always treat everyone with respect and ensure their dignity is one of my top priorities.
- We put the Core Values into practice at all times when we are attending to patients e.g. dignity blankets, knocking doors before entering, talking respectfully to each patient, treating each patient as an individual giving choices, e.g. what to wear, choices of meals
- Any issues are discussed at report focusing on how the Core Values are reflected. Also discussed at ward meetings. Being respectful at all times.

2. Which aspects of your employment at the Hospice do you enjoy the most?



- Patient /family Care /interaction 49
- Teamwork 27
- Learning 10
- Environment 9

Other frequently occurring responses:

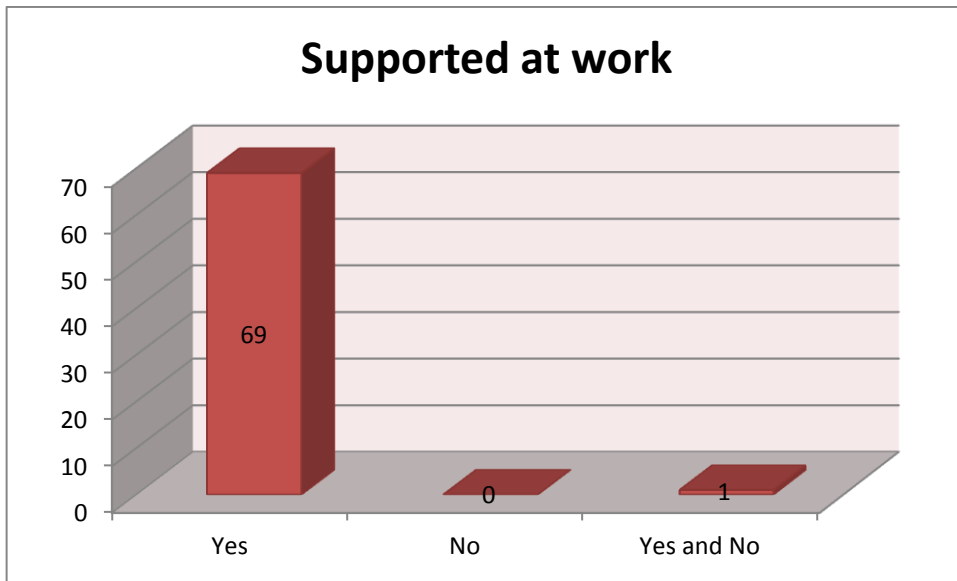
- Mentoring/teaching 8
- Every aspect 8
- Promoting the Hospice in fundraising 4

Some verbatim comments which highlight responses:

- Looking after patients, making them feel good and safe, I especially enjoy making my patients laugh, I find doing this is very rewarding, I like doing their hair, make up etc. The nice atmosphere in the Hospice environment.
- Patient care I consider to be an honour and proud to be part of a wonderful team. We all work for a very spiritual house.
- Interaction with the patients; I enjoy carrying out personal care, chatting to patients, making them feel at ease. I have also enjoyed courses I have done in the education centre.

- I most enjoy providing the care that each patient requires, getting to know my patients and their families and seeing how I can really make a difference. I love the feeling that I have made someone comfortable and bring a part of their continuing care.
- Working with others to ensure family (as well as patient) leave here with a positive memory and their needs are fully catered for.
- I enjoy all aspects of my employment but particularly enjoy coaching, mentoring and sharing knowledge and experience gained with new auxiliaries and candidates undertaking SVQ qualifications.
- The staff I work with daily, making a difference, speaking to patients and their family, very good working conditions.
- Being able to help others
- Building therapeutic relationships with patients and families. Being part of a dedicated team who all have the best interests of patients and families at heart.
- By working through audit and working alongside the ancillary staff the house is always clean and meets any inspection standards
- Meeting lovely people and being allowed into their lives even though it is sometimes for a very short period.
- Feeling like part of a family, spending time with patients in support and also making them laugh or smile, supporting families and when I succeed at something/ learn something new, I feel proud of my accomplishments.
- I like the fact of knowing that each and every day I have made a difference to someone's life and knowing their relatives appreciate everything we do, no matter how small, every little helps.

3. Do you feel supported in your work?

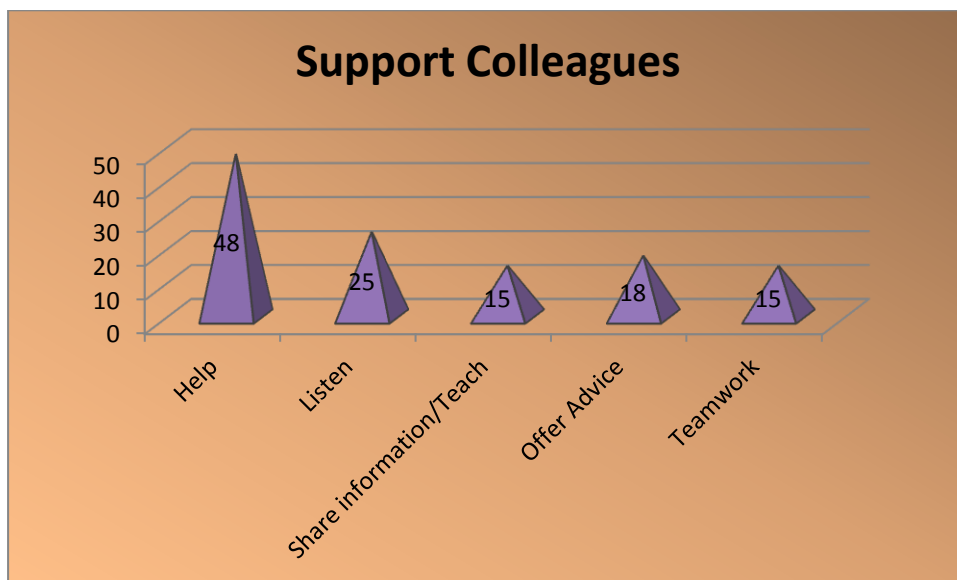


Yes 69

No 0

Yes and No 1

4. What do you do to support your colleagues?



➤ Help	48
➤ Listen	25
➤ Share information/Teach	15
➤ Offer advice	18
➤ Teamwork	15

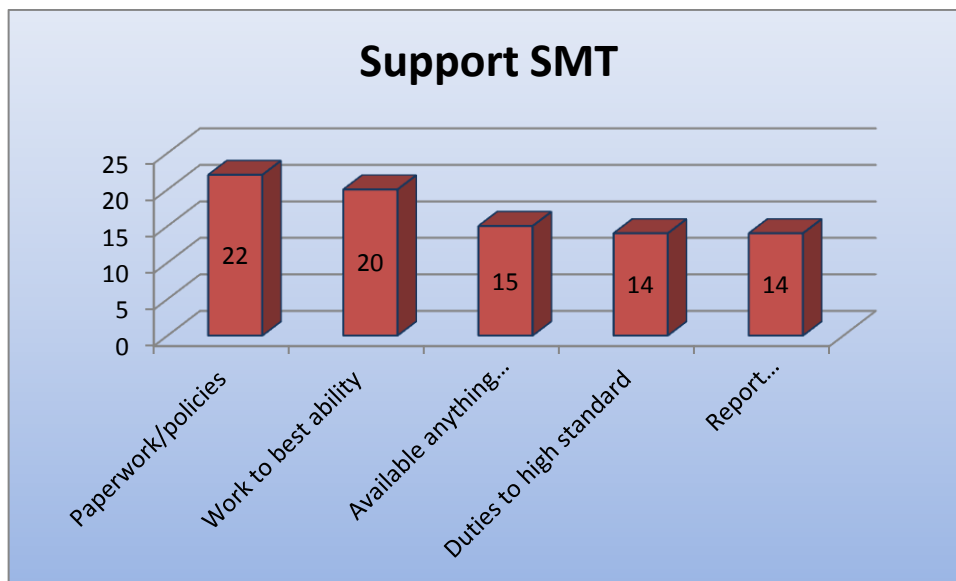
Other frequently occurring themes:

➤ Available	12
➤ Value	5

Some verbatim comments which highlight responses:

- I feel that I am a support to anyone who needs my help and guidance, as a group and team we are very supportive of one another. I am very fair and always try to give the best advice I can.
- Endeavour to ensure work is divided fairly, try to be approachable, help at all times and make staff feel a valued part of the team, ensuring staff feel valued and get their breaks, thanking staff for hard work.
- Help with Crosscare when needed, if work is delegated and deadlines need to be met, we support each other to complete these, complete workbooks for new colleagues and be on hand to answer any questions.
- Always turn in for shift on time, always there to help other members of staff when needed.
- I work well as part of the team, I answer buzzers immediately. If other members of staff require my help, I am always willing to give my assistance, as well as we all enjoy working together.
- By bring the best I can possibly be within my own role. I genuinely care about my colleagues and support the role they fulfil.
- I feel I am open and honest and I maintain confidences. I encourage people to reflect on their own practice and allow them to explore their own behaviour.

5. What do you do to support the senior management team?



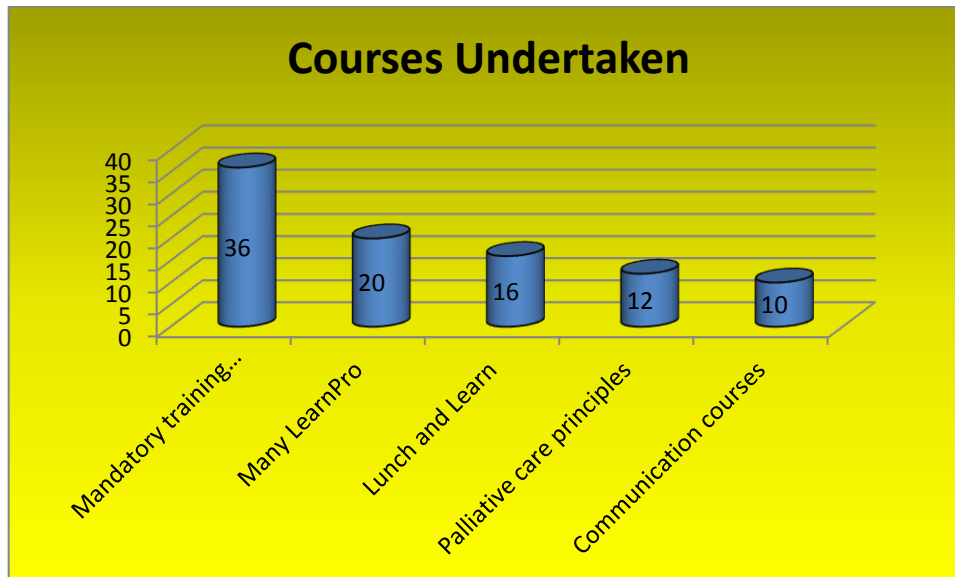
- Paperwork/policies 22
- Work to best of my ability 20
- Available for anything SMT require 15
- Duties to a high standard 14
- Report any changes/concerns 14

Some verbatim comments which highlight responses:

- I follow the policies and procedures correctly, I am flexible and reliable, I volunteer over the weekend as much as I can with the fundraising team, I am always on time for my work.
- I try to do everything they expect of me and not to let them down.
- I adhere to policies and guidelines, I am happy to accept changes and follow instructions which they decide should be implemented for the good of the Hospice and staff. I like to show respect of their knowledge and experience.
- I provide advice and encouragement and listen. I ask questions and when requested will provide my opinion on constructive outcomes.
- Ensure I am fit for duty. Pre-empt any problems I may see which might arise. Ensure I am as up to date as possible with changes and new developments. Look out for fellow members of staff and give support. Keep seniors updated.
- I help the senior management team by overseeing the day to day management of the laundry, so that they have no problems they have to take care of.

- Again, be ensuring my own performance is the best it can be. By taking responsibility for myself and the Hospice overall and by once again genuinely caring about the Senior Management Team as people.

6. What courses have you undertaken to maintain your CPD level?



- Mandatory training courses 36
- Many learn pro 20
- Lunch and learn courses 16
- Palliative care principles 12
- Communication Courses 10

Further

- IV course 4
- Tracheostomy course 4
- Loss Grief and Bereavement 8
- Symptom management 7
- SVQ / SVQ assessor 6
- MDM 4
- End of Life care Module 4
- University courses 3
- Crosscare 3

- Administration of medication 3
- Wound management 5
- Food hygiene 3

Some verbatim comments which highlight responses:

- I have attended Loss Grief and Bereavement and I also attend every report when I am on shift. I have also learned a lot from my colleagues.
- Pressure ulcer prevention, mandatory training, induction, better blood transfusion training, preparing and delivering assessments, family assessment and support, Learn Pro 10 sessions.

7. Please identify the available opportunities for staff development



- Lunch and learn 37
- Education Centre Courses 52
- MDTM 23
- MT/Induction 23
- Reports 16
- Learn Pro 22
- Clinical Skills 10

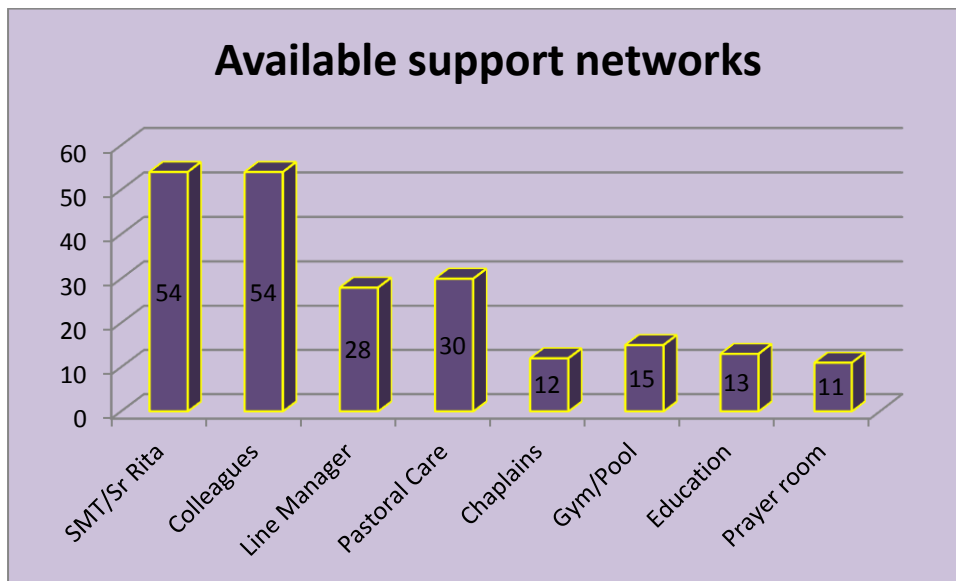
More

- Governing bodies 5
- Senior MT 4
- Colleagues 4
- Appraisals 6
- External courses 7
- Library 4
- Mentorship 8
- SVQ 7

Verbatim response:

- The courses that are there for us all to undertake working with different patients. I believe every patient has different needs and that is a learning process. Every day is a learning day.

8. Name the support networks available to you



- Senior Management Team Led by Sr Rita 54
- Colleagues 54
- Line Manager 28
- Pastoral Care 30
- Chaplains 12
- Gym/Pool 15
- Education 13

- Prayer Room 11

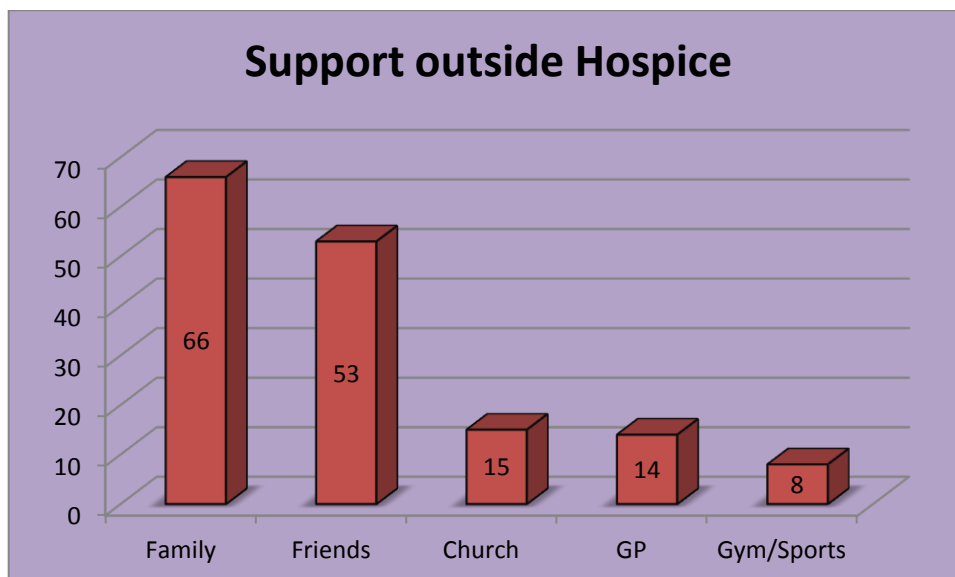
Further

- Medical Team 8
- Education 13
- Administrator /Assistant 4
- Reports 5
- MDTM 5

Verbatim responses

- Sr Rita, Senior Management, Sisters of Charity and Father Wilson, Ward manager and deputy ward manager, each other, going for a swim. (Staff Nurse)
- I have spiritual support provided by Fr Wilson and The Sisters of Charity
- Sr Rita, Senior Management Team, colleagues, spiritual reflections, services, pastoral care, Chaplains, pool, gym, education, policies and procedures, safe systems of working, Sisters of Charity, reports meetings, MDTM, Lunch and learn, Garden Room, Core Values.
- Senior Management Team and professional relationships with staff. Availability of Sr Rita for advice and guidance.
- I feel I receive support from everyone, my colleagues on the ward are fantastic explaining medical terminology and procedures. Admin staff are very supportive also. In general, if they can help, they will, this is reflected by all staff. (Admin)

9. What support do you have outside the Hospice?



➤ Family	65
➤ Friends	53
➤ Church	15
➤ GP	14
➤ Gym/Sports	8

Other:

➤ Hobbies	6
➤ Groups	6
➤ Professional Bodies	5
➤ Clinical Interest Groups	5
➤ Occupational Health	5

Verbatim responses:

- I have great spiritual friends who also worked in the Hospice. I have a very supportive family and sisters who also work in care, I have great spiritual guides within the house: Fr Wilson, Sr Veronica, Sr Ann
- I have my Church which I have been a member of for 40 years, my minister, my family and friends
- I have a secure and loving family and a core of great friends. I feel very secure in the support I receive.

10. Are You a good team player?

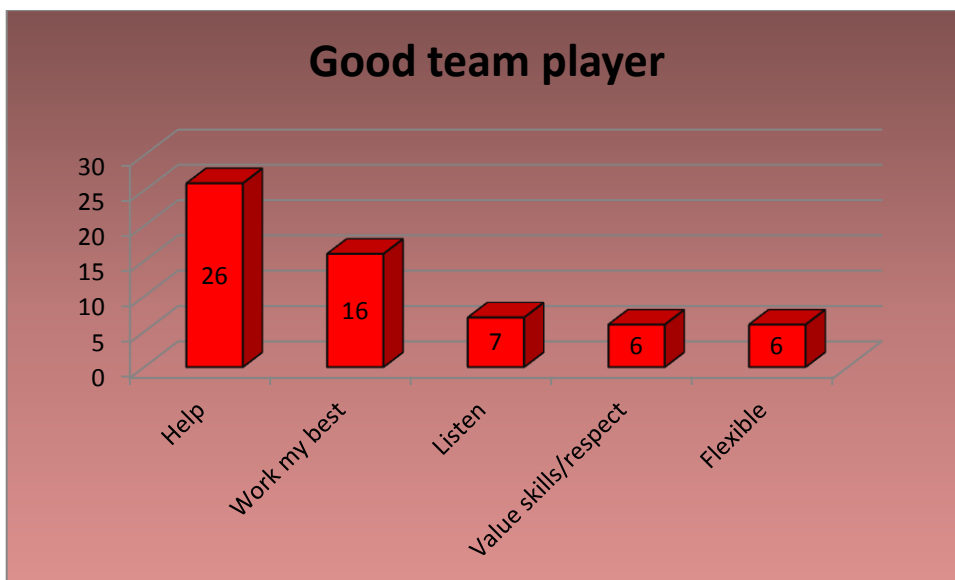


Yes **69**

No **0**

Yes and No **1**

Explanations



- Help 26
- Work to best 16
- Listen 7
- Value skills/respect 6
- Flexible 6

Others:

- Work Cooperatively 4
- Reliable 4
- Sharing work fairly 4
- Communicate 3

Verbatim responses:

- I try to put others needs before my own
- Believe and work well in a team and value other team members and their contributions
- I carry out all my duties and paperwork, I try to be as organized as I can be so everyone has a good day. I try my best to help my colleagues out if they need me.
- I feel it is important to be part of a team it helps everyone work better.
- I actively listen to and communicate with my colleagues on a regular basis. There is a good team spirit amongst us and we all work towards the same goal which is striving to ensure that patients and relatives are cared for to the highest possible standard
- I think I have fitted in well with the Hospice team. Everyone gets on really well and everyone works so hard. I am privileged to work here.
- I understand the importance that everyone has an important role to play and to achieve the same goal. Working together and being a team player not only gets a successful result, but it creates a better environment to work in.
- The Core Values are central to my holistic approach to everything I do.
- I share my knowledge with others helping them understand, I wouldn't ask anyone to do something I could do, I assist anyone in the team.
- I aim to always work to the best of my ability to achieve excellent outcomes for the Hospice. I am happy to share my knowledge and experience and be led by more experienced team members as required. I aim to encourage the team to always do what is right.
- I work to the best of my ability using my experience to lead by example but also following those who have more experience. I am enthusiastic, keen to learn and positive about the Hospice. I always encourage all of my colleagues to do their best and remember we are here for the care and support of our patients and their families.
- Try to involve all members in on-going care of patients and families. Take decisions which are based on views of others, value everyone's opinions. Actively communicate with team and pass on information.
- I try to give my all.

Discussion

The results and analysis of this audit represents staff from all departments and is extremely positive. It is evidence of staff engaging in their work, the Organisation, Mission and Core Values as well as personal and team development. It demonstrates a keenness to ensure patients and families receive the best possible care. Staff most enjoy their care and interactions with patients and families, making them smile, feeling supported and comfortable.

Staff recognize the high level of education available and feel this is supportive in their roles to empower them in their work.

Staff feel very supported within their work and have identified many methods of support. The Chief Executive in her management and leadership continues to ensure staff are supported through education, development, teamwork, the restaurant, leisure facilities, and spiritual opportunities, this ensures a motivated team to strive to provide the best care for patients and staff, the number one goal. The Senior Management Team which The Chief Executive leads and educates in their development are recognized by staff as providing support. The Chief Executive's support and engagement with staff is clearly recognized and appreciated by staff.

It is very clear from results that staff strive to give of their best at all times for patients and families and have many methods of ensuring they are in a position to do this.

There are many learning opportunities for staff within the Education Centre and also within clinical and unit settings. Staff feel daily reports and Multi-Disciplinary Team Meetings are learning opportunities and much teaching by the Chief Executive and Senior Management Team is carried out at reports. All staff are involved in teaching and sharing at Multi-Disciplinary Team Meetings which is recognized as a support to staff in their roles.

Since results are in keeping with previous audits there is evidence of sustained staff engagement with the Mission of the Organisation which encompasses all working, treatment and governance, teamwork and development.

Staff value and enjoy team work, and care for all members of the team, helping each other, advising, listening and sharing knowledge.

The Mentorship programme and appraisals are recognized as support and development opportunities for staff.

The complex care of patients and families could be challenging, thus the importance of staff engagement, development and support to staff is of paramount importance in ensuring a healthy team who have responded that they love working in the Hospice 'I am privileged to work here' (Auxiliary Nurse).

The fulsome education available and received by staff is evident, this is imperative in helping to maintain the levels of Excellence patient audits evidence. The value and fact that education is available to all is evidence of a learning culture with the Core Values at the centre.

All staff describe themselves as good team players. This is imperative to provide the care required by patients with very complex needs. Good team working ensures staff support, development and contributes to a healthy environment and culture. Teamwork is emphasized daily by the Chief Executive and is also discussed at Mission Effectiveness Reflective Sessions and is identified by staff in this audit as an aspect they enjoy within their roles.

Action Plan:

- ❖ Staff should continue to be a support to each other and benefit from the identified support networks available
- ❖ The Chief Executive is clearly most valued in her role with staff support, engagement and development; staff should continue to benefit from the Chief Executive's excellent management and leadership skills.
- ❖ The Sisters of Charity, Chaplains and Pastoral Care Team are asked to continue with their everyday support and interactions with staff

- ❖ The Senior Management Team should continue to be available for staff ensuring decision making is based on the Core Values and Mission of the Organisation.
- ❖ Mandatory training must be evident in all aspects of work, staff should understand their responsibility in ensuring that their learning in mandatory training is used at all times.
- ❖ All learning from courses both in The Hospice Education Centre and externally attended courses are shared at meetings by staff. The Core Values ensure the staff share their learning for the greater goodness of all and in developing each other as a team.
- ❖ Staff appraisal systems should continue as a support and development opportunity.
- ❖ All care within the Hospice should continue to be of the highest standard delivered by a dedicated team engaged in the Mission and Core Values of the Organisation as evidenced in results and other audits.
- ❖ Staff meetings, reports, and Multi- Disciplinary Team Meetings must continue to provide a forum for staff to share learning and knowledge and assist in ethical decision making ensuring best outcomes for patients and support to staff.
- ❖ Staff to continue to make use of the leisure facilities, prayer room, restaurant and areas of support identified
- ❖ Staff to be guided by the Core Values and Mission Statement of the Organisation ensuring each staff member continues to be a supportive colleague to each other
- ❖ Mission Effectiveness Programme to continue as part of Mandatory Training Programme and Mentorship and to augment staff engagement.
- ❖ Team working remains evident and supportive.

Conclusion

The results in keeping with previous audits, remain very positive and provide evidence of sustained staff engagement.

The complex needs of the patients and their families means that in order to maintain a high standard of care, staff must be supported and development both academically and spiritually. Staff feel very supported in their roles and have identified many methods of support which have enhanced and empowered their performance.

Staff identify their responsibility in supporting each other and in teamwork and they recognize that by working to the best of their ability in commitment to the patients their families and the Hospice, the best possible outcomes and satisfaction is achieved.

Everyday decisions, interactions and care are underpinned by the Mission and Core Values of the Organisation, such is evident in results.

The Chief Executive is available 24 hours a day, ensuring patients are cared for to the highest standard and are safe and comfortable, as well as in engaging in staff support, the results evidence of Her excellent management and leadership skills. The Chief Executive attends unit reports, has meetings with staff, is involved in education and leads the Senior Management Team as well as importantly seeing patients frequently throughout the day, this is the support staff refer to in the results.

Staff have identified many support networks available to them and are happy to support each other as well as receive the many methods of support themselves.

The Hospice benefits from the excellent support from the Board of Directors and this is a huge contributor to outcomes achieved.

Dissemination of Results:

Results are included in Board Reports and are made available to and discussed with staff. The results will be presented to staff and discussed at multi-disciplinary team meetings and clinical governance meetings. They are available to and are discussed at Senior Management Meetings ensuring action plans are adhered to. These results will be available for External Inspectors and will be included on the website.