Delivering high quality health services closer to people’s homes in towns and villages throughout Hertfordshire.

Caring for you... closer to home.

The 6Cs and Delivering Compassion in Practice 2014-2017

Proud to care for you.
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Hertfordshire Community NHS Trust
strategy to deliver the 6Cs

I am delighted to publish the Hertfordshire Community NHS Trust strategy for Compassion in Practice. This strategy comes at a time of challenge for the delivery of care to our patients and the people we serve in Hertfordshire and West Essex. Recent publication of the Francis Report and the Berwick Report have highlighted the importance of delivering safe, effective and compassionate care. We are all responsible for the care we deliver every day and now more than ever we must commit to being the best we can be.

This strategy is based on the national strategy Compassion in Practice (Department of Health, 2012) and sets out our commitment to helping staff reconnect with the behaviours of the 6Cs: Care, Compassion, Competence, Communication, Courage and Commitment. These are the behaviors that we want every member of staff in our organisation to aspire to, in everything they do. They complement the Trust values of:

- **Care** - We put patients at the heart of everything we do
- **Respect** - We treat people with dignity and respect
- **Quality** - We strive for excellence and effectiveness at all times
- **Confidence** - We do what we say we will do
- **Improve** - We will improve through continuous learning and innovation

At a time when the NHS is facing some of the greatest challenges, this strategy will support staff in Hertfordshire Community NHS Trust to be the best they can be in supporting the people we serve. This three year strategy sets out the plan on how our staff will enable people to manage their own health and wellbeing, improve clinical outcomes and enhance patient safety.

Our staff are proud of the work they do and strive to always do it better.

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Clare Hawkins
Director of Quality & Governance and Chief Nurse
Introduction

In December 2012 the Chief Nursing Officer (CNO) for England launched a new three year vision for nurses, midwives and care staff. ‘Compassion in Practice’ was published by the Department of Health as a strategy for those providing care based around six core values which have become widely recognised as the 6Cs: Care, Compassion, Competence, Communication, Courage and Commitment.

In March 2013, a more detailed implementation plan was produced by the Department of Health which sets out the high level actions that all staff providing care must focus on to deliver the 6Cs. The 6 Action Areas are detailed as:

- Helping people to stay independent, maximising well-being and improving health outcomes
- Working with people to provide a positive experience of care
- Delivering high quality care and measuring impact
- Building and strengthening leadership
- Ensuring we have the right staff, with the right skills, in the right place
- Supporting positive staff experience.

Hertfordshire Community NHS Trust (HCT) believes that this is an approach which is consistent with our own core values and strategic objectives and is relevant for all of our clinical staff, particularly Nurses, Doctors, Allied Health Professionals and Care staff.

Hertfordshire Community NHS Trust employs over 3,200 staff and is one of the biggest employers in the County. Our staff provide community and specialist health services to local communities across Hertfordshire and West Essex. Our vision is to provide accessible and responsive services that meet the health needs of the people we serve.
Strategic Objectives

- We will support the people we serve to manage their own health and well being
- We will improve clinical outcomes and enhance patient safety
- We will support the substantial expansion of community services through delivery of excellent core services for adults and children and the development of ambulatory services
- We will use resources efficiently to enhance our ability to improve services
- We will develop the organisational capacity to deliver our vision and objectives

This Compassion in Practice strategy sets out the priorities for Nurses, Doctors, Allied Health Professionals (AHPs) and Care Staff within Hertfordshire Community NHS Trust. It acknowledges and includes learning from the Francis Report and the Winterbourne Review (both of which were published in 2013) and embraces the vision of compassionate care that the Chief Nursing Officer for England encourages us all to achieve. It builds on HCT’s ambition to deliver High Value Healthcare and the milestones we have set ourselves as part of our Quality Strategy.

High Value Healthcare is defined by the Trust as:

- Consistent and improving patient safety
- An outstanding patient experience
- Excellent clinical outcomes
- Highly efficient and cost-effective services.
This strategy has been developed by the 6Cs steering group and follows consultation with our staff. Outcomes and direct feedback from events held with our staff have been influential in shaping our strategy alongside the key areas of action identified in the Compassion in Practice national implementation plan. This ensured that the values and behaviours of the 6Cs is a ‘golden thread’ across all areas of this strategy.

During our consultation with staff it became evident that many of the recommendations from the national Compassion in Practice strategy are already being delivered by staff across HCT. Therefore this strategy has been structured to reflect each element of the 6Cs with clarity on HCT’s strategic commitment to improvement and includes examples of compassionate practice that our staff are already delivering. This strategy sets out our dedication to build on compassionate practice and the sections on ‘We will’ demonstrate our commitment to embed compassionate practice in everything we do in HCT.

The 6Cs steering group will be developing an implementation plan to underpin this work and to ensure continued improvement over the next three years.

It is vital that every member of staff embraces the chance to reconnect with the 6Cs and commits to embedding a culture of compassionate care in our Trust to ensure we provide the best care we can for the people we serve and for each other.
Care

Care is our core business and that of our organisation and the care we deliver helps the individual person and improves the health of the whole community. Caring defines us and our work. People receiving care expect it to be right for them, consistently, throughout every stage of their life.

Department of Health, 2012

HCT Strategy

- Ensure a culture where the safe care of our patients is of prime concern by providing continuous learning and innovation, and sharing lessons learned from patient experience, incidents and serious incidents
- Develop safer care for our patients and generate a culture where staff have the courage to raise concerns, ‘see it, make it safe, report it and tell everyone about it’
- Respond openly and honestly to concerns about the care we deliver and issues identified by patients/carers/staff in an appropriate time frame, stating what we have done in response to the concerns and issues raised
- Recruit staff who share the 6Cs values and embed a culture of compassionate care in HCT
- Challenge staff who fail to demonstrate compassionate care in practice.

Intentional Rounding has been introduced across our community hospitals to improve the care we deliver to our patients. This has reduced the number of patient falls and helps reduce the level of patient anxiety. Patients feel cared for and reassured, knowing that in a short space of time they will be visited by a nurse and given the opportunity to raise their individual needs.

Our therapists use SMART goals to ensure the care delivered to our patients is targeted to meet their individual needs.

In 2012/13 we set ourselves a target to improve the care of patients susceptible to pressure ulcers. Committed and focused care has reduced the number of avoidable pressure ulcers from 51% to 3% of patients in our care.
We will:

- Work with our clinical teams to embed the culture of compassionate care in everything we do.
- Promote a culture of caring and professional staff.
- Review our recruitment process to ensure we recruit staff who demonstrate the 6Cs values.
- Ensure the Uniform Policy and Dress Code is implemented across HCT so our patients know who they are receiving care from.
- Enhance the ‘champion’ role for all areas of clinical practice to ensure that evidence-based practice is readily available across all teams and units.
- Use our clinical quality leads to fully embed equity and effective clinical practice across HCT.
- Eliminate all avoidable category 3 and 4 pressure ulcers.
- Reduce the incidence of avoidable category 2 pressure ulcers by 2014.
- Develop our skills as health promoting practitioners to ‘make every contact count’.
- Roll out Personal Health Care Plans for our patients with long term conditions.
- Develop a staff culture where we care and support each other to deliver High Value Healthcare.
- Encourage staff to speak up when they see staff who are not acting in a caring and compassionate manner.
- Establish and embed a Research Advisory Group to improve care delivered to our patients.
Compassion

Compassion is how care is given through relationships based on empathy, respect and dignity - it can also be described as intelligent kindness, and is central to how people perceive their care.

*Department of Health, 2012*

**HCT Strategy**

- Build upon a caring and compassionate culture that puts the patient and their carers at the centre of everything we do
- Listen to our patients and their carers and act on feedback
- See the person in the patient, walk in their shoes and give the care we would want for our own family and friends
- Increase staff engagement so that everyone owns the delivery of quality and understands their contribution to delivering High Value Healthcare
- Review recruitment processes to ensure we recruit the right people
- Respect and involve service users (CQC Essential Standards).

Our Rapid Response team supported 20 parents who had suffered the unexpected death of a child in 2013. They respond to these tragic events by offering care and compassion to bereaved families while ensuring that the investigation into the cause of death is carried out in a systematic and sensitive manner.

Our community nursing teams have focused on improving the care and compassion they provide to end of life patients. In March 2014, 59% of end of life patients had advanced care plans in place and 87% were able to receive care in the place of their choice.

Surveys carried out in 2012/13 confirmed that 91.7% of our patients and carers said that we respected their privacy and dignity demonstrating compassion in the care we deliver.
We will:

- Greet patients with genuine warmth, helping to give reassurance that patients can expect a good experience from our service
- Allow time to listen to our patients, building rapport and trust with them to improve their experience
- Strive to be honest and genuine with our patients and their carers, being clear about the care we can deliver
- Involve our patients in their care decisions and implement ‘No decision about me, without me’
- Define what ‘good’ looks like by collecting regular patient feedback and taking action to improve the care we deliver
- Look after our staff and implement a programme of health and well being initiatives
- Become a pilot site for testing of the National Cultural Barometer tool
- Build the resilience of our staff so that they can continue to provide high quality care
- Review our recruitment process to ensure we attract staff that demonstrate compassion
- Develop a standardised recruitment process with online pre-selection questionnaire
- Develop a compassionate culture where staff care for each other.

"With continued pain in my legs, I needed some reassurance that my blood circulation was still OK as I was not getting much exercise. The tests I received have reassured me. Nurses were wonderful as usual."

Patient
Leg Ulcer Clinic
Competence means all those in caring roles must have the ability to understand an individual’s health and social needs and the expertise, clinical and technical knowledge to deliver effective care and treatments based on research and evidence.

Department of Health, 2012

HCT Strategy

- Ensure all staff have the right skills, competencies and equipment to do their job
- Embed a culture of on-going learning and staff development to ensure evidence based care is delivered efficiently and cost effectively
- Ensure that all staff undertake mandatory supervision, yearly appraisal, mid-term review and agree a Personal Development Plan
- Regularly review service delivery to ensure we have the right staff, with the right skills, in the right place, at the right time
- Develop self-managing teams to empower staff and embed a culture of accountability
- Demonstrate increasing engagement and learning from local research and increase our own research portfolio
- Ensure evidence based standards are achieved and increase sharing of best practice.

We have fully integrated the preceptorship model for all new Band 5 clinical staff to ensure they are fully supported to deliver competent care to our patients.

Our Allied Health Professionals take part in regular training programmes to support their competence. They provide placements for therapy students, where appropriate, to encourage a learning environment.

We have developed competencies for our Band 5 nurses to ensure every nurse at that level has the competency to perform effectively and safely.
We will:

- Adhere to our professional codes of conduct and the NHS Constitution, embedding the ethos and competence of the 6Cs throughout HCT
- Develop a competency framework for all disciplines across community services and community hospitals with Standard Operating Procedures for all staff
- Provide strong consistent mentorship across the Trust for new staff, which will act as the building blocks for excellent practice and strong leadership in the future
- Develop and support our managers and team leaders to address performance when concerns are raised about poor practice
- Ensure staff receive annual appraisals that include examples of how they have delivered the 6Cs
- Embed the behaviours of the 6Cs in our appraisal system and review compliance
- Ensure all staff have a Personal Development Plan with protected time for learning and development including mandatory training
- Ensure competencies are signed off and regularly reviewed at appraisals
- Review and implement the policy for clinical supervision and reflective practice
- Ensure clinical supervision and reflective practice is fully embedded within our Trust to allow structured support and professional development for all of our staff
- Roll out training to support all care staff to understand and recognise the early signs of dementia
- Support and deliver the recommendations of HCT’s clinical effectiveness plan
- Review and implement recommendations of the national school nurse plan
- Implement the ‘Care in Communities’ vision and model for district nursing
- Ensure all our staff have attended regular safeguarding training in order to provide safe and effective care to our patients.

All staff were very professional, knowledgeable, competent and approachable.

Patient DAFNE Course
Communication

Communication is central to successful caring relationships and to effective team working. Listening is as important as what we say and do and essential for ‘no decision about me, without me’. Communication is the key to a good workplace with benefits for those in our care and staff alike.

HCT Strategy

- Communicate with our patients in a way that they understand
- Embrace a duty of candour with our patients especially when things go wrong
- Improve communication with our strategic partners so that we are better placed to meet the needs of our patients and carers
- Roll out mobile working and the Electronic Patient Record
- Develop information leaflets on all our services for our patients and carers
- Develop a corporate and professional communication strategy.

We have developed personal health plans in a variety of easy read formats such as pictures, photos and symbols to improve the way we communicate with people who have Learning Disabilities.

Our community therapy teams delivered presentations to local GPs to improve communications, informing them of the services the therapy teams provide and how they can improve the quality of life for patients with debilitating illness.

We have involved patients and carers in designing our new information leaflets to improve the way we communicate with them.
We will:

- Roll out customer care training to ensure we communicate in a professional manner at all times in order to increase the confidence of our patients and partners
- Introduce ourselves to our patients, ‘Hello My Name is’, so they know who we are and what we do
- Communicate with our patients, their families and carers in ways they understand
- Develop an individualised health plan for all patients with multiple long-term conditions on our integrated caseloads
- Implement a ‘patient diary’ that will be used in both the community hospitals and community teams to enable the patient and their family to communicate easily with the team
- Arrange mutually agreed appointment times with patients
- Implement the Francis recommendation that each patient in our community hospitals has a named doctor and named nurse
- Ensure each patient in our care has a named practitioner
- Roll out the ‘Friends and Family’ Test across all service areas
- Provide monthly feedback to our patients on the ‘You Said, We Did’ board within the community hospitals
- Encourage our patients, their families and carers to give us feedback at every opportunity
- Encourage our staff to give and receive constructive feedback to each other
- Provide a range of service information leaflets for patients, their families and carers
- Develop our skills as health promoting practitioners to ‘making every contact count’
- Standardise excellent record keeping across the Trust
- Roll out mobile working and Electronic Patient Record across all our teams
- Standardise all handover processes to ensure they are robust and patient focused
- Develop our use of advance care planning
- Regularly update the Trust website with easily accessible information about our services
- Roll out Integrated Community Team presentations to all GPs in Hertfordshire to ensure appropriate referrals and enhance an understanding of the service developments.

"The Health Visitor was lovely. She was friendly and professional. She talked me through all the options available to me and I felt very well informed." - Patient
Courage

Courage enables us to do the right thing for the people we care for, to speak up when we have concerns and to have the personal strength and vision to innovate and to embrace new ways of working.

*Department of Health, 2012*

HCT Strategy

- Promote a culture where safety is of prime concern and have the courage to report unsafe care
- Develop clinical leadership skills across our workforce
- Develop strong leadership at all levels in the organisation
- Challenge and ‘speak up’ when we see poor practice
- Ensure our patients can trust us by being open and honest
- Respect our patients’ privacy and dignity at all times
- Identify measures that tell us how we are doing.

We have introduced an open approach to handling complaints and concerns to ensure our staff adhere to the Duty of Candour. Our staff now have the courage to contact all patients, their families and carers when things go wrong and respond by acknowledging their experiences and learning from their concerns.

We hold quarterly meetings with all our senior leaders in the Trust to encourage them to speak out and have the courage to say when things are not going well.

Since revising our Raising Concerns and Whistle Blowing Policy and joining the Nursing Times’ ‘Speak Out Safely’ campaign, we have seen an increase in the number of concerns raised by staff.
We will:

- Challenge practice that is not contributing to the delivery of compassionate care
- Challenge poor practice and ensure all staff know how to escalate concerns and access the Raising Concerns and Whistle Blowing Policy
- Review our incident reporting feedback mechanism so that our staff are aware of how the courage to provide feedback about incidents is benefiting patients
- Introduce the Well Formed Outcome methodology across the teams to ensure courage and empowerment is embedded Trust-wide
- Standardise the Trust meeting agenda so that courage is voiced at every meeting
- Have the courage to use feedback from staff exit interviews in a more structured way
- Ensure all services have a recognised dignity champion to embed good practice and raise concerns when patient dignity and respect is compromised
- Ensure our teams have open and honest conversations with patients, carers and each other
- Have the courage to communicate with our patients about ‘what they can do’ and promote self-care
- Listen to the views of our staff and introduce the ‘You Said, We Did’ feedback process
- Have the courage to be open and honest about medication errors and work towards improving the safe administration of medication
- Develop self-managed teams so that they can overcome barriers and make things happen
- Develop leaders that will have the courage to ‘do the right thing’.

“Step 2 helps you to look at the bigger picture, think about issues which may have not been apparent and show issues from a different perspective.”

Patient
A commitment to our patients and populations is a cornerstone of what we do. We need to build on our commitment to improve the care and experience of our patients, to take action to make this vision and strategy a reality for all and meet the health, care and support challenges ahead.

Department of Health, 2012

HCT Strategy
- Focus on delivering High Value Healthcare to our patients
- Develop a sense of pride in our achievements
- Celebrate good practice and reward staff for their commitment
- Develop self-managing teams that can meet the local needs of patients
- Tackle bureaucracy and reduce paperwork to increase clinical facing time for our staff
- Review our staffing levels using evidence based tools to ensure we deploy staff effectively and efficiently
- Commit to developing a culture of continuous improvement.

We held a Leading Lights award where our staff were recognised for their outstanding commitment to delivering services that were not only exceptional but demonstrated care and compassion to the people we serve.

Our children’s services had the commitment to integrate Occupational Therapists from Hertfordshire Children’s Services and HCT to provide a single streamlined service to improve the care for children and families.

During times of staff shortages our staff have made discretionary effort and demonstrated real commitment to ensuring our patients continue to receive the care they need.
We will:
- Recognise when our staff and teams have performed well and celebrate at every opportunity
- Commit to ensure our staff aspire to the standards of excellence and professionalism outlined in the NHS Constitution (2013)
- Make a commitment to ensure that ‘every contact counts’
- Establish a professional forum to oversee our commitment to the Compassion in Practice strategy
- Develop a framework which describes the Trust’s contract with staff
- Introduce quarterly Clinical Practice days for Senior Management staff to undertake ‘Back to the Floor’ working days with staff
- Ensure that patient stories provide a key element of the HCT Board in order to ensure that the views of patients and carers are heard
- Utilise available staff effectively within the team to maximise delivery of the 6Cs ensuring each patient has a named nurse who is committed to their care
- Ensure that our staff make full use of the evidence and information available to improve the standard of care delivered to their patients every day
- Ensure our staff work in partnership with other care providers to provide integrated services for our patients
- Develop metrics to understand how we are performing
- Build on our work to define safe staffing levels across all our services
- Roll out a programme to increase clinical facing time and allow staff more time to care for their patients.

“...My wife was a patient at Danesbury on three occasions and we cannot praise the treatment she received highly enough. Everyone went the extra mile each time she was there.”

Patient
# Glossary of Terms

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<th>Abbreviation</th>
<th>Full Form</th>
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<tr>
<td>AHP</td>
<td>Allied Health Professional</td>
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<td>CNO</td>
<td>Chief Nursing Officer</td>
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<td>CQC</td>
<td>Care Quality Commission</td>
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<td>DAFNE</td>
<td>Dose Adjusted for Normal Eating</td>
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<td>GP</td>
<td>General Practitioner</td>
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<td>HCT</td>
<td>Hertfordshire Community NHS Trust</td>
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<tr>
<td>SMART</td>
<td>Specific, Measurable, Achievable, Relevant and Timebound</td>
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The 6 C s and Delivering C ompassion in Practice

References


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Acknowledgements

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