

Enhancing Practice 2022 Conference

*20:20 Vision – Transforming Our Future
Through Person-Centred Practices*

WEDNESDAY 6 – FRIDAY 8 APRIL 2022
SAGE HOTEL WOLLONGONG, NSW AUSTRALIA

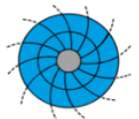
#enhancingpractice2022



working together
to develop practice



Development of a UK Wide Clinical Career Capability Framework and Implementation Plan of Marie Curie- A Collaborative Journey of Learning and Co-Creation



Impact GROUP



SCHOOL
OF HEALTH
SCIENCES

ENGLAND
CENTRE
for
PRACTICE
DEVELOPMENT



Enhancing Practice
2022 Conference

Our Team



- Assoc. Prof Carrie Jackson, Dr Lynn Furber, Prof Kim Manley CBE
- Julie Pearce, Chief Nurse Marie Curie UK
- Audrey Rowe Associate Director Nursing and Quality
- Steering Group Marie Curie UK (you will hear from them later!)
- Practice Development Facilitators and Practitioners across the UK

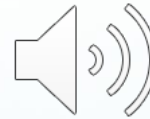


Project Aims



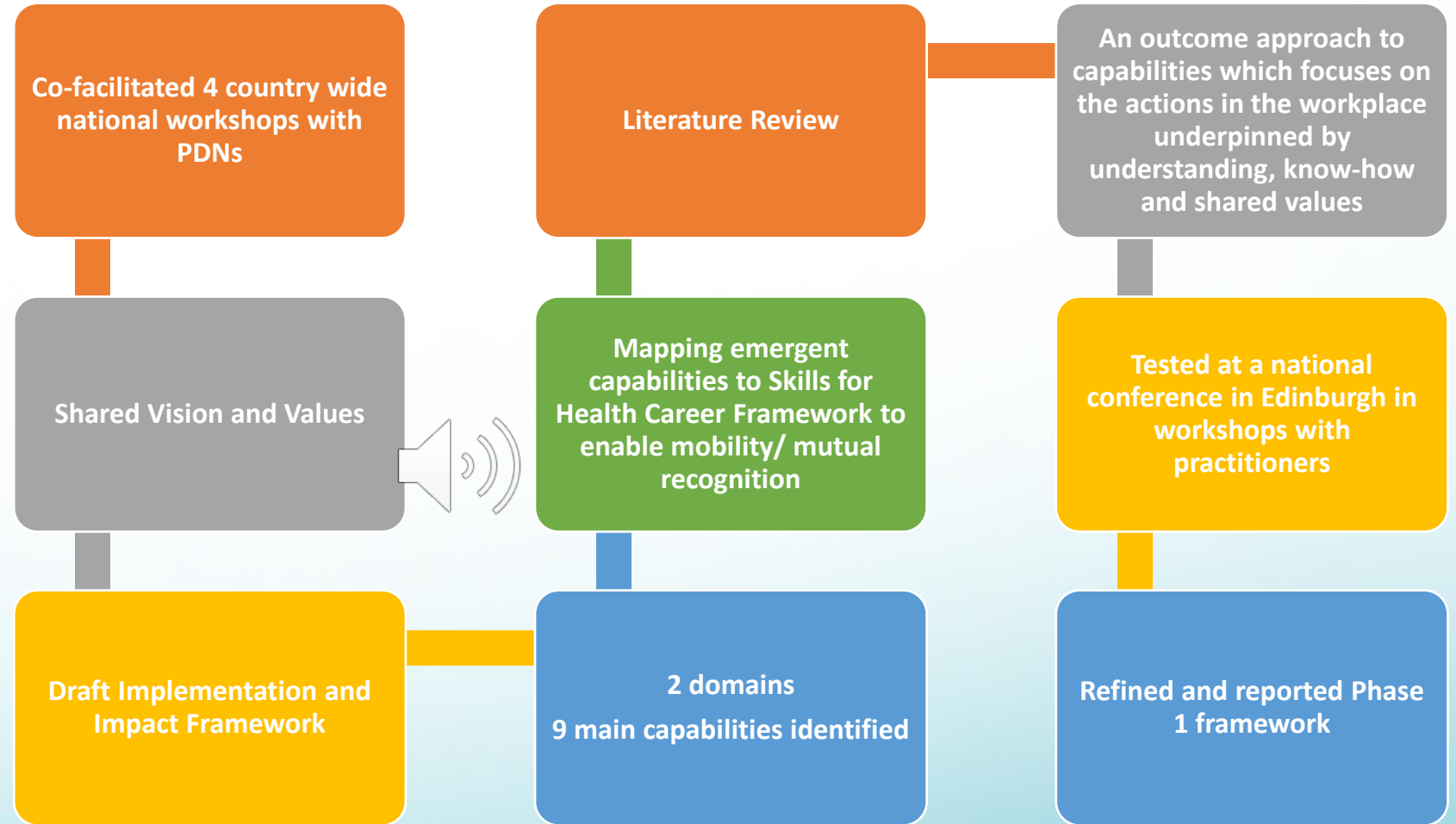
To co-create a career and capability framework for Marie Curie staff to enable clarity of understanding of roles, skill mix, and different levels of practice (levels 2-8)

- enable Marie Curie (MC) to lead the professional agenda in the field
- evidence high quality standards of care
- develop a career pathway for recruitment of the future workforce
- improve staff retention.



← Longitudinal whole system approach, evaluation cycles monitoring and reporting developments to steering group →

Phase 1 Project Activities



Phase 1: Ultimate Purpose, Values and Top Level Capabilities guiding the MCK Career Development and Progression Framework

Ultimate Purposes Guiding Career and Competence Framework	UNDERPINNING VALUES & BELIEFS (Derived from passions shared at workshops)	TOP LEVEL CAPABILITIES (COMPETENCES)
Purpose of MCK Care: 1. To provide person-centred care to people affected by terminal illness OR 1. To provide specialised compassionate person centred care to people and their families towards end of life	<ul style="list-style-type: none"> Supporting and connecting with each other Inspiring, empowering and enabling others to grow, learn and flourish Courage to speak up Willingness to change Emotional resilience for wellbeing 	1. Deliver inclusive person centred, safe and holistic care across the system 2. Working as a team 3. Continually improve the quality and standards of care provision 4. Be innovative and bold in our practices and services
Purpose for people using MCK services: 1. To enable everyone affected by a terminal illness to live + die well OR 1. To enable people to live and die well in an environment of their choice	<ul style="list-style-type: none"> Living life to the fullest Celebrating people's lives Focusing on what matters to the person and their family Rapid access to services Compassion Inclusive and equitable Peace, comfort and support for a good death 	1. Develop person-centred relationships with the person, family, and carers 2. Support people to live and die well 3. Provide basic and specialist end of life care and symptom management 4. Work appreciatively with patient and staff feedback and stories to develop a learning culture and celebrate good practice
Societal Purpose: 1. To be an innovative *UK leader influencing health + societal change to deliver high quality, person centred care at end of life. OR 1. Increase inspirational and aspirational living until you die	<ul style="list-style-type: none"> Making a societal difference Being a thinking environment for innovation Pushing the boundaries Celebrating and sharing best practice 	1. Facilitate awareness about death and dying in society 2. Inspire and influence policy and practice at all levels 3. Develop partnerships and establish models of shared care 4. Continually improve standards and quality of care provision 5. Develop leadership, capability and capacity at all levels

Phase 1: Initial Draft of Domains and Capabilities

<p>Domain 1 Direct Palliative Care To provide seamless holistic person centered care that enables people to live and die well in a setting of their choosing</p>	<p>1.1 Nurture compassionate person centered relationships and effective communication. 1.2 Holistic assessment and care planning. 1.3 Symptom management, maintaining comfort and wellbeing. 1.4 Supporting people to develop an advanced care planning statement that makes their choices and wishes clear to others. 1.5 Supporting significant others to plan for coping with loss, grief and bereavement.</p>
<p>Domain 2 To be a pioneering organisation that shapes innovative integrated systems of care and support that impact people at the end of life through collective leadership, quality improvement and innovation, research and practice development and culture change.</p>	<p>2.1 Working as an effective team looking after each other. 2.2 Developing pioneering leaders in end of life care. 2.3 Striving for excellence through quality improvement and innovation. 2.4 Raising public awareness of the role of Marie Curie as a pioneer for innovative person centered end of life care.</p>

Phase 2 Framework Refinement, Piloting and Review

Staff Webinar to showcase project
and progress

Development of a Staff Intranet Page

FAQs based on staff questions

Marie Curie short life working groups
to review every level of practice -
identification and integration of core
clinical skills



Creation of a self assessment tool for
practitioners to accompany the
Career Development Framework for
My Plan and Review

Pilot the career development
framework in two settings - hospice
and nursing service and gather
feedback

Identify what key learning and
development strategies need to be in
place across the organisation to
develop workforce awareness and
capacity for implementation

Align the career development
framework to learning and teaching
strategy and wider strategic change
plans for place-based care and
support of the workforce

Phase 2 Overarching realist evaluation questions

Key questions:

- What strategies work best and why when practitioners use the MC CPDF for self-assessment in the workplace?
- What strategies work, why and for whom when implementing the MC CPDF for transforming services around the patient journey?
- What learning, development and improvement strategies work for embedding the MC CPDF across the organisation?
- What metrics can be used to measure impact of embedding an integrated approach to career development and system transformation across the workforce in Marie Curie?

Phase 3 Early adopter implementation as part of annual appraisal

Pilot Career Progression and Development Framework with Self Assessment Tool as part of annual appraisal- My Plan and Review

Internal Facilitators
One to one, groups, education sessions, workshops for every level of practice



Working with Steering Group to explore challenges around implementation

Use Claims Concerns and Issues Framework to gather feedback
Process
Language
Capabilities and level
Knowledge, understanding, know how
Clinical Skills

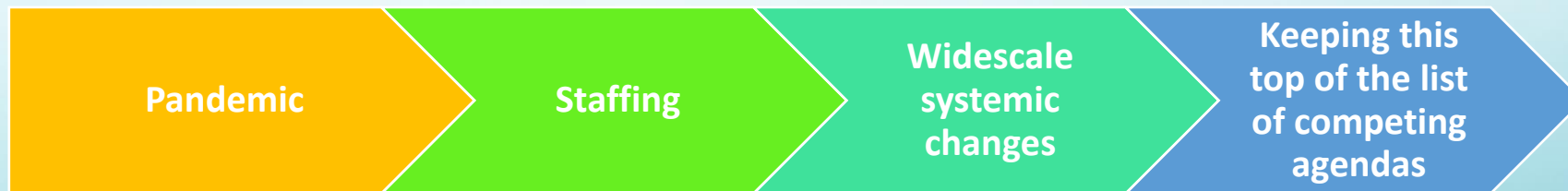
Currently analysing feedback to make changes to framework

Recommendations for Staff Development, benchmarking and validating the tool, embedding across organization, staff training and development, linking to other career progression frameworks for advanced and consultant practice



Challenges

Impact of Covid-19 on our staffing levels and consequently, a loss of staff momentum and engagement at times. The changes seen across the organisation as a whole at one time also produced a brief barrier, however overall, this change afforded us the opportunity as a team to introduce the concept of a clear and structured progression framework, which contributed to instilling renewed life and engagement from the team. We as a London place are proud of the achievements made from this invaluable project and our team for their committed engagement and valuable contributions to the career progression and development framework. Emily Penlington – Quality Improvement and Education Lead, Denise O'Malley – Head of Quality and Clinical Practice Hampstead Hospice



Next Step Implementation Challenges

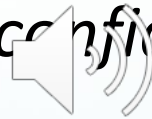
How are we going to ensure that we create opportunities for

-staff training and development,

-benchmarking and validating the framework and self assessment tool?

-building appraiser and appraisee confidence?

-integrate with the talent management function of the Learning and Development platform



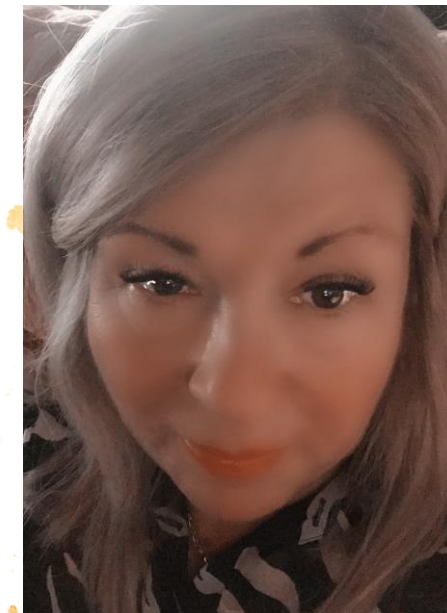
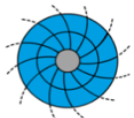
Comments

Thank you it really has been a fantastic project to be part of- I really think this will be the single most important thing that Marie Curie will/has done in my 8 years in post 😊

Coreen Astle , Head of Operations– Midlands Place Base

It has been a privilege to work alongside Carrie and her team at the University of East Anglia as they assisted us in codesigning an effective and accessible tool for upskilling and developing our staff across the four nations. We achieved this through innovative, flexible, and collaborative ways of working, including online workshops and webinars, short life working and steering groups and an organisational approach to bottom-up change. The support provided by Carrie and the team was invaluable in keeping us engaged, motivated, and on track throughout each phase of the project.

Emily Penlington – Quality Improvement and Education Lead , Denise O'Malley – Head of Quality and Clinical Practice



Thank you!

For further details contact

Carolyn.Jackson@uea.ac.uk

lfurber@healthcarecommunicationmatters.co.uk



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