Relationship-centred Care: Improving outcomes for patients, staff and family carers

by
Mike Nolan
Professor of Gerontological Nursing

Kings Fund, November 2012
You can’t discuss something with someone whose arguments are too narrow.
Caring in Crisis?

- Commission on Dignity in Care (2012)
- Losing sight of the value of ‘Fundamental’ care (Davies et al 1999)
- Quick fix, target driven NHS (RCN 2008, NMC 2009)
- Technocratic solutions- incentives, penalties, regulations- ‘fundamentally miss the point’ (Goodrich and Cornwell 2008)
- Impressive technical advances but failing at a ‘fundamental level’ (Youngson 2007, 2008)
What is the solution?

- Culture change
- Buzzwords of the 21st century (Stone 2003)
- Social Movement (Meyer and Owen 2008)
- New core values – compassion (Darzi Report)
- Highly complex
- Attend to ‘complex social interactions’ (Powell et al 2009)
- Fundamentally ‘relational concepts’, requires ‘relational practice’ (Patterson et al 2011)
Time to question the values

- Independence, well-being and choice
- ‘Cultural glue’
- Consistent with other concepts in academic and policy literatures
- Autonomy and independence
- What of interdependence?
- Is Person-centred care appropriate?
The roots of ‘person-centred’ care

- Pioneering work of Tom Kitwood, Bradford Dementia Group – Dawn Brooker
- See the person not the disease
- Creating a positive environment of care
- Original vision not consistent with current usage
- Little more than a political slogan

(Burstow 2006)
The Senses Framework and relationship-centred care

- Developed over a 25 year period
- Intellectual itch
  - What provides a sense of therapeutic direction for staff in LTC environments?
- Cure
- Rehabilitation
- ‘Good geriatric care’ (Reed and Bond 1991) or ‘Endless residual care’ (Evers 1981)
Creating an ‘enriched environment’

- Security – to feel safe physically, psychologically, existentially
- Belonging - to feel part of a valued group, to maintain or form important relationships
- Continuity - to be able to make links between the past, present and future
- Purpose - to enjoy meaningful activity, to have valued goals
- Achievement - to reach valued goals to satisfaction of self and/or others
- Significance - to feel that you ‘matter’ and are accorded value and status
“Traditional treatment models lead to fractionalisation of the patient”

“As synthesisers of care we are in the business of creating the right environment for others to grow”
Creating the right environment for others to grow?

• Not just ‘others’ but everyone

‘If employees are abandoned and abused, probably clients will be too. If employees are supported and encouraged they will take their sense of well-being into their day-to-day work’.

(Kitwood 1997)
## Filling in the gaps

<table>
<thead>
<tr>
<th></th>
<th>Older people</th>
<th>Family carers</th>
<th>Staff</th>
<th>Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>Security</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Belonging</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Continuity</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Purpose</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Achievement</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Significance</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Towards relationship-centred care

Tresolini and the Pew-Fetzer Task Force 1994

- Major review of the bases for health care systems and the way that practitioners operate and are trained
- Relationship-centred care
- Relational Practice
Modelling change

Leadership
• Lead by Example →
  • Support from The Top

Unit
Philosophy
Resources
Involvement
Team working
Workload

Outcome
Staff-morale/motivation
Patient
Family
Matron
Support
‘The leadership role of the ward sister nurse/charge nurse is crucial’ (Commission on Dignity in Care)

Ward leaders need to:

• Instil pride/focus on what we do well
• Improve confidence/Positive feedback
• Considers teams’ interests in decisions
• Consult widely
• Clear and explicit standards
• Caring and supportive
• Promote excellence
• Clear goals and objectives
• Readily available to staff
• Coach individual performance
• Directly involved in care delivery
Creates an environment in which:

• Staff share a philosophy
• Value holistic care
• Communicate goals to new members
• Involve users/family
• Focus on people not tasks
The ‘Senses’, relational practice and improved outcomes

- Does policy promote an enriched environment?
- Significance – does relational practice matter?
- Purpose – is relational practice seen as a core goal?
- Achievement – is relational practice a key benchmark for success?
• Continuity – is relational practice embedded in care?
• Belonging – is relational practice shared with and between disciplines?
• Security – are the potential vulnerabilities of relational practice acknowledged and addressed?
Reconfiguring the direction of care

Significance
Purpose
Achievement

Security
Belonging
Continuity

Define our direction of travel
Culture of care

Define the conditions needed to arrive
Climate of care
MY FAVORITE HOCKEY TEAM DIDN'T DO TOO WELL LAST YEAR...

THIS SEASON, HOWEVER, THEY HAVE HIGH HOPES...

DID THEY GET SOME NEW PLAYERS?

NO, THEY BOUGHT A NEW PUCK!