

Organisational factors influencing uptake of a carers support needs assessment tool in palliative home care

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1 Background

- The Carer Support Needs Assessment Tool is a comprehensive evidence-based tool which facilitates person-centred carer assessment and support.^{1,2}
- Successful implementation requires a shift from existing practitioner-led approaches to identifying carers' support needs to one which is facilitated by the practitioner, but led by the carer (the 'CSNAT approach').

¹Ewing, G & Grande, G. - on behalf of the NARH (2012) Development of a Carer Support Needs Assessment Tool (CSNAT) for end-of-life care practice at home: A qualitative study. *Palliative Medicine*, 27(3):242-255.
²Ewing, G, Howdle, C, Payne, S and Grande, G (2013) The Carer Support Needs Assessment Tool (CSNAT) for use in palliative and end-of-life care at home: A validation study. *Journal for Pain and Symptom Management*, 44(3): 395-405.

2 Study aim

To identify factors which facilitate, or hinder, implementation of the CSNAT approach to carer assessment in a practice setting.

3 Method

- The CSNAT was implemented in six palliative home care services in England.
- Qualitative data were collected from practitioner 'champions' and service managers via face to face interviews (n= 15), focus groups (n=3) and workshops (n=3).
- All research discussions were recorded, transcribed and analysed thematically, following the principles of framework analysis.³

³Ritchie J, Lewis J. (2003) *Qualitative Research Practice*. London: Sage Publications.

Organisational preparedness

Administrative systems

Existing systems

Working patterns

Implementing change

Organisational energy

Competing demands

Personnel available

4 Findings

- Uptake of the CSNAT varied between services and was influenced by the preparedness of the context into which it was introduced.
- 'Organisational preparedness' for implementation was affected by 'existing systems' and the amount of 'organisational energy' available to support this practice development.
- Adoption of the CSNAT approach represented a change in practice which required 'internal facilitation' from within the service and 'external facilitation' from the CSNAT research team.

5 Conclusions

The study identified two main factors which influence effective implementation of the CSNAT:

- preparedness of the organisational context,
- the level of facilitation available.

These findings are in keeping with theory and practice models relating to sustainable implementation of practice developments.

6 Implications for practice and research

- A model for sustainable implementation of the CSNAT approach has now been developed to provide a framework for training and supporting organisations implementing the CSNAT approach.
- Further research is taking place with a wide number of services in order to refine the training and facilitation provided.
- Organisations interested in finding out more about using the CSNAT approach are being encouraged to make contact with the CSNAT research team.

Model for sustainable implementation of the CSNAT approach

External facilitation

- Provide pre implementation materials for organisations
- Host a one day training session for key staff who will cascade training within the organisation (i.e. a CSNAT 'champion' for peer support and a manager to provide the organisational steer)

- Facilitate a series of three 'topic specific' follow up sessions (via phone/web conference call) to enable networking and support for CSNAT champions

- Use 'ad hoc' opportunities for ongoing discussion and support for organisations that have implemented the CSNAT approach (e.g. at conferences)

Preparation for implementation

Embedding into practice

Sustaining practice

- Identify one manager and at least one 'champion' who will drive implementation on behalf of the organisation
- Establish a baseline of 'existing' practice
- Consider how the CSNAT can be incorporated into practice

- Recognise that implementation of the CSNAT represents a change in practice (as part of practice development)
- Provide a structure which supports this change in practice

- Conduct of audit/reviews regarding the extent to which the CSNAT approach has become part of routine practice

Internal facilitation



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