

Resilience in a stakeholder perspective: the role of next-of-kin in everyday cancer care

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Background

- Patients, next-of-kin, and other stakeholders are co-creators of resilience, but there is a lack of patient and stakeholder involvement in Resilience in healthcare (RIH) studies.
- RIH requires not only learning from experiences and a set of skills applied to the operational performance, but also a deeper understanding of how the different stakeholders around the patient work together and contributes in shaping resilience.



Aim and research question

Aim:

- To increase knowledge about resilience in hospitals in a stakeholder perspective
- To explore how next-of-kins to cancer patients contribute to create and sustain resilience

Research question:

- How are next-of-kins involved in shaping resilience within cancer care in Norwegian hospitals?

Methods

- Design:
 - A comparative multi-level case study
- Sample:
 - Two cancer departments in two Norwegian hospitals.
- Two organizational levels:
 1. Department managers at the meso level
 2. Healthcare professionals at the micro level
- Data collection:
 - Total of 32 semi-structured interviews (December 2015 to March 2016).
- Data analysis:
 - Qualitative content analysis (Hsieh and Shannon, 2005)

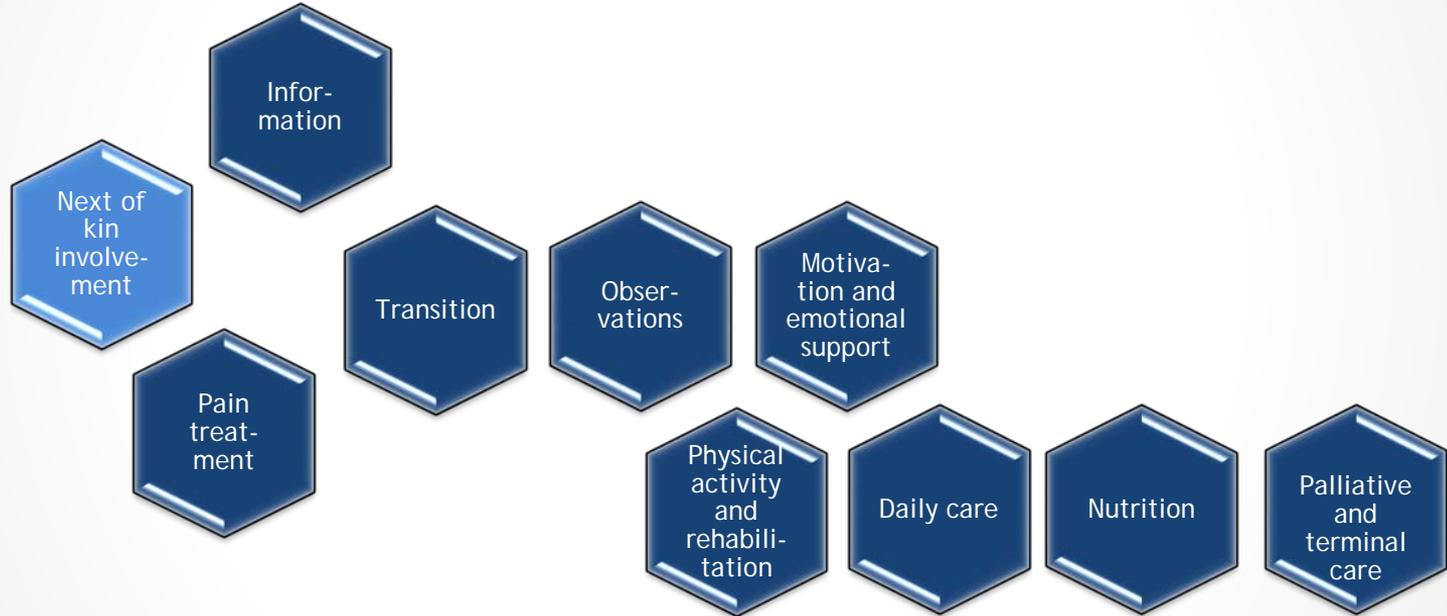


Context

Context	Hospital A	Hospital B
Localization	Large city in Norway	Large city in Norway
Case hospital	University hospital Local hospital for 330.000 inhabitants Second largest regional cancer department	University hospital Local hospital for 420.000 inhabitants Largest regional cancer department
Employees	7500	12000
Budget	6,8 billion NOK	10,8 billion NOK



Results - Areas of next-of kin involvement





Results - Care tasks

- Leaders and hospital staff depend on next-of-kins in various ways to give the patient safe and high quality care.
- Next-of-kins contribute with important care tasks e.g. if the patient needs to be fed or is uneasy. These tasks often require the staff to be together with the patient for a long time.



Results - Key pieces of the puzzle

- On shifts with low staffing, next-of-kins are often the “pieces of the puzzle” that help leaders and staff to complete all tasks.
- Next-of-kin empowerment enable the staff to attend more quickly to other patients (without next-of-kin bedside).

Results - Key pieces of the puzzle

If it wasn't for next of kin the schedule would be disrupted. That could affect other patients with delayed medical care, food, and personal care (Cancer nurse, hospital A)

Results - Having the overview

- Next-of-kins:
 - Fill a key role in safe transitions between service levels
 - Facilitate the patient to contact the hospital
 - Share and remember information
 - Take responsibility for nutrition and medical treatment follow-up when the patient is between treatments
- Next-of-kin:
 - Seldom considered an equal partner of the interdisciplinary team
 - Rarely included in special training sessions

Results - Having the overview

Next of kins are very important during the course of treatment. For example, how safe it is for the patient to go home in neutropenic phase depends on whether they live alone or if they have careers who can act, help and support. Next of kins are a very important piece in addition to all emergency personnel in the municipalities, such as nurses, consultants, mobile palliative care team, nursing homes, or homecare services (Consultant, hospital A)

Discussion

- Next-of-kin as a stakeholder is an important resource in shaping resilience in cancer care:
 - The support can improve hospital staffs' performance, adaption and response to individual patient needs and requirements
 - Represent a voluntarily, available, and non-paid resource that leaders and staff utilize to improve a safer outcome
- This calls for:
 - A more structured way of guiding hospitals in next-of-kin involvement
 - Acknowledgement of next-of-kin as an important resource in shaping resilience in cancer care

Take aways

- Increase awareness among leaders and staff for the next-of-kin role in improving resilience.
- Leaders can develop strategies and promote work practices acknowledging the next-of-kin role and contribution.
- A stakeholder perspective is relevant beyond cancer care.

Thank you!



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