

Please cite the Published Version

O'Driscoll, M, Allan, H, Liu, L, Corbett, K and Serrant, L (2018) Compassion in practice—Evaluating the awareness, involvement and perceived impact of a national nursing and midwifery strategy amongst healthcare professionals in NHS Trusts in England. *Journal of Clinical Nursing*, 27 (5-6). e1097-e1109. ISSN 0962-1067

DOI: <https://doi.org/10.1111/jocn.14176>

Publisher: Wiley

Version: Accepted Version

Downloaded from: <https://e-space.mmu.ac.uk/622480/>

Usage rights: © In Copyright

Additional Information: This is an Author Accepted Manuscript of a paper accepted for publication in *Journal of Clinical Nursing*, published by and copyright Wiley.

Enquiries:

If you have questions about this document, contact openresearch@mmu.ac.uk. Please include the URL of the record in e-space. If you believe that your, or a third party's rights have been compromised through this document please see our Take Down policy (available from <https://www.mmu.ac.uk/library/using-the-library/policies-and-guidelines>)

ABSTRACT 296/300

Aim To report the findings from an evaluation of the impact of the Compassion in Practice Vision & Strategy (CiPVS) (National Health Service England (NHSE), 2012) on nursing, midwifery and care staff.

Background The CiPVS was a programme of work to highlight the importance of compassionate care following the Francis Report in 2013 into the deficits in care in an NHS hospital trust. It was launched by NHS England in 2012 at a time when fiscal cuts were introduced by the Department of Health in England.

Design and setting A mixed methods design with four sequential phases.

Results Inferential statistics were used to test whether there were significant differences between staff at different levels of seniority with regard to awareness and involvement in CiPVS and their attitudes to it. Awareness and involvement of staff in CiPVS was high amongst middle and senior management but limited at ward level. Staff were not involved in CiPVS due to a lack of awareness. Ward level staff who were aware and involved perceived a lack of support and communication from senior leadership to deliver CiPVS.

Discussion Results reveal professional anger, distress and resistance to CiPVS and a view of the programme as a top down initiative which did not sufficiently recognise structural constraints on nurses' ability to deliver compassionate care. We discuss the implications of our findings for global nursing.

Conclusion PartiCiPVSants emphasised that compassion for patients is only sustainable where there is compassion for staff and many partiCiPVSants felt that they were not being treated with compassion.

Relevance for practice NHSE should strongly affirm that nurses and midwives *in general* provide compassionate care. Trust leadership should provide support for ward level staff who deliver compassionate care in difficult circumstances.

Summary box: what does this paper contribute to the wider global clinical community?

- Compassion among other values and traits is an important global feature of modern nursing which is perceived by nurses as being under threat in the NHS.
- The CiPVS, designed to invigorate the values based practice of nurses in England, failed to effectively reach bedside nurses, who provide nursing care to patients and their families. This suggests communication between senior management and ward staff should be improved.
- The Francis Report on failures of nurses and care staff in one NHS Hospital Trust in England appears to have had a profound effect on nurses' self-confidence in their delivery of nursing care. Support for clinical ward staff needs to focus on rebuilding morale post Francis.

KEYWORDS: compassion in practice, six Cs, Francis report, social structures, individual agency, new public management

INTRODUCTION

The global economic crisis triggered the introduction of ‘managerialist’ systems into health systems globally (Rudge, 2015; Allan et al., 2016a). As a result there were extensive cuts to funding of health systems. These funding cuts were framed as efficiency savings and the effective use of resources. At the same time, health systems in Europe have become increasingly subject to new forms of governance (Allan et al., 2016) leading to restructuring of the relationships within traditional systems of governance (Saltman, 2003). Within this context, the value attached to compassion has appeared under threat as health professionals and care staff and the health system as a whole in England appeared to be struggling to deliver compassionate care (Francis, 2013). Several factors underpin the rationale to evaluate CiPVS. First, the CiPVS, launched by NHS England in 2012, was a national programme of work to promote compassionate care following the Francis report in 2013 into the deficits in care in an NHS hospital trust. Second, CiPVS emerged at a time when public trust in nursing and nurses appeared to be declining (Paley, 2014; Traynor, 2014). Individual NHS trusts¹ were under pressure from regulators (Care Quality Commission, 2011) and were subject to media reports of poor care following the Francis Report (2013). Third, CiPVS nationally introduced the 6Cs (care, compassion, competence, communication, courage, commitment) and values based recruitment work streams among others (NHSE, 2012) all of which needed evaluation.

The aim of this paper is to discuss the findings from an evaluation of the impact of the CiPVS on nursing, midwifery and care staff. This evaluation fed into ‘Compassion in Practice Evidencing the impact – Year 3’ (NHS England 2016a) and informed the new framework for nursing, midwifery and care staff in England (Leading Change - Adding Value) NHS England (2016b) which articulate a clear commitment to support nurses, midwives and care staff to deliver compassionate care within the constraints of current financial allocations to the NHS in England.

BACKGROUND

The international literature in nursing on caring (Bolton, 2000; Allan, 2002; Theodosius, 2008), empathy (Wiseman, 2007; Richardson et al., 2015) and emotions is well established (Smith, 1992; Allan, 2001; Freshwater, 2002; Hunter 2004), while the literature which deals with compassion is relatively recent (Goodrich & Cornwell, 2008; Hudacek 2008; Bradshaw 2009; Firth-Cozens & Cornwell, 2009; Curtis et al., 2012; Blomberg et al., 2016; Papadopolous & Ali, 2016; Sinclair et al., 2016; Stenhouse et al., 2016) with one or two notable exceptions(Dietze & Orb, 2000). Much of the

¹ An English National Health Service (NHS) trust is not a ‘trust’ in the legal sense, but a public sector healthcare organisation serving either a specified geographical area or a specified health service delivery function (e.g. an ambulance service). English NHS trusts were established under the NHS and Community Care Act 1990.

UK literature was published leading up to, or following, the Francis Report (2013) and the Winterbourne View Report (2013)².

There is some discussion of the CiPVS as a response to the Francis Report (Bramely & Matiti, 2009; Dewar & Christley, 2013; Dewar et al., 2014; Williams et al., 2013; Pryce-Miller & Emmanuel, 2014; Christiansen et al., 2015) and critique of the CiPVS (Smith, 2008; Bradshaw, 2009; Paley, 2014; Traynor 2014). Two reviews of interventional studies of compassion in education and practice (Blomberg et al., 2016; Papadopolous & Ali, 2016) are published recently. Thus, in terms of nursing compassion remains a contested and under-explored concept (McGrath, 2015; Timmins, 2015).

METHODS

Research Design

The overarching aims of the evaluation were to assess the impact of the CiPVS programme in terms of awareness and involvement of the various aspects of the CiPVS strategy and vision and whether these workstreams had changed the way that nurses deliver care, with particular reference to compassion. A second primary objective was to understand the impact of CiPVS according to staff level, as the commissioners of the research were keen to understand whether CiPVS had penetrated to all levels of the organisation, including ward level staff. The objectives of the evaluation were i) to identify the outcomes of the programme, as well as values and behaviours around compassionate care embedded as a result of the strategy; ii) to understand how CiPVS has influenced nurses', midwives' and care staff experiences of and support for delivering care. An embedded mixed methods evaluation with four sequential phases by the research team at Middlesex followed an online survey of nurses, midwives and healthcare assistants and methods distributed by NHS England. The phases (see Fig 1) included: phase 1) analysis of the survey data; phase 2) a scoping of the literature to inform online qualitative forms and telephone interview schedule followed by nine qualitative telephone interviews from a selected staff sample in the 10 selected case study sites and distribution of online qualitative forms to a larger self-selected sample (60) in the case study sites; phase 3) analysis of secondary data Family & Friends Test (FFT) (NHS England 2016d), and Staff Family and Friends Test (SFFT) NHS England (2016c) data and NHS Staff Survey (NHSSS) data Picker Institute (2016); phase 4) included an integrated analysis of all data. A case study approach was used to structure phases two and three, the case 'unit' being the trust allowing the researchers to drill down using mixed methods consisting of telephone interviews, secondary data (FFT, SFFT, NHSSS). This paper only presents the findings from phases 1, 2 and 4. Phase 3 findings are to be reported elsewhere as they do not add to the findings reported below for a clinical audience.

Insert Figure 1 here

The evaluation was registered on the Integrated Research Application System (IRAS) and completion of the Health Research Authority tool confirmed that the evaluation was not classed as research and did not require NHS ethical approval. However, in accordance with NHS Quality assurance

² The Winterbourne View hospital inquiry concerned Winterbourne View, a private hospital for clients with learning disabilities in South Gloucestershire, England. It arose following a BBC exposé of significant abuse of clients. Like the Mid Staffordshire inquiry reported in the Francis Report (2013), the Winterbourne View inquiry had a major impact on UK health and social care services.

procedures, research and governance (R&D) approval was required from the NHS organisations taking part. R&D approval is required for all research studies involving NHS patients, their tissues or information, or studies involving NHS staff participating by virtue of their profession in order to give assurance as to the scientific quality of the study and provides insurance/indemnity for research projects. R&D approval was sought in each of the identified NHS Trusts and approval was given (through trust governance systems) in 37 (62%) of the 60 Trusts which were approached to partiCiPVSate in the evaluation and 36 agreed to do so, representing 15.74% of 235 NHS Trusts nationally. Ethical review was also conducted by Middlesex University.

Survey Data

Sampling

The initial sampling frame constructed by NHS England³ included all acute, community and mental health NHS Trusts in England (n= 235). A 25.5% sample (n=60) was randomly selected, stratified by speciality, Acute (n=41), Community (n=6), Mental Health Trusts (n=13). Invitations to partiCiPVSate were sent to all 60 Directors of Nursing (DoNs) in selected trusts.

Data collection

In June 2015, following survey piloting, NHS England circulated the online survey link to DoNs at 36 trusts who agreed to partiCiPVSate (36/60). DoNs were requested to disseminate it to all nursing, midwifery and care staff within their trust along with a partiCiPVSant information leaflet. Email reminders were sent at one and two weeks after the start of data collection. 2,267 partially or wholly completed questionnaires were obtained but as it is not known how many members of staff were invited to partiCiPVSate, a response rate could not be calculated.

Analysis

Following data cleaning, quantitative analysis was carried out in SPSS. Descriptive statistics were calculated for each survey item. A considerable amount of the hypotheses which we wished to test involved a bivariate analysis of one categorical independent variable with three levels (seniority band) and an ordinal dependent variable (Likert scale items measuring attitude or behaviours in relation to CiPVS). The Shapiro-Wilk test showed that none of the dependent variables were normally distributed and therefore the non-parametric Kruskal Wallis test was preferred to the parametric one way ANOVA. Some hypotheses related to the seniority band variable and another categorical variables (e.g. whether aware or involved in CiPVS) and for such analyses, involving two categorical variables, the chi-square test was used.

Analysis was carried out on open-ended survey responses to two survey questions: 1) 'Have you any suggestions or comments on how you think the CiPVS strategy could be improved in order to support staff and their delivery of care?'. 2) "Is there anything in particular you would like to see in the new strategy 'Our Vision'?" Following O'Cathain & Thomas (2004), two of the research team read the raw data closely (HA, MO'D) before HA analysed the data fully by question rather than respondent. Inductive coding with word frequency tools and word searches followed.

³ 'NHS England' is the lead body for the UK's National Health Service in England only. The remaining UK countries (Northern Ireland, Wales and Scotland) have their own NHS lead agencies separate from NHS England.

Qualitative Data

Sampling of case studies

Nine case study sites were chosen on the following criteria (Box 1):

Box 1: Sampling criteria for case study selection

- Size of trust: small < 2000 staff, 2500-5000 medium, > 5000 large (self-reported figures NHS England/trust websites)
- Population diversity: national average, younger/more diverse than national average, older than national average (based on Office for National Statistics data)
- Location: Rural/urban
- Income: lower than national average, middle income and high income (based on Office for National Statistics data)
- English Region: North, South, Midlands

A schedule for qualitative interviews was designed following the literature scoping with input from the CiPVS team at NHS England.

All survey respondents were asked: "Would you be prepared to participate in a telephone interview?" 60 agreed to an interview and were happy to be contacted by the researchers. All respondents in selected case study sites who volunteered (N=60) were emailed an invitation to participate in a short telephone interview. Participants (n=9) were selected on a first come first served basis from each trust.

Data collection

Nine interviews were completed from nine NHS trusts using a schedule developed from a scoping literature review.

After interview completion, a second email was sent to nine staff in each selected case study site who had participated in the telephone interviews, inviting them to complete an online form which requested details about specific trust-level activities undertaken as part of the CiPVS Strategy. Five completed the form.

Qualitative analysis

Data from the qualitative interviews were transcribed verbatim and the transcripts analysed descriptively following O’Cathain & Thomas (2004). The online forms were analysed to give details of trust activities related to CiPVS including actions by the individual, by their team and by their organization. In addition respondents were asked to provide more detail generally on the 6Cs, listening to patients’ voices/feedback and staff.

RESULTS

Survey

The survey carried out by NHS England contained a relatively large number of questions (approximately 70 variables) regarding aspects of CiPVS and the results were analysed according to seniority of respondents, size, specialty, and region of trust. The NHS England survey did not collect demographic information from respondents. In this paper, we focus on awareness, involvement and perceived outcomes of CiPVS against the seniority of respondent to establish whether a key objective of CiPVS (engagement with staff at all levels) was achieved.

Role of respondents

A key aspect of the survey analysis was to understand the extent of awareness and involvement in CiPVS according to the role of respondents. To ensure a reasonable number of respondents in each category, the respondent roles variable was recoded to three categories: senior management nursing and midwifery, middle management nursing and midwifery ward level nursing and midwifery (see Fig 2). Due to the numbers of care staff, health visitors and student nurses were too small to meaningfully analyse, so they were classified as discrete categories (Table 1). A distinction between middle and senior managers is drawn, as the latter have no daily contact with ward staff or patients in the British clinical setting, while middle managers retain daily contact with clinical staff but assume no patient responsibility.

(insert Table 1 here***)

(insert Fig 2 here)

Awareness of CiPVS

Overall, 58.6% of all respondents said that they were aware of the CiPVS strategy; nearly one third (30.3%) were not aware of it and 11.1% were unsure.

****insert fig 3 here ******

Analysing awareness by role, more than 95% of senior nurses and midwives were aware of CiPVS as were 69.4% of middle management nursing and midwives but less than half (47.3%) of ward level nurses and midwives were aware of CiPVS. The proportion of respondents who were 'unsure' also varied widely by seniority – 15% at ward level; 7.7% at middle management level and just 1.6% at senior level. Differences in awareness on the basis of seniority were statistically significant (χ^2 115.34, $df=4$, $p<.001$).

Where respondents heard about CiPVS, by seniority

Senior level staff were much more likely than middle management or ward level staff to have heard about CiPVS through emails, meetings, social media and journals (Table 2).

(insert Table 2 here **)

CiPVS being discussed or highlighted – by seniority of respondent

26.3% of ward level nurses and midwives felt that CiPVS was discussed or brought to their attention compared to 46.5% of middle management nursing and midwifery and 88.3% of senior management nursing and midwifery. The differences in awareness by seniority on this question were statistically significant (χ^2 , 136.20, $df=4$, $p<.001$). A possible explanation for these differences is ineffective cascading of information from senior management to middle management and then to ward level.

Involvement in CiPVS

Overall, 27.4% of respondents (n=2,242) said that they had been involved in CiPVS in some way; just under three-quarters of respondents (73%) had not been involved.

Insert fig 4 here

Involvement by seniority of respondent

While over 83% of senior management had some involvement with CiPVS, the equivalent proportion amongst middle management was just 34.1% and ward level involvement (15.3%) was less than half of that. Involvement in CiPVS by seniority showed statistically significant ($\chi^2=163.221$, $df=2$, $p<.001$) differences.

(insert Fig 5 here**)

Reasons for not being involved in CiPVS

The most common reason for not being involved (see Fig 6a) was 'I am not aware of any CiPVS programmes in my trust' (65.4%), followed by 'unsure' (18.3%), 'lack of time' (10.9%) and (relatedly) 'I am too busy' (6.4%). 6.1% of respondents (n=90) chose 'other' and amongst 'other' the biggest reason given was that respondents had not been invited to participate in a CiPVS work stream or initiative. Less than 6% of respondents identified lack of management support, lack of money / resources or lack of interest as reasons for not being involved. This suggests that low levels of involvement in CiPVS may not be explained by resistance to CiPVS but rather by insufficient information about CiPVS, not knowing how to get involved or perhaps insufficient motivation to find how to get involved. Even amongst those who were aware of CiPVS (Fig 6b below), lack of awareness of CiPVS initiatives in their own trust was a major barrier to involvement.

(**insert fig 6a and 6b here**)

Reasons for not being involved, by seniority

The biggest reason for 'not being involved' across all levels of staff was 'I am not aware of any CiPVS programmes in my trust', followed by 'unsure' and 'lack of time'. Less senior staff were more likely to cite lack of awareness or lack of time as a reason for not being involved. Senior staff were more likely to identify lack of money / resources or 'other' as reasons for not being involved.

(**insert Fig 7 here)

Perceived outcomes of CiPVS

How respondents perceived the outcomes or impact of CiPVS was influenced by so many respondents being unaware of CiPVS.

Whether CiPVS is useful for supporting nurses

More than half of all respondents (56.1%) considered that CiPVS is useful for supporting nurses but 39.8% were 'unsure'. Of those respondents who were aware of CiPVS, an overwhelming majority (79.6%) considered it useful for supporting nurses, with 17.6% being unsure and just 3.4% saying that CiPVS was not useful for supporting nurses.

Perceptions of the achievement of specific CiPVS objectives

Mean agreement with all the five items relating to the achievement of specific CiPVS objectives was relatively high. On a scale of one to five where five was highest agreement, the highest scoring item was "I actively listen to, seek out and act on patient and carer feedback, identifying issues and ensuring the patient and carer voice is heard" (4.46), followed by "I support the measurement of care to learn, improve and highlight the positive impact on the people cared for" (4.29).

These are interesting findings as they suggest that despite a large proportion of respondents being unaware of CiPVS, a large majority still felt that they were delivering care in ways which were consistent with the intended outcomes of the CiPVS strategy.

Again, there were more positive responses as seniority increased; senior management were more likely to agree with the statements than were ward level or middle management staff (see Table 3). Differences on the basis of seniority were found to be statistically significant on all items (Kruskal Wallis $p < .001$) except for the item "I have developed skills as a 'health promoting practitioner' making every contact count" (Kruskal Wallis $p = > .05$).

(**insert Table 3 here)

Attitudes to Outcomes of CiPVS

Our findings (Fig 7) show that the levels of agreement (agree and strongly agree) ranged quite widely from 77.5% for “The CiPVS Strategy has the ability to improve the delivery of patient care” to 50% “The CiPVS Strategy has made a positive difference to my overall experience as a nurse/midwife/care staff. There were clearly mixed opinions, even amongst those who were aware of CiPVS, regarding the extent to which CiPVS had supported staff development. Most respondents agreed that “CiPVS has made me think about how I deliver compassionate care”; “CiPVS has helped to improve the patient experience” and “CiPVS has positively influenced my actions in delivering compassionate care”.

(**insert Fig 8 here**)

On every item in Q12, which attempted to measure respondents' views on the impact of CiPVS, senior management nursing and midwifery have the highest mean agreement, followed by middle management nursing and midwifery and then ward level nursing and midwifery (see Table 4). The differences were statistically significant on all items (Kruskal Wallis test, $p < .05$).

(**insert Table 4 here)

Open-ended survey responses

Our findings describe a workforce that feels frustrated, overworked and unsupported; that lacks morale and is experiencing a lack of leadership after the extensive criticism of nursing which followed the Mid Staffordshire Inquiry (Francis 2013)⁴

"..it was soul destroying when I read the Francis report { } – and then when the compassion in action document came out it's so obvious isn't it; that something sometimes goes wrong, .. when people have been doing a job for a very, very long time – I think most people come into the profession for all the right reasons, when they're doing it, day in day out, with all the challenge, all the resources, they sometimes get desensitised" (Site 2 middle manager).

Some respondents found CiPVS insulting and demeaning:

"Compassion in practice is just a box ticking exercise, all nurses should act with compassion and care anyway, having to spend an hour explaining how you do this in a PDR [performance development review] is insulting and a waste of time." (Open ended response 42 Other)

However some respondents suggested that the poor care was allowed to go unchallenged and unreported and were strongly critical of staff who failed to deliver compassionate care. The following comment shows that the respondent felt there was a need for this to be addressed.

"There are still a lot of staff I work with who show no regard for compassion. Even when concerns are passed to management, these individuals are not challenged about their behaviours." (376 Midwife ward level)

At least one respondent indicated that a tougher approach to improving the delivery of compassionate care was needed:

"Compulsory training for all staff, time rostered into work rota by management" care staff (98 Nursing ward level)

Responses also suggested that staff feel demoralised with little sense of feeling supported to deliver compassionate care. Consequently, staff expressed frustration at being exhorted, through CiPVS, to deliver compassionate care while feeling that they were not treated with compassion as employees.

⁴ This Inquiry examined the healthcare commissioning, supervisory and regulatory organisations in the UK specifically relating to their role at the English Mid Staffordshire Foundation NHS Trust between 2005-2009.

Some respondents suggested that a lack of support (in some cases manifesting as a bullying culture) prevented the delivery of compassionate care:

“Creation of a Care and Compassion Champion at ward level. It should be extended to care of staff to combat or prevent bullying.” (50 Nursing ward level)

“We are still working in a culture driven by anxiety and defensiveness which works against the ability to give compassionate care. Until the blame culture is widely discussed nurses don’t feel supported or safe and are over anxious.” (413 Nursing ward level)

These data suggest a working culture in which compassion may be difficult to deliver as staff feel under stress and at the same time observe a failure to address poor care and bullying.

The open ended responses showed clearly the extent to which CiPVS had failed to filter down to ward level *and* some middle managers as an overarching framework which include the 6Cs.

“I am aware of some aspects but on an individual basis. I was unaware of the umbrella term of The Compassion in Practice Strategy.” (86 Nursing middle management)

Indeed, the responses showed that middle managers understood how poor awareness of CiPVS at ward level due the structural issues mentioned above:

“Although most staff are aware of the Compassion in Practice, not enough is really known at floor level. The majority of the nursing staff always work to their extreme best in delivering care to patients. Lack of resources, equipment and the constant movement of having to outlie patients instead of caring for them in a safe environment often results in the interruption of the continuation of care and delays safe discharging.” (14 Nursing middle management)

In fact, survey responses contradict this respondent’s assertion that most staff are aware of CiPVS, suggesting that management over-estimate awareness of CiPVS at ward level. Several respondents expressed a desire for NHS trust leadership teams to engage and support staff to deliver compassionate care and leadership to engage with the CiPVS Vision and Strategy. Many respondents felt it was down to managers or the trust to disseminate to them not their professional responsibility to keep up to date about current issues which affect nursing.

Despite the lack of awareness about CiPVS and the responses describing barriers to implementing compassionate practice, there were some useful suggestions for improving dissemination which indicates a belief that compassion is an intrinsic, although threatened, value for nursing:

“A continual dissemination of the programme to keep this in the forefront of all nursing practise otherwise it will come across as another flash in the pan” (6 Nursing middle management)

Telephone interviews

The telephone interview transcripts provide context to the survey findings on awareness and involvement. The number of interviews was relatively small (n=9), they were self-selected, and only one non-manager, a health care assistant, volunteered for the telephone interviews. Even among this small group of interviews, those who were aware of the 6 Cs or other particular work streams

within CiPVS did not necessarily recognise that these were components of CiPVS. The health care assistant was aware of the need for compassion but not the CiPVS or 6Cs.

“No, personally no. Obviously, we make sure our care is up to scratch and meeting compassion standards and things like that, but no, I’ve not heard of any particular initiatives’ (Site 6 middle manager)’.

Interestingly, the telephone data suggest that how staff think about compassion may shape their response to policy; if they believe compassion is innate, then they may be unlikely to seek out or be receptive to policy which promotes compassion. One interviewee described compassion as being ‘automatic’, which while not necessarily implying an innate quality, suggests that compassion is seen as a behaviour so fundamental that it need not be consciously practised as part of a ‘work stream’:

“No, well no, because you just do it as general practice, so it’s not, I haven’t had a specified work stream for it, but it’s something that I promote so I don’t really need a specified work stream for it.” (Site 10 middle manager)

The health care assistant felt that a lack of compassion was because of the difficulty of recruiting ‘the right type of staff:

“And why do you think the strategy was necessary? (Interviewer)

Because I’m working for the people, if the people are not satisfied, what’s the point of working in the NHS, I should find another job!Yeah, if you don’t like the job, why should you come to this job, the NHS, go to another job.” (Site 4 health care assistant)

Conversely, other participants saw compassion as a competence to be learned:

“Compassion is a competence but I also see it as a core human value, so it’s a difficult one isn’t it but everyone has compassion at different levels and, depending on where you are in your life journey, on your levels of compassion as well. ” (Site 10 Senior manager)

While these (mainly) managers believed compassion was central to nursing and at the same time under threat, they also described barriers to caring compassionately.

“It’s (CiPVS) increased the awareness. I think we’re all horrified that we’re having to be told to be compassionate, especially those of us at the front who’ve been around a long time. I mean, it’s hard but my heart says that we’re not here to cause anybody distress or we’re not lacking in compassion – what we’re lacking is time to produce that compassion and to make the patient experience more positive”. (Site 6 middle manager)

Again, as in the open ended responses, the perceived lack of compassion for staff was seen as a barrier to enable them to care compassionately for patients:

“You can have all the strategies in place, but unless the team is supported, and working well, they’ve not got time to look at the strategy and nor do they want to care to look at the strategy, so it’s going

back a step before you start looking at strategies on how to improve.}.....because if you're not supported and you're not fine, you can't do a job" (Site 10 Senior manager)

DISCUSSION

The recent importance of compassion in the UK, especially in England, contrasts with the relative dearth of literature on compassion internationally in nursing which suggests that compassion may have been emphasised strongly in response to the criticisms of English nursing in the Francis and Winterbourne View reports without consideration of other possible theoretical explanations (Paley 2014). This critical national context may explain the results in our evaluation, that is, compassion as a national policy for England achieved through the roll out of programmes of work inside English NHS trusts may assume greater importance according to the seniority of the research participants. To those in ward-based roles, compassion assumes importance in the context of the structural demands of their work and their ability or inability to deliver what is perceived of as good care to patients.

Importantly for the new strategy (2016a, 2016b), responses across all staff groups suggested that compassion is viewed as an intrinsic value underpinning nursing. There is some evidence that a majority of respondents considered that they were already delivering care in ways which were consistent with the CiPVS objectives (Table 3) even though 41% of respondents were unaware of CiPVS itself. The perception of staff that they were delivering compassionate care was seemingly supported by the patient perspective - in a MORI (2015b) finding that 73% of those who had used the NHS in the last year agreed that patients were treated with compassion.

Viewing compassion as central to nursing may explain why awareness of 6Cs was relatively high across all staff – it caught staff attention and seemed to make sense of their working lives. But confusion existed over the relationship between 6Cs and CiPVS and there was lower awareness about CiPVS as a strategy which included the 6Cs as a programme of work. Awareness and involvement in CiPVS and programmes of work are rather obviously linked as the main reason for not being involved was not being aware of CiPVS, followed by 'unsure' and 'lack of time'. The lack of awareness meant that many participants could not give an informed opinion, contributing to the high proportion answering neutrally on these questions. However amongst those who were aware of CiPVS, significant majorities thought that the objectives had been achieved.

Respondents were less positive about the outcomes of CiPVS in terms of changing working cultures in the NHS; just 57% of those who were aware of CiPVS considered that CiPVS had promoted a culture of compassionate care in their organisation and just half of those who were aware of CiPVS felt that it had made a positive difference to their overall experience as a health professional. However, 79.6% of those who were aware of CiPVS said that it was useful for supporting nurses. Open ended survey responses supported the view that staff did not experience improvements to their working lives from CiPVS and particularly worrying are data describing a bullying and blame culture similar to the North American workplace findings of Gaffney et al., (2012). The conditions in which staff work, and over which they feel they have little or no control or agency (Allan et al. 2016b), such as poor staffing, high workload, feeling under-resourced and swamped paperwork, are acknowledged as vital to recruitment and retention of high quality staff who deliver high quality, safe care. These specific findings on the organisational workplace context have global resonances. For example, Papadopoulos et al.'s (2016b) descriptive study from fifteen countries reported a lack of

compassion shown to nurses by their managers. This implies that our findings could help inform implications for the further development of local nursing leadership and for driving the necessary changes that positively impact on organisational cultures.

Open ended responses indicated that the CiPVS work streams did not give sufficient emphasis to structural constraints of time and resources, as barriers to delivering compassionate care, which respondents resented. This recollects the findings from Christiansen et al (2015) on the effect of positive role modelling of leadership, good team interrelations and focusing on staff wellbeing as a means of enabling compassionate care. This structural deficit fosters resentment which could easily change into cynicism and policy fatigue (Sheppard 2014). The ensuing cynicism may partly shape staff expectation that managers will be proactive in disseminating changes to working practices. It reflects a wider issue in UK nursing regarding nurses' taking responsibility for their own learning, including keeping abreast of strategic change, all of which are historically evident professional characteristics identified within the global nursing literature (Biley & Smith, 1998). This may explain the low awareness of CiPVS reported among ward level staff while at the same time, recognition of specific elements of the strategy, such as the 6Cs.

The intertwined nature of staff and patient experiences is explicitly recognised in the CiPVS strategy (NHSE, 2012) and in the literature (Smith, 2008). Positive experiences of care for patients are intimately related to positive work experiences for health professionals (Allan et al., 2014). We should reflect on whether it is realistic to expect ever more compassionate care from nurses whilst they perceive (rightly or wrongly) that they themselves are not always being treated with compassion by employers.

The survey results show that organisational culture has also been important in shaping awareness, involvement and feeling supported by the CiPVS, with variable accounts of how particular supportive work environments can facilitate the delivery of compassionate care. The latter findings again relate to the international sphere as similar findings are reported from within cultural settings ostensibly different to those in our study e.g. Iran (Valizadeh et al 2016).

Limitations

The overall response rate cannot be calculated as the methodology used by NHS England meant that the total number of people who received the link to the online survey could not be determined. Furthermore, the population data for the trusts which took part in the survey was not available, so that a comparison with the sample could not be made (i.e. to determine the percentage of each role within each trust). However it seems likely that middle management nursing were considerably over-represented in the survey, and that ward level nurses were considerably under-represented. If this is the case then it would represent a considerable source of bias since, these groups vary to a statistically significant extent on most questions in the survey. The number of senior level midwives in the survey was small (n=6) creating a high degree of uncertainty regarding their representativeness. The responses of student nurses (n=6) health visitors (n=54) and care staff (n=125) were excluded due to small numbers and their views may have been distinct from those of nurses or midwives.

The survey relied on self-reported data and the extent to which these are an accurate reflection of the way which respondents actually work or deliver care cannot always be determined reliably from

surveys alone. The fact that some of the questionnaire items were explicitly linked with an outcome from a CiPVS strand in the questionnaire is likely to have unintentionally signalled what the 'desired' answer was.

O'Cathain & Thomas (2004) argue that although it is common to include open questions in questionnaires, collected data related to open responses in questionnaires are often never analysed or shared with a wider public despite being a useful source of information. Our analysis offers an integration of quantitative and qualitative data for a meaningful evaluation.

Although the sites of the telephone surveys were carefully sampled to maximise representativeness, those who agreed to take part were disproportionately from management and in any case it was only possible to carry out a small number of interviews due to the resources available.

CONCLUSIONS

Lack of awareness or involvement with CiPVS does not mean that compassionate care is not being delivered. Awareness of CiPVS and involvement in CiPVS were low but many research partiCiPVSants felt that they were delivering compassionate care as articulated in the CiPVS. There was some anxiety, anger and distress about the messages that CiPVS gives out internally to the profession and externally to patients. Many partiCiPVSants felt that individual agency in relation to delivering compassionate care was being stressed by the CiPVS initiative at the expense of structural constraints on delivering compassionate care which were seen as primarily related to resourcing. The implication therefore is that future initiatives should be careful to avoid any implication that nurses or midwives *in general* are not already providing compassionate care and might also explicitly recognise that delivering compassionate care is not entirely a matter of individual agency. Leadership needs to be responsive to the demands on ward level staff when delivering compassionate care and leadership needs to provide support for ward level staff.

RELEVANCE FOR PRACTICE

Compassion, among other values and traits, is an important feature of modern nursing globally but its meaning is also contested (Blomberg et al., 2016; Stenhouse et al., 2016). The CiPVS, designed to invigorate the values based practice of nurses in England, failed to effectively reach bedside nurses, who in providing nursing care to patients and their families must emulate the highest professional values. At the very least, this suggests communication between senior management and ward staff should be improved. The Francis Report on failures of nurses and care staff in one NHS Hospital Trust in England appears to have had a profound effect on nurses' self-confidence in their delivery of nursing care. Support for clinical ward staff needs to focus on rebuilding morale post Francis. Finally, our results suggest that NHSE should strongly affirm that nurses and midwives *in general* provide compassionate care. Trust leadership should also provide support for ward level staff by acknowledging how they deliver compassionate care often in very difficult circumstances.

REFERENCES

- Allan, H.T., Tapson, C., Savage, J., Lee, G., Dixon, R. (2016a). Are senior nurses on Clinical Commissioning Groups in England inadvertently supporting the devaluation of their profession?: A critical integrative review of the literature. *Nursing Inquiry*, 23(2), 178-187
doi/10.1111/nin.12129/full
- Allan, H.T., Kelly, D., Smith, P.A. & Traynor, M. (2016b). *Understanding Sociology in Nursing*. London: Sage Publications.
- Allan, H.T., Ross, F., Christian, S., Brearley, S., Byng, R., Smith, P.A. & Mackintosh, M.M. (2014). People and teams matter in organisational change: professionals' and managers' experiences of changing governance and incentives in primary care. *Health Services Research Journal*, 49(1), 59-68
- Allan, H.T. (2002). Nursing the clinic, being there, hovering: ways of caring in a British fertility unit. *Journal of Advanced Nursing*, 38(1), 86-93.
- Allan, H.T. (2001). A 'good enough' nurse: supporting patients in a fertility unit. *Human Fertility*, 4, 18-23.
- Biley, F.C. & Smith, K.L. (1998). The buck stops here: accepting responsibility for learning and action after graduation from a problem-based learning nursing education curriculum. *Journal of Advanced Nursing*, 27(5), 1021-1029
- Blomberg, K., Griffiths, P., Wengstrom, Y., May, C., Bridges, J. (2016) Interventions for compassionate nursing care: A systematic review. *International Journal of Nursing Studies*, 62 137-155
- Bolton, S. C. (2000). Who cares? Offering emotion work as a 'gift' in the nursing labour process. *Journal of Advanced Nursing*, 32(3): 580-586.
- Bradshaw, A. (2009). Measuring nursing care and compassion: the McDonaldised nurse? *Journal Medical Ethics*, 35, 465-468
- Bramley, L. & Matiti, M. (2014). How does it really feel to be in my shoes? Patients' experiences of compassion within nursing care and their perceptions of developing compassionate nurses. *Journal of Clinical Nursing* 23, 2790–2799.
- Care Quality Commission (2011). Dignity and nutrition for older people: review of compliance. http://www.cqc.org.uk/sites/default/files/media/reports/RXC_East_Sussex_Healthcare_NHS_Trust_RXC01_Conquest_Hospital_DANI_20110520_1.pdf Accessed 15.10.16
- Christiansen, A., O'Brien, M., Kirton, J.A., Zubairu, K., Bray, L. (2015). Delivering compassionate care: the enablers and barriers. *British Journal of Nursing*, 24(16), 833-837
DOI: <http://dx.doi.org/10.12968/bjon.2015.24.16.833>
- Curtis, K., Horton, K., & Smith, P.A. (2012). Student nurse socialisation in compassionate practice: a grounded theory study. *Nurse Education Today*, 32, 790–795

Dewar, B. & Christley, Y. (2013). A critical analysis of compassion in practice. *Nursing Standard*, 28 (10), 44-49

Dewar, B., Adamson, E., Smith, S., Surfleet, J. & King, L. (2014). Clarifying misconceptions about compassionate care. *Journal of Advanced Nursing*, 70 (8), 1738–1747.

Dewar, B. & Nolan, M. (2014). Caring about Caring: Developing a model to implement compassionate relationship centred care in an older people care setting. *International Journal Nursing Studies*, 50 (9), 1247–1258.

Dietze, E.V. & Orb, A. (2000). Compassionate Care: A Moral Dimension In Nursing. *Nursing Inquiry*, 7(3), 166-174.

Firth-Cozens, J. & Cornwell, J. (2009). *The Point of Care, Enabling Compassionate Care in Acute Hospitals Settings*. The Kings Fund: London
https://www.kingsfund.org.uk/sites/files/kf/field/field_publication_file/poc-enabling-compassionate-care-hospital-settings-apr09.pdf. Accessed 10th November 2016

Francis Report (2013). Report of the Mid Staffordshire NHS Foundation Trust Public Inquiry
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/279124/0947.pdf
Accessed 25.10.16

Freshwater, D., Fisher, P., Walsh, E. (2002). (editors) *Therapeutic Nursing. Improving patient care through self-awareness and reflection*. London: Sage Publications.

Gaffney, D., DeMarco, R., Hofmeyer, A., Vessey, J. & Budin, W. (2012). Making Things Right: Nurses' Experiences with Workplace Bullying—A Grounded Theory. *Nursing Research and Practice*
doi:10.1155/2012/243210

Goodrich, J. & Cornwell, J., (2008). *Seeing the Person in the Patient: The Point of Care Review Paper*. The King's Fund, London.

Hudacek, S.S. (2008). Dimensions of caring: a qualitative analysis of nurses' stories. *Journal of Nursing Education*, 47 (3), 124–129.

Hunter, B. (2004). The importance of emotional intelligence. *British Journal of Midwifery*; 12(10), 604-605.

Jones, H. & Ellis, L. (2014). Putting the 6C's at the heart of nurse education. *Nursing Times*, 110 (37) 12-14.

Kirby, J. (2016). Compassion interventions: The programmes, the evidence, and implications for research and practice. *Psychology & Psychotherapy, Theory, Research and Practice*. DOI: 10.1111/papt.12104
<http://onlinelibrary.wiley.com.ezproxy.mdx.ac.uk/doi/10.1111/papt.12104/epdf>

Leigh, J.A., Wild, J., Hynes, C., Wells, S., Kurien, A., Rutherford, J., Rosen, L. & Hartely, V. (2015). Transforming community services through the use of a multidimensional model of clinical leadership. *Journal of Clinical Nursing*, 24 (5-6), 749-760.

McGrath, A. (2015). Perspectives: Do we need a follow-on nursing and midwifery strategy for compassion in practice? Perspectives on a recent debate. *Journal of Research in Nursing*, 20(8), 746–750

MORI (2015a) Mid Staffs: what impact has it had? <https://www.ipsos-mori.com/newsevents/blogs/makingsenseofsociety/1675/Mid-Staffs-what-impact-has-it-had.aspx> . Accessed 25.10.16

MORI (2015b) Public Perceptions of the NHS and Social Care Survey <https://www.ipsos-mori.com/researchpublications/publications/1747/Public-Perceptions-of-the-NHS-and-Social-Care-Survey.aspx> Accessed 25.10.16

National Health Service Executive (2012) Compassion in Practice. Nursing, Midwifery and Care Staff. Our Vision and Strategy. Leeds: Department of Health and NHS Commissioning Board.

NHS England (2016a) Compassion in Practice - Evidencing the impact <https://www.england.nhs.uk/wp-content/uploads/2016/05/CiPVS-yr-3.pdf> Accessed 25.10.16

NHS England (2016b) Leading Change – Adding Value: A framework for nursing, midwifery and care staff <https://www.england.nhs.uk/wp-content/uploads/2016/05/nursing-framework.pdf> Accessed 25.10.16

O’Cathain, A. & Thomas, K. (2016) "Any other comments?" Open questions on questionnaires – a bane or a bonus to research? *BMC Medical Research Methodology*, 4:25 doi:10.1186/1471-2288-4-25

Paley, J. (2014). Cognition and the compassion deficit: the social psychology of helping behaviour in nursing. *Nursing Philosophy*, 15(4), 274-87.

Papadopoulos, I., Zorba, A., Koulouglioti, C., Ali, S., Aagard, M., Akman, O., Alpers, L.-M., Apostolara, P., Biles, J., Martín-García, Á., González-Gil, T., Kouta, C., Krepinska, R., Kumar, B.N., Lesińska-Sawicka, M., Lopez, L., Malliarou, M., Nagórska, M., Nissim, S., Nortvedt, L., Oter-Quintana, C., Ozturk, C., Pangilinan, S.B., Papp, K., Regev, O.E., Rubiano, F.O., Tolentino, Diaz M.Y., Tóthová, V. & Vasiliou, M. (2016). International study on nurses’ views and experiences of compassion. *International Nursing Review*, (63), 395–405.

Papadopoulos, I & Ali, S. (2016) Measuring compassion in nurses and other healthcare professionals: An integrative review. *Nurse Education in Practice*, 16 133-139

Picker Institute (2016) NHS Staff Survey Results <http://www.nhsstaffsurveys.com/Page/1056/Home/NHS-Staff-Survey-2016/> accessed 9.12.16

Pryce-Miller, M. & Emmanuel, V. (2014). Developing compassion in pre-registration education. *Nursing Times*, 110 (37), 17-19.

Ramage, C., Chellel, A., Martin, C. & Watters, P. (2014). Research Summary: Narrative Inquiry into the Experience of Compassionate Nursing Care in an Acute Care Trust, From the Perspective of Patients, Relatives and Nurses www.tinyurl.com/mmrkh8m (Last accessed: July 31 2015.)

Richardson, C., Percy, M., & Hughes, J. (2015) Nursing therapeutics: Teaching student nurses care,

compassion and empathy. *Nurse Education Today*, 35 e1-e5

Rudge, T. (2015). Managerialism, governmentality and the evolving regulatory climate. *Nursing Inquiry* 22(1), 1-2

Saltman, R.B. (2003). The melting public–private boundary in European health care systems. *European Journal of Public Health*, 13(1), 24–29.

Sheppard, K. (2014). Compassion fatigue among registered nurses: Connecting theory and research. *Applied Nursing Research*, 28, 57–59

Sinclair, S., Norris, J.M., McConnell, S.J., Chochinov, H.M., Hack, T.H., Hagen, N., McClement, S. & Bouchal, S.R. (2016). Compassion: a scoping review of the healthcare literature. *BMC Palliative Care*, 15,6 DOI 10.1186/s12904-016-0080-0

Smith, P. (1992). *The Emotional Labour of Nursing*. London: Palgrave Macmillan. 1st Edition.

Smith, P.A. (2008). Compassion and smiles: what's the evidence? *Journal of Research in Nursing*, 13, 367-370

Stenhouse, R., Ion, R., Roxburgh, M., French Devitt R., Smith, S.D.M. (2016) Exploring the compassion deficit debate. *Nurse Education Today*, 39, 12-15

Theodosius, C. (2008). *Emotional labour in healthcare: the unmanaged heart of nursing*. London: Taylor & Francis

Timmins, F. (2015). Follow the yellow brick road- the compassion deficit debate where to from here? *Journal of Clinical Nursing*, 24(19-20), 2689–2694

Torjuul, K., Elstad, I. & Sørli, V. (2007). Compassion and Responsibility in Surgical Care. *Nursing Ethics*, 14 (4), 522-534.

Traynor, M. (2014.) Caring after Francis: moral failure in nursing reconsidered. *Journal of Research in Nursing*, 19(7-8), 546-556.

Valizadeh, L., Zamanzadeh, V., Dewar, B., Rahmani, A., & Ghafourifard, M. (2016). Nurse's perceptions of organisational barriers to delivering compassionate care: a qualitative study. *Nursing Ethics*. DOI: 10.1177/0969733016660881

Williams, H., Foster, D. & Watts, P. (2013). Perinatal domestic abuse: Midwives making a difference through effective public health practice. *British Journal of Midwifery*, 21 (12), 852–858.

Wiseman, T. (2007). Toward a holistic conceptualization of empathy for nursing practice. *Advances in Nursing Science*, 30(3),E61-72.

Fig 1: Research Design

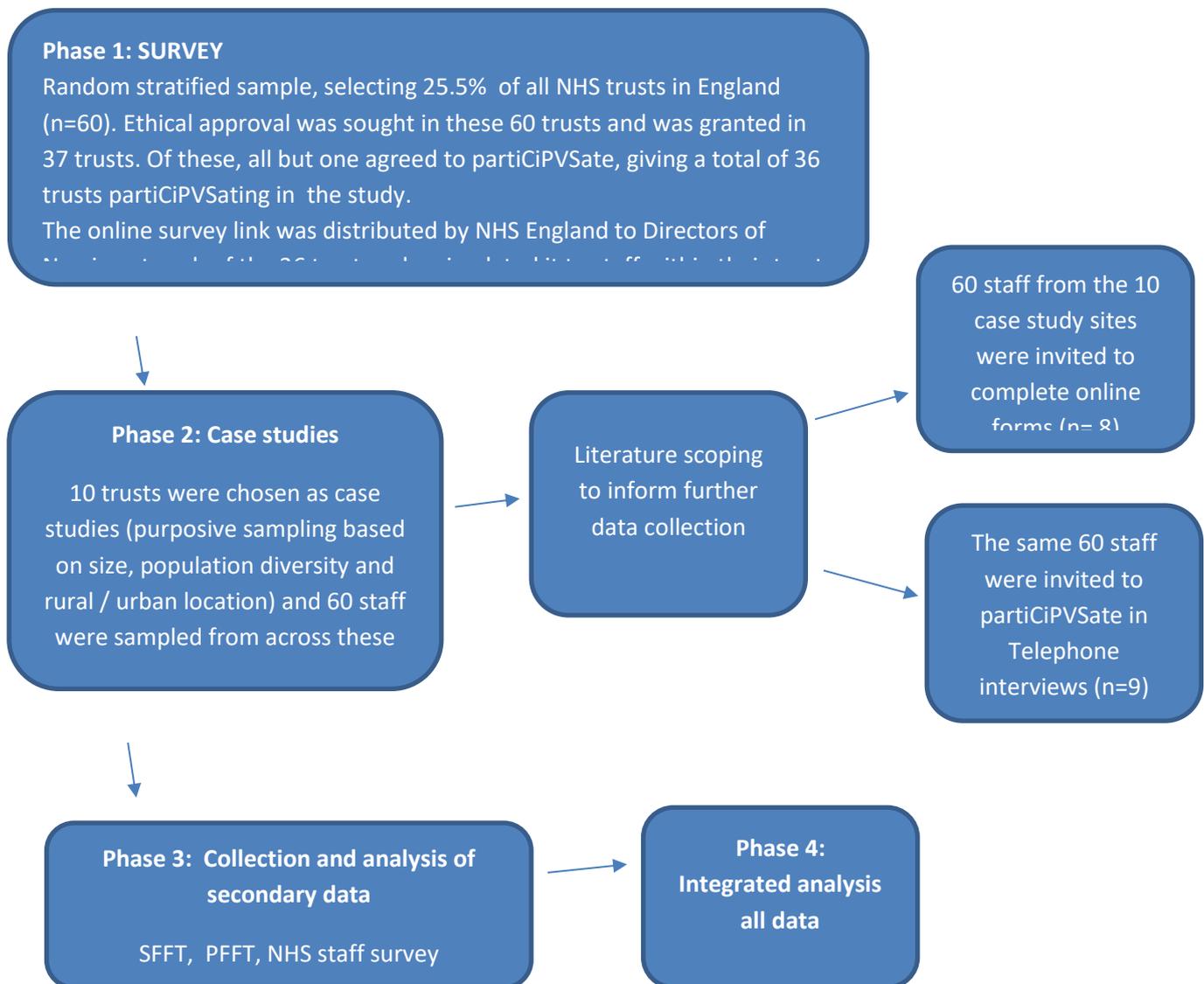


Fig 2: Survey respondents by seniority (n=1,763) Base: All nursing & midwifery respondents who identified their seniority

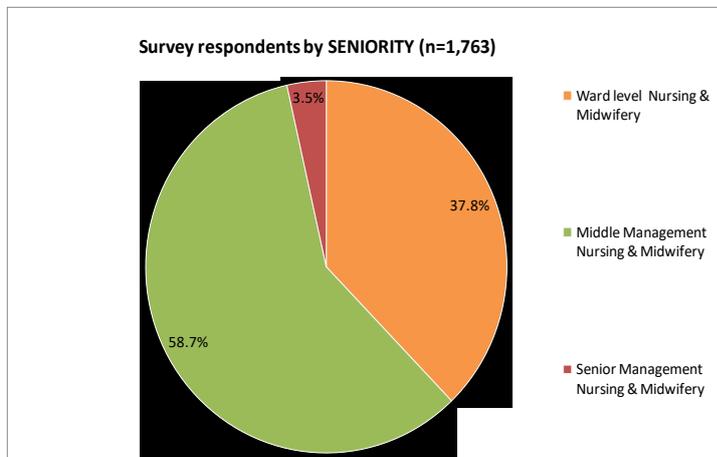


Fig 3: Awareness of CiPVS – overall (n=2,244) Base: all respondents answering the question

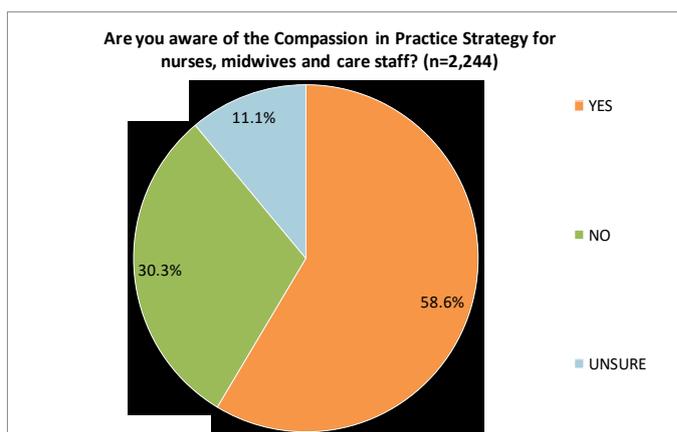


Fig 4: Involvement in any aspect of CiPVS (n= 2,242) Base: all respondents

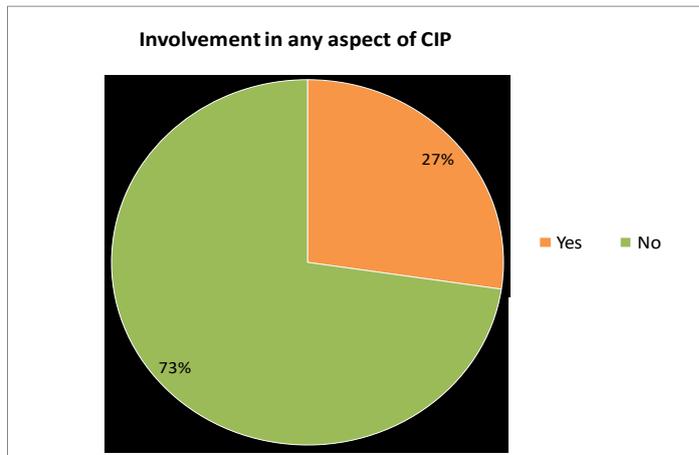


Fig 5: Involvement in CiPVS by seniority of (n=1,754). Base: all nursing and midwifery respondents who identified their level of seniority)

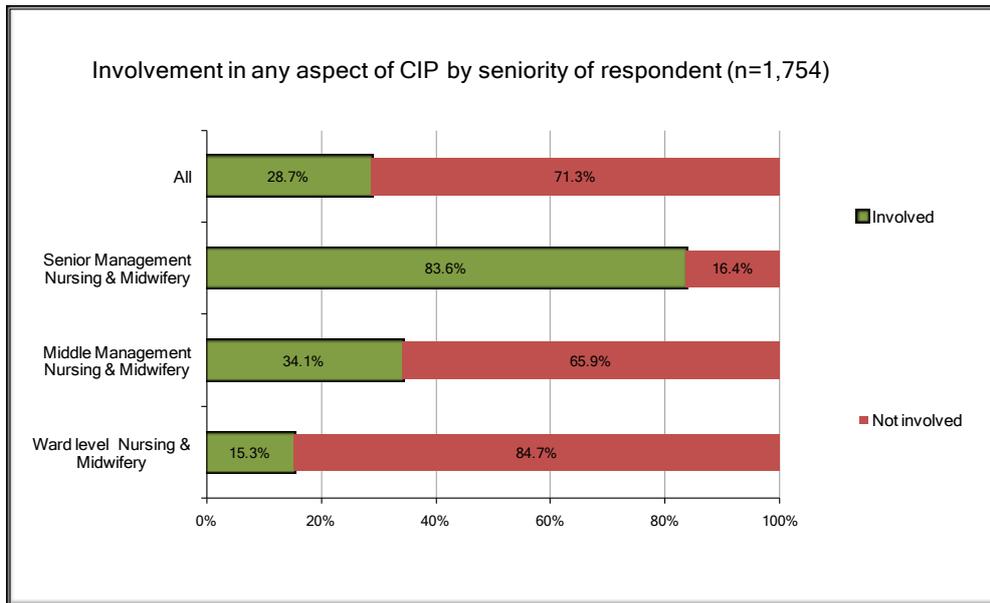


Fig 6a: Reasons for not being involved in CiPVS (n=1,659). Base: all respondents. Multiple choice question – responses do not total 100%

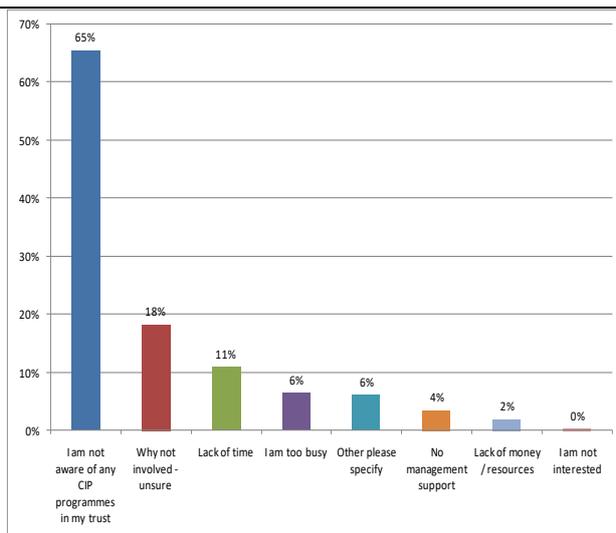


Fig 6b: Reasons for not being involved in CiPVS (n=661) Base: respondents who said that they were aware of CiPVS. Multiple choice question – responses do not total 100%

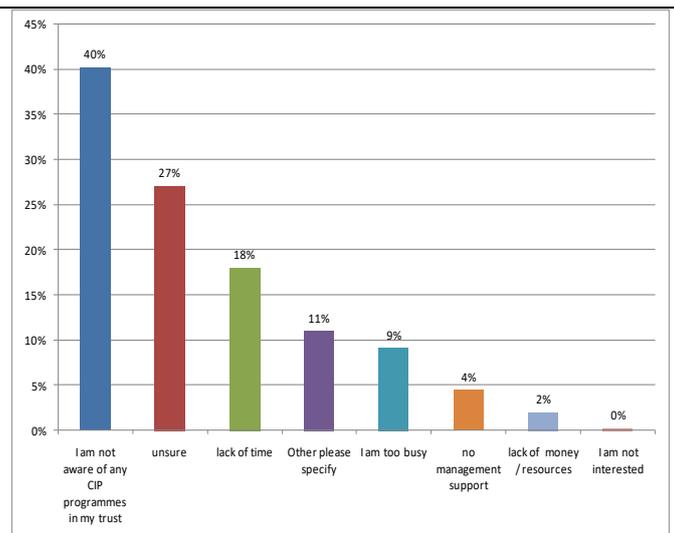


Fig 7: Reasons for not being involved, by seniority (n=1,128). Base: All nurses and midwives answering the question who identified their seniority.

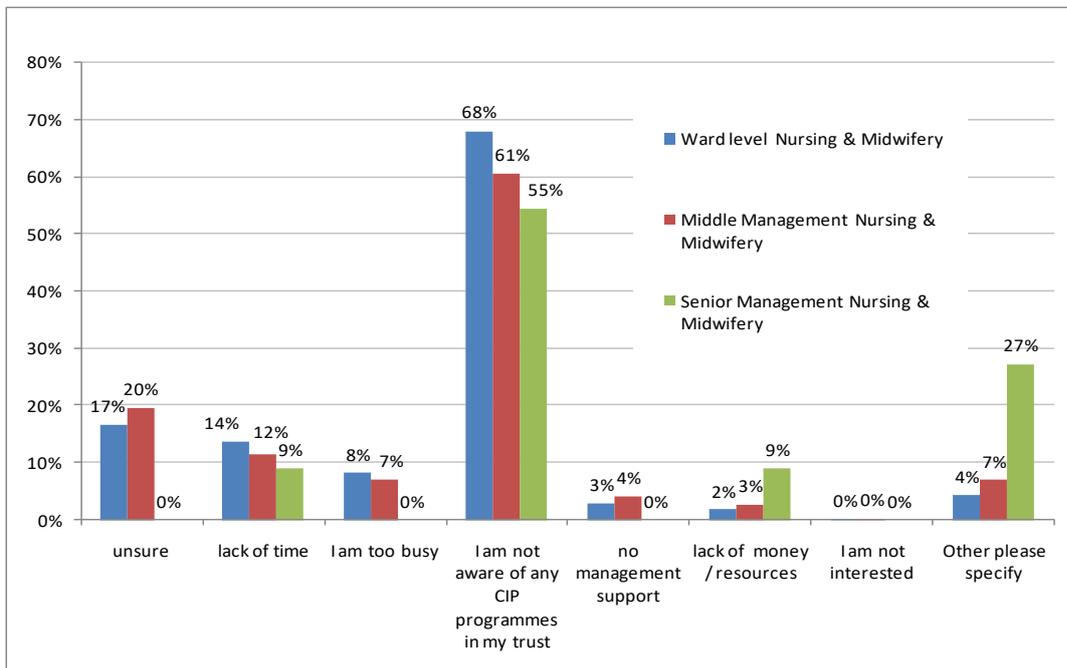
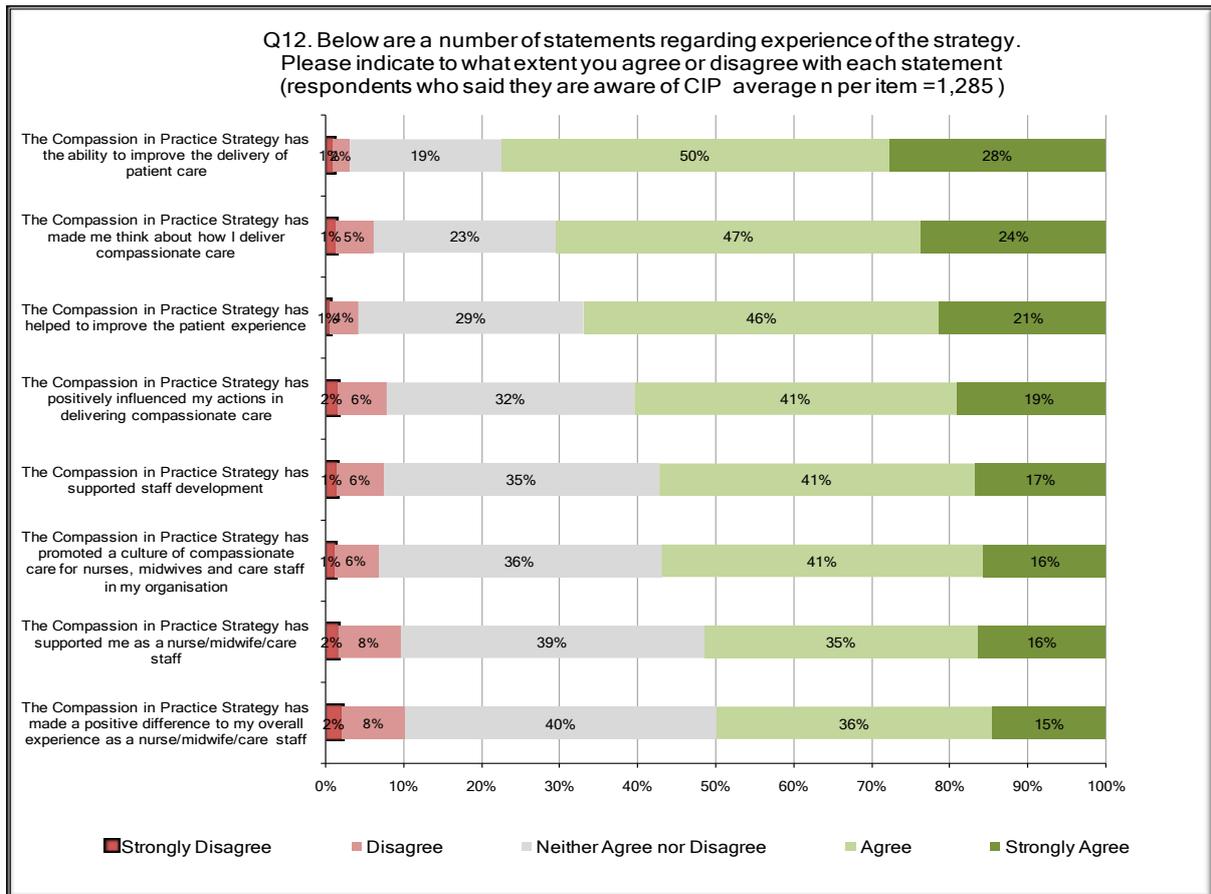


Fig 8⁵: Attitudes to aspect of the CiPVS strategy amongst Respondents who were aware of CiPVS. N varies per item – average 1,285.



⁵ Some further questions were asked about experiences of the CiPVS strategy and for these questions it was felt that those who had said that they were unaware of CiPVS could not meaningfully answer and they were excluded from the analysis.

Table 1: Role of survey respondents (n=1,957)

Role of respondent	Frequency	Percentage
Ward level nursing and midwifery	667	34.1
Middle Management nursing and midwifery	1034	52.8
Nursing – Senior Management	62	3.2
Other	194	10
<i>Student Nurse</i>	15	0.8
<i>Health Visitor</i>	54	2.8
<i>Care Staff</i>	125	6.4
<i>Total</i>	1,957	100

Table 2: Where respondents had heard about CiPVS, by seniority of respondents. n=1,046 Base: All nursing & midwifery respondents who had identified their level of seniority (multiple response question – responses do not total 100%).

Role of respondent	Emails	Notice boards	News letters	Meetings	University	Journals	Social media	'other'
Ward level Nursing & Midwifery	55.10 %	25.70 %	27.60 %	25.10%	6.80%	21.10%	10.20%	10.20%
Middle Management Nursing & Midwifery	58.10 %	24.00 %	31.60 %	39.90%	5.40%	28.70%	16.30%	5.80%
Senior Management Nursing & Midwifery	83.00 %	26.40 %	47.20 %	67.90%	15.10%	52.80%	30.20%	3.80%
Total	28.22 %	11.92 %	15.06 %	17.74%	3.05%	13.30%	7.30%	3.42%

Table 3: Mean agreement with statements relating to CiPVS objectives. N varies per item, as shown in table. Base: All nursing and midwifery respondents who had identified their seniority (scoring = 1 strongly disagree, 2 disagree, 3 neither agree nor disagree, 4 agree, 5 strongly agree)

Listed below are the six action areas (AA) of the Compassion in Practice Strategy and the call to action for every nurse, midwife and care staff. Please indicate to what extent you agree or disagree with each statement	Ward level Nursing & Midwifery	Middle Management Nursing & Midwifery	Senior Management Nursing & Midwifery	Total	N	P value Kruskal Wallis test
I actively listen to, seek out and act on patient and carer feedback, identifying any themes or issues and ensuring the patient and carer voice is heard	4.32	4.52	4.79	4.46	1,707	.000
I see myself as a leader in the care setting and role model the 6C's in my everyday care of patients	3.95	4.53	4.85	4.33	1,697	.000
I support the measurement of care to learn, improve and highlight the positive impact on the people cared for	4.12	4.37	4.70	4.29	1,692	.000
Where applicable I deploy staff effectively and efficiently; identify the impact this has on the quality of care and the experience of the people in our care	3.79	4.40	4.79	4.20	1,548	.000
I have developed skills as a 'health promoting practitioner' making every contact count	4.00	4.07	4.11	4.04	1,685	.101

Table 4: Attitudes to aspect of the CiPVS strategy amongst Respondents who were aware of CiPVS. N varies per item – as shown in table. (scoring = 1 strongly disagree, 2 disagree, 3 neither agree nor disagree, 4 agree, 5 strongly agree)

Below are a number of statements regarding experience of the strategy. Please indicate to what extent you agree or disagree with each statement	Ward level Nursing & Midwifery	Middle Management Nursing & Midwifery	Senior Management Nursing & Midwifery	Total	N	p on Kruskal Wallis test
The CiPVS Strategy has the ability to improve the delivery of patient care	3.93	4.02	4.24	4.01	1065	0.015
The CiPVS Strategy has made me think about how I deliver compassionate care	3.82	3.84	4.20	3.85	1081	0.003
The CiPVS Strategy has helped to improve the patient experience	3.72	3.84	4.28	3.83	1070	0.000
The CiPVS Strategy has positively influenced my actions in delivering compassionate care	3.68	3.68	4.02	3.70	1073	0.014
The CiPVS Strategy has promoted a culture of compassionate care for nurses, midwives and care staff in my organisation	3.52	3.68	4.05	3.65	1060	0.000
The CiPVS Strategy has supported staff development	3.51	3.67	4.16	3.65	1069	0.000
The CiPVS Strategy has supported me as a nurse/midwife/care staff	3.48	3.57	4.17	3.58	1074	0.000
The CiPVS Strategy has made a positive difference to my overall experience as a nurse/midwife/care staff	3.44	3.54	3.81	3.53	1063	0.010

