

Navigating uncertainty in the implementation of a Compassionate Care Initiative in a NHS mental health setting during Covid-19: Findings from a case study with implications for sustainability

Cindy Brooks ^{1,2}, Jackie Bridges ^{1,2}, Jane Frankland ^{1,2} and Michelle Myall ^{1,2}

¹ NIHR ARC Wessex, University of Southampton, ² School of Health Sciences, University of Southampton

Introduction

This poster presents findings from a novel theoretically informed agency-structure study involving implementation of a Compassionate Care Initiative (CCI) in a NHS mental health setting during Covid-19 in the UK. We argue that implementation during Covid-19, not only compounded existing barriers to implementation identified in earlier studies reporting on implementation of CCI in acute hospital settings, such as staffing levels and working practices [1,2,3], but presented an unprecedented implementation landscape of uncertainty operating at micro, meso and macro levels with key implications for conceptualising sustainability.

Methods

The study adopted a longitudinal case study design [4] in one NHS mental health setting in the UK involving semi-structured interviews with staff involved in the implementation of CCI (managers, facilitators and frontline care staff including registered nurses), alongside documentary analysis of key documents. A theoretically informed approach, involving a combination of structuration theory (ST) and Normalisation Process Theory (NPT) informed analysis [5,6,7,8].

Results

The implementation of CCI during Covid-19 presented an unprecedented landscape for implementation, requiring staff navigation of complex and shifting **micro** (individual), **meso** (organisational) and **macro** (broader historical, economic and political factors) dynamics and uncertainties.

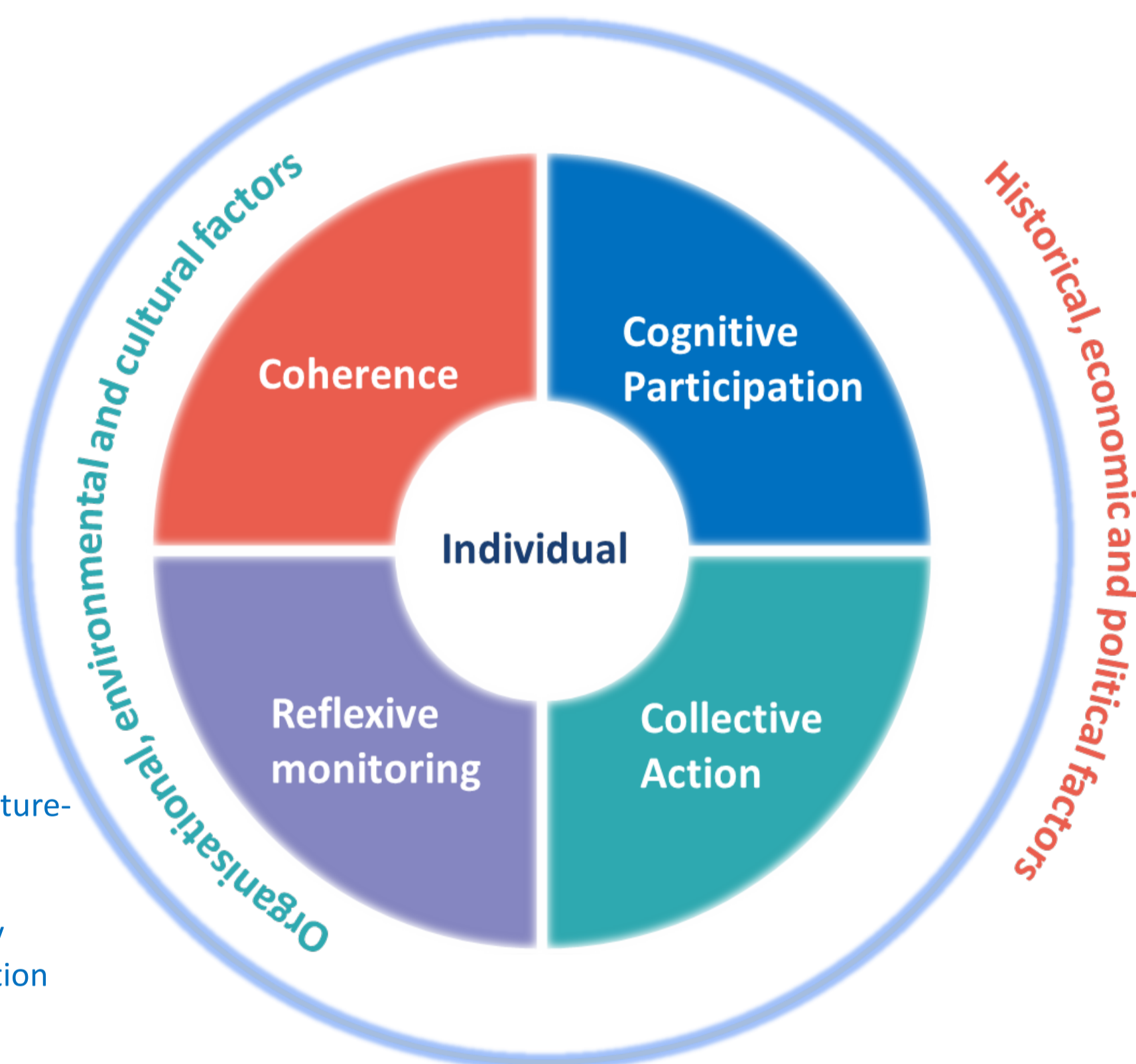


Figure 1. Structure-agency model: Normalisation Process Theory with Structuration Theory [4-8]

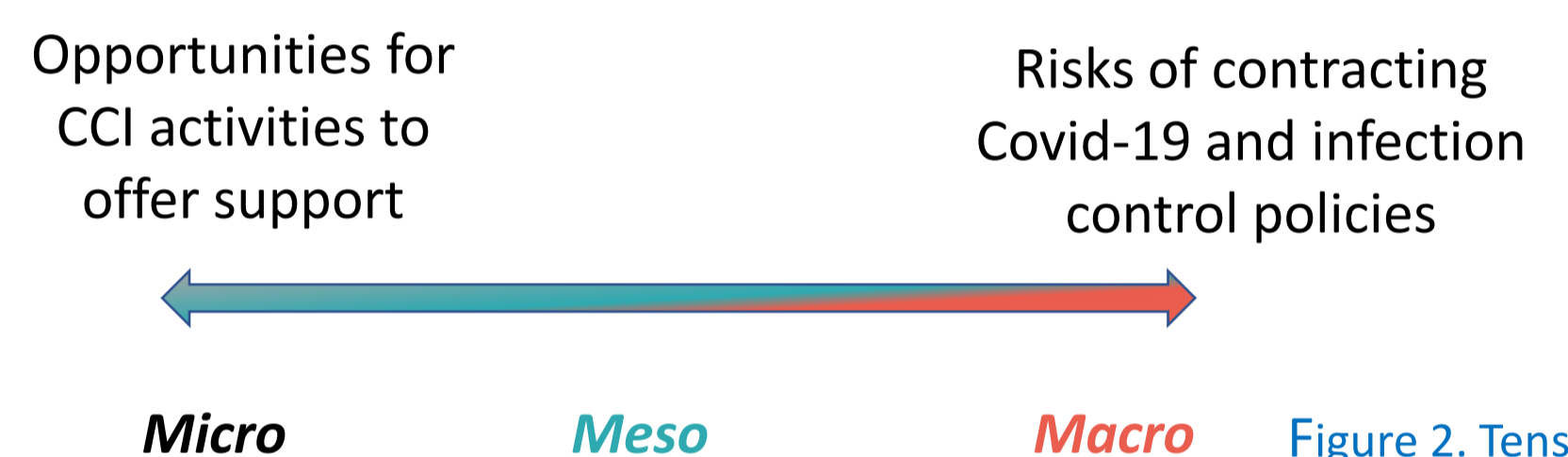
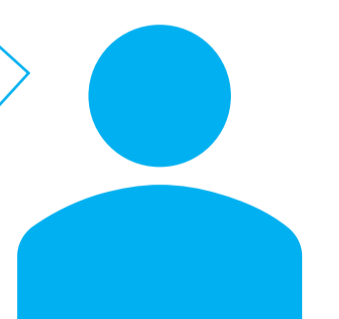


Figure 2. Tensions in staff involvement in CCI during Covid-19 [4-8]

*“with Covid there was a question around whether [the CCI activity] was really appropriate because of **infection control** and whether we should be limiting the amount of time that **people are spending in one place together.**” (Internal Facilitator)*



Conclusion

Navigating uncertainty in the implementation of CCI during Covid-19 provides invaluable insight into the often contradictory dynamics of implementation in highly adaptive circumstances. It prioritises the importance of understanding the perceptions and experiences of those at the forefront of this agency and structure complexity interface, conceptualising sustainability as a fluid and dynamic space to be continually revisited in accordance with these dynamics.

Selected References

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Contact: **Cindy Brooks, Research Fellow,**
C.F. Brooks@soton.ac.uk

