These dignity leaders helped to collect evidence and then consider with the project team what interventions might help.

A main issue was that interventions needed to be feasible for nurses in a busy environment and relevant to their everyday work. We came to see these as small processes that occur over time. Bigger projects with more obvious impact have a corresponding need for substantial effort and rarely available time. However, it became clear that small things often had the power to make a real difference, both to staff and to patients and relatives.

Supporting ward nurses to implement interventions is essential and sustaining change in practice is both exciting and challenging. During this project we worked intensively with a select number of wards (dignity development units) and, more widely, through action learning sets with clinical leaders across the hospitals. These sets have proved a powerful place for colleagues, often “siloed” in their clinical areas, to learn and share knowledge with each other and formulate ideas before returning to implement them in practice.

We have attempted to mirror this cycle of reflection and action on the wards by taking a short time to stop, look and listen to each other about a possible change.

**‘SEE WHO I AM’**

Being in hospital can affect people’s sense of individuality; with a unique life history, likes and dislikes are part of who they are. Although formal ward assessments may ask some personal questions, the information gathered does not always influence the care received.

This carer sums up the need to see beyond the immediate problem to the person when giving dignified care:

> “Some staff, they did not seem to treat my wife as an overall patient, that is, they only gave information about specific problems, the immediate, no understanding of the bigger picture, and also what I was going through.”

Below are some practical suggestions on how nurses can both reflect on and change their everyday practice to see beyond “the immediate task” to the “person behind the patient” – a phrase used by the King’s Fund (Goodrich and Cornwell, 2008) to help illuminate the meaning of dignity. For ease these are considered under the following headings and summarised in Table 1:

**Table 1. Ways to change everyday practice**

<table>
<thead>
<tr>
<th>Creating dignity conversations throughout the shift</th>
<th>Nursing handover: does your handover include information about patients whose dignity may be at particular risk that shift?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Time to talk? Does your shift have times that allow staff to share patient care issues? For example, during “huddling”, when nurses group together naturally;</td>
<td></td>
</tr>
<tr>
<td>Are nurses supported by the team to give dignified care in difficult situations? For example, by buddying up, checking out, time out.</td>
<td></td>
</tr>
<tr>
<td>Seeing the person: getting to know the people you are caring for by…</td>
<td>Routine morning conversations between nurses and patients at the beginning of the shift;</td>
</tr>
<tr>
<td>Rounding with dignity: using routine care practices such as observations/medication rounds as an opportunity to connect with people.</td>
<td></td>
</tr>
<tr>
<td>Promoting awareness of dignity throughout the ward environment</td>
<td>Being curious about everyday practice: helping staff to “stop, look and listen” through observation. For example, do we call patients by their name or their bed numbers when conversing with colleagues?</td>
</tr>
<tr>
<td>Thinking about dignity for yourself, your colleagues and those you care for: examples are dignity workshops, a dignity noticeboard, values exercise.</td>
<td></td>
</tr>
</tbody>
</table>

Creating dignity conversations

Although nurses may agree that dignity is central to nursing, delivering dignified care is getting lost (Royal College of Nursing, 2008). Promoting dignity requires intentional and practical ways to embed it into everyday work.

**Creating dignity conversations**

The Health Foundation’s (2009) Safer Patients Initiative asserted that effective communication is a vital factor in improving clinical practice and patient outcome. Linking this into dignity may mean adding a specific question to the safety briefing which asks staff to identify people at particular risk of their dignity being diminished that shift, such as a planned procedure which may mean lunch is missed.

**Time to talk?** Long working days and reduced staff overlap between shifts can mean nurses do not informally get together to talk about caring. The Compassionate Care Project (2009) in Scotland identified the need for caring conversations, that is, points in the shift when staff get together to talk about emerging issues around care. In this project, we talk about “huddling” – using times when nurses naturally group together, perhaps waiting for the meal trolley, and intentionally focusing this time to reflect and talk about care.

Recognising and valuing these huddles can be used to support fellow staff in the practice of caring. Caring can be difficult, whether due to the circumstances surrounding the patient/family or because of our own humanity. Working as a team and helping each other is important dignity work. Intentional times to stop and talk about the shift can allow staff to feel valued and supported in their caring work.

**Seeing the person**

The average length of stay in one of our trusts is three days for an elective procedure and four days for non-scheduled admissions. With 12 hour shifts, this may mean nurses see a person only once. This means it cannot be assumed that getting to know patients will just happen over time. Below are some practical tips to get to know people in the moment.

**Routine morning conversations:** in this project, nurses are supported to introduce themselves to their allocated patients at the beginning of each shift. They are encouraged to ask how patients are and, if a person is new to the ward, how they would like to be addressed and if they have any concerns for that day. This “simple” connection can be challenging as it may stimulate discussions around priorities and time pressures.

Ongoing support is important to facilitate working in this way and to allow space for such conversations and the possible implications that replies may bring. On one occasion, a patient told the nurse that the name by which she had been known all her life was not the “proper” name on her medical notes which all care staff had been automatically using. This “proper” name was one the patient associated with being naughty as a child.