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# Challenges of setting up a Palliative Care team

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# Outline

- Previous palliative care in Palestine
- Lewin's force field Analysis
- Palliative care team Beginning
- Strategies for change
- Health professions response
- Characteristics of the palliative care leader
- Future Plans

# Previous Palliative care in Palestine

- Cancer patients in Palestine are usually diagnosed at a late stage. (Khleif. M And Dweib. A, 2015).
- Healthcare providers living in west bank and Gaza have little or no knowledge about the principles of palliative and end of life care, weak healthcare system and scarcity of resources, and unavailability of medication (Abu Seir & Kharroubi, 2017).
- Palliative care in Palestine is an emerging specialty, without organized national guidelines and programs to be study up to date for health professions (Halahleh & Gale, 2018).



# Palliative Care Education



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# Lewin's force-field Analysis

Driving Forces	Restraining Forces
Administration support 10/10	Opioids are not available 10/10
Palliative Care Specialist 9/10	Lack of guidelines 5/10
Palliative Care Nurses 9/10	Palliative care clinical experience 5/10
Interested and motivated people 9/10	
Palliative Care continuous Education 9/10	
1 <sup>st</sup> Palliative care team in Palestine 5/10	
Palliative care Expertise support 8/10	
59	20

1<sup>st</sup> Unfreeze the existing situation

2<sup>nd</sup> change implementation

3<sup>rd</sup> refreezing

# Palliative Care team AVH beginning

- Palliative Care was officially recognized as a service at AVH – **July 2019**
- AVH Comprehensive Cancer Care Center (Medical Oncology, Radiation Oncology, Hematology, BMT, Infectious Disease and **Palliative Care**)



# Key message

- Start small
- Involve others
- Keep going !



# AVH Palliative Care Unit

## Palliative care department

PC core Team  
 Medical oncologist and palliative care doctor  
 Three Resident Doctors  
 Pharm D  
 Palliative Care coordinator Nurse  
 social worker  
 Clinical Psychologist  
 Nutritionist  
 Physiotherapist  
 Volunteers  
**OFFICER in each department  
 9 officers**

PC Meeting every other week

Round every Monday

Buidling National PC policy and Guidelines

## PC outpatient clinic

PC clinic every Thursday

Daily triage consultation

Daily Day Care consultation

Daily other dep consultation

Telephone contacts with the patient and family

## Ambulant PC team

Aiming to have home visits  
 And community based service

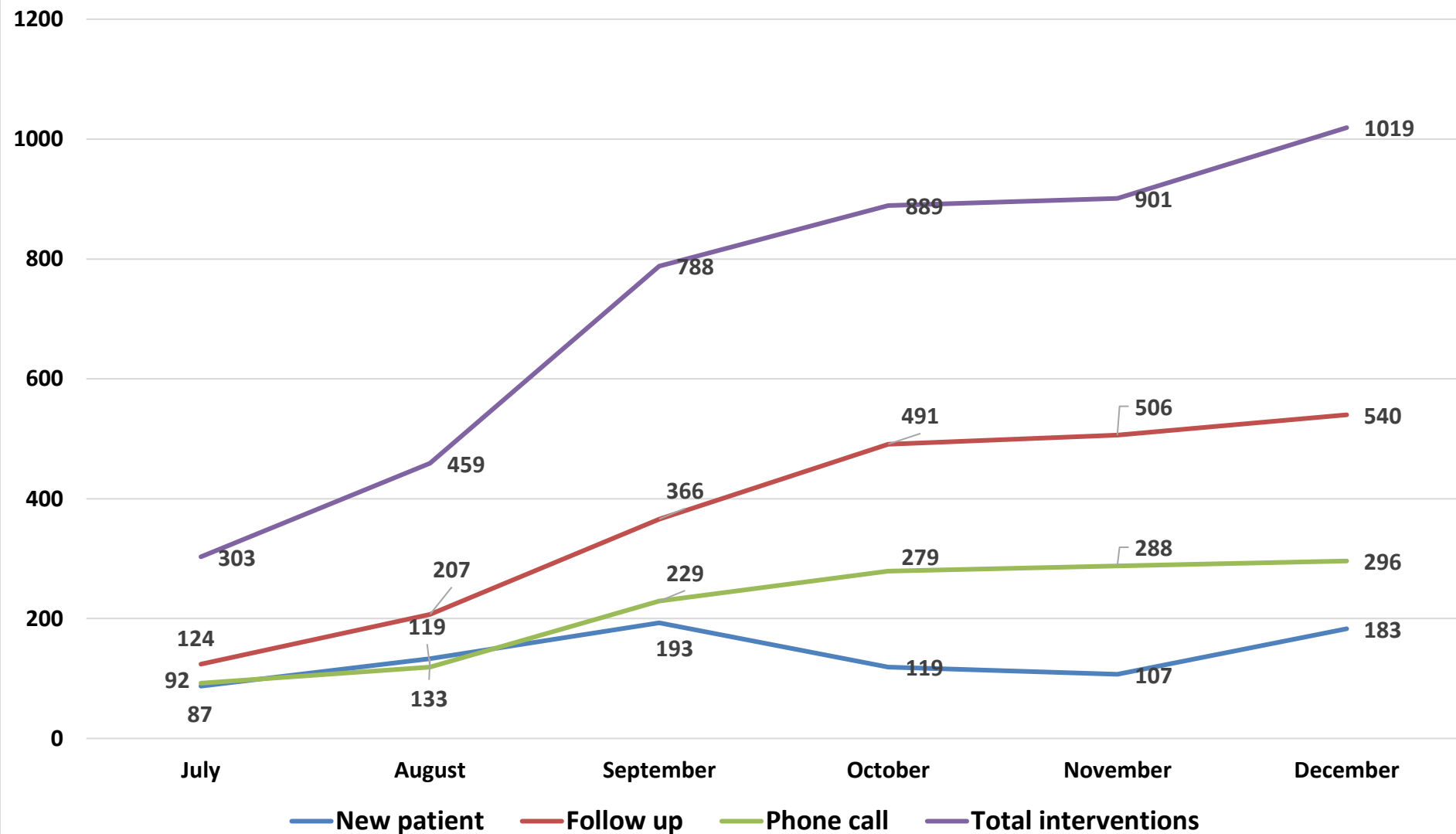
Aiming to have Mobile palliative care clinic

Contiuous Education and Teaching outside AVH



# Total interventions in the 2<sup>nd</sup> half of 2019

- Total Number of patients is **822** in 6 months
- These patients had received total interventions of **4359**.



# Opioid Consumption in west bank and AV



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Medication	Annual Consumption (mg/capita)	AVH annual Consumption for 6 months
Morphine Immediate release	0.5mg	342720mg
Morphine continuous release		838860mg
Oxycodone Immediate release	0.14mg	267350mg
Oxycodone continuous release		407520mg
Fentanyl Patches	0.0046mg	364.795 mg
Methadone	0 mg	27800 mg
	(Palestinian National Authority 2011)	(AVH 2019)





# Change Strategies

- **Rational-empirical:** uses knowledge as power base
- **Normative-reeducative:** uses social orientation and the need to have satisfactory relationships in the workplace
- **Motivate employees** to participate in the palliative care team activities.
- **Involve others**
- **Power -Reward and coercive:** uses authority

# Responses

- **Innovators:** embrace change
- **Early adopters:** open and receptive to change
- **Early majority:** enjoy status quo, but readily adopt change
- **Late majority:** skeptical of change, but will accept it
- **laggards:** prefer status quo and accept change with reluctance and suspicion
- **Rejecters:** openly hostile to change

# Characteristics of the palliative care leader

- Ability to elicit trust and respect from employees.
- Credibility
- Flexibility
- Ability to maintain and articulate palliative care vision, mission and values.
- Ability to communicate well
- Good manager of interpersonal relationships
- Ability to involve and empower people in palliative care implementation process
- Believe the team Spirit.



# Future Plans for AVH Palliative care team

- Increase Core team members, training, education and workshops
- Collaboration with Palestinian ministry of health to Establish national Palliative care Guidelines
- Community and home Based Palliative care
- Inpatient Hospice Department
- Palestinian Palliative Care Researches





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