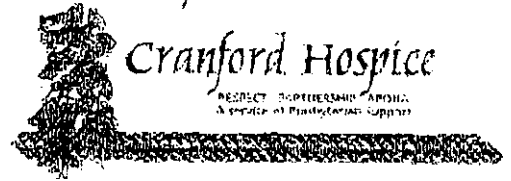


"A"

Memo



To : All Staff
From: Barry Keane
Date: 27 November 2009
Re: Media attention on Cranford Hospice

I want to thank staff for maintaining such professionalism at a time when there has been so much negative media attention on Cranford Hospice. You have demonstrated a clear commitment to the needs of our patients, their families and to our clinical partners with whom confidence in us is essential.

I need not remind you that in line with your employment contracts any contact you have with the media needs to happen in consultation with me. It has been of particular disappointment to me that there has been clear evidence of some staff member(s) continuing to feed the local newspaper with negative misinformation about Cranford Hospice. This is completely unacceptable and has to stop.

If any of this is unclear I ask you to discuss it with your team leader or myself.

Once again I acknowledge the challenges we have all been working under but hopefully the media attention will settle soon and we can regain the focus we need for our important work.

Thank you

Barry

"B"

16th November 2009

Memo from Nursing Director

In response to Hideous at hospice: Nurses (Hawke's Bay Today November 14th, 2009)

As the Director of Nursing at Cranford Hospice I am responsible for all nursing staff working or training within Cranford Hospice. It is with much regret I discovered that for some nurses *"Working at Cranford Hospice is hideous"* from a newspaper and not from appraisals, informal/formal discussion, or other forms of communication from nursing staff. I have always been available at all times to discuss any issues with staff.

Other than the details of mediation (which I am legally not able to comment on) I will deal with the issues as they have been written in the article.

"In a last attempt to improve working conditions" Other than wage parity, which we as a non profit organisation are working on, I am unaware of what working conditions you would like me to try to improve.

"The climate at Cranford these past couple of years is one of bullying and intimidation" I am not aware of any bullying and intimidation, many of you will have heard me saying it's important to foster a "No blame culture". Any allegations with regards to bullying and intimidation should be brought to my attention immediately.

"A man has also contactedsaying his partner, a nurse at Cranford, could not sleep at night because she was worried and "brassed off". All staff in the leadership team have skills to help you with difficult situations there is also the availability of professional supervision. Staff who have discussed work issues with me have, as far as I am aware, have been pleased with the support I have provided.

From anonymous staff member *"there is some resistance to change but it's the manner its being done. There is no sensitivity"* (Reference to rationalising art work and other items within Cranford Hospice). I would strongly refute this comment. Most staff are aware of the sensitive assessment and planning around the management of this work.

Back Pay...."Even though they have finally acknowledged their mistake they are very cagey and refuse to answer queries about when staff will be paid, even though its four months since they admitted their mistake". Our employers identified the error that staff had been overpaid as well as underpaid. Explanations have been provided by myself and by HR at Presbyterian Support with reasons provided as to why this process is lengthy. At the staff meeting when NZNO were present, HR said that they could be contacted at any time. HR has also been in contact with NZNO in order to keep them up to date. No one has been *"Cagey or have refused to answer queries"*. Please see communication folder regarding latest information from HR.

"We are willing to fight for better working conditions" Can I ask once again what it is that you are wanting? There will be no need to fight! Let's try talking and listening.

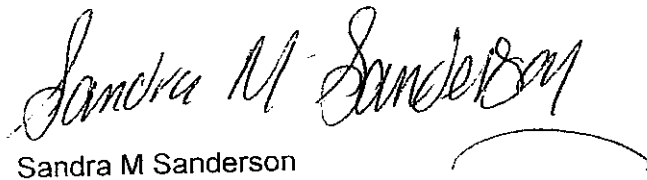
Re working at Cranford Hospice *"For this to happen we need to have a healthier, honest and fair working environment"* No one would argue with this comment and until recently I have presumed that staff were happy working at Cranford Hospice.

The way forward

The events that have taken place over the past few months have identified a need to review the nursing teams. Perhaps recent events call for a fresh look at the way we direct nursing at Cranford Hospice. With your engagement, I am hopeful of a positive outcome in the future.

New working arrangements will be identified to help guide nursing towards a more favourable working environment. There may be some difficult choices for people to make as is usually the case. However I know the majority of nurses do not believe working at Cranford Hospice is "hideous" and I would ask the minority, not to hide behind anonymity but to work with me to develop the supportive structure required to flourish within a twenty first century dynamic specialist palliative care organisation.

"Change is hard because people overestimate the value of what they have and underestimate the value of what they may gain by giving that up". (Belasco J and Stayer R, 1994).

A handwritten signature in cursive script that reads "Sandra M Sanderson". The signature is written in black ink and is positioned above the printed name.

Sandra M Sanderson

Director of Nursing.

“C”

Dedicated team works at hospice

I am responding to articles and letters published in your newspaper because I believe that what has been disharmony from a few nurses has been presented out of all proportion.

Things are not hideous nor is there widespread discontent among nurses. I want to reassure our community that I will continue to endeavour to embrace all nurses' concerns and to support them in their important task of caring for patients and their families.

We are a dynamic organisation with a clear ethos to provide expert care to those with a life-limiting illness no matter where they are in Hawke's Bay.

Myself and other staff believe this has been achieved through good teamwork from everyone involved with Cranford Hospice. This includes our volunteers, benefactors and health and social care colleagues.

I would like to reassure everyone that all funding is treated with respect and is managed wisely. If anyone is concerned, I would be happy to discuss this. I feel very privileged to be working with such a great team, albeit only for the past year but, hopefully, for years to come. Thank you team.

PANDRA SANDERSON
*Director of nursing
Cranford Hospice*

Cranford Hospice

RESPECT PARTNERSHIP AROHIA
A service of Presbyterian Support

“D”



Total Confidence in Cranford Hospice

An open letter to Cranford Hospice supporters, staff, volunteers and the people of the Hawke's Bay. The board of Presbyterian Support East Coast is writing this open letter to assure the public, staff and supporters that they can have total confidence in Cranford Hospice; both in the care provided and in the positive atmosphere amongst most staff.

Recent articles and correspondence in the media has been based on the opinions of a small number of people and portrays, in our opinion, an inaccurate interpretation of facts. The board is very concerned that this unjustified criticism is damaging the reputation of Cranford Hospice, upsetting staff and volunteers and diverting efforts from the important work of providing care for those with a life-limiting illness.

Cranford Hospice has always strived to improve access to palliative care. It has been through many changes in its twenty-seven year history. These changes have always been for the good of patients and their families and whanau. The same is true today. Many of the current initiatives build on ideas begun under previous leaders and staff. Today's leaders are extending these ideas and adding to them, in order to improve both the quality of and access to palliative care throughout Hawke's Bay.

The direction Cranford Hospice is taking is in line with hospice development both nationally and internationally. The board has stayed in close touch with Hospice New Zealand and taken other external advice to ensure that Cranford Hospice is on the right path.

"E" Hospice situation deserves review

Ron Hall's open letter to the public concerning Cranford Hospice deserves a reply.

The nurses are unable to reply since they have been told not to contact the media.

The situation deserves an honest review.

Hospice staff have been told that the hospice is not a democracy and if they do not like the ride they can "get off the bus" as a large number of clinical and administration staff have already done.

The four facts given by Mr Hall need some considering.

1. No. The nursing staff cover has not increased. What has increased is the number of managers and their support staff. If the nursing wages have increased, they must have been low to begin with because they still do not have pay parity with DHB nurses.

Question for Mr Hall, has the back-pay mentioned in the *HBT* article on November 14, been paid yet and will they be paying interest?

2. Yes. There is excellent feedback from the patients because the nurses do a wonderful job.

3. Yes. All thanks to the nurses.

4. ??? It is my understanding that hospices were created because the general medical community, hospitals, rest homes and GPs were too busy to give the time needed and lacked the experience for this specialised service.

Now Mr Hall tells us this work is being given back to these and other groups. The big question is what is the future of our hospice and the dedicated service it now provides?

I am aware that in October 2008 an independent audit was carried out at the hospice following concerns raised by the clinical staff.

PSS has refused to release the results of this audit. Why?

As a member of the public, I remain very concerned.

Where there is still smoke there is fire smouldering.

GEORGE FRANCIS
Hastings



MISSING OUT: Napier Christmas Parades were fun for families.

PICTURE / FI

Christmas Parade plea

I fully agree with Tony Darroch concerning the Napier Christmas Parade.

It has always had a good turnout and been enjoyed by many.

I was appalled that the Napier City Council decided last year to cancel it. They said a street party was better for families — we didn't go but heard it was a waste of time.

Why can't they put on the Christmas Parade and finish

it off with the street party?

Even Taradale didn't have one last year. As far as the excuse of the lollies being thrown out of vehicles and being a danger, that hasn't really been done for a few years so shouldn't be the issue. It seems that the council is taking away the enjoyment of many with the Christmas Parade. And no fireworks display this year. What's next? To give my three children the enjoyment

we are going on a Christmas Parade Hunt this year. It appears Waipukurau, Dannevirke and Pahiatua are having theirs this weekend along with Taupo having a Christmas parade and carnival, so whichever direction we decide to drive we will get the excitement and enjoyment of a family day out and enjoy the Christmas spirit elsewhere.

FIONA BISHOP
Napier

loss is nothing compared with the horror of those householders ahead of me. They would have paid big prices for their choice hill sections, but who would want them now? Their properties have been devalued by selfishness or thoughtlessness.

I believe that in England and Australia, there are laws that

doing so possibly devalue their properties. In my book that is selfish in the extreme.

What is this irksome trend of building over-large ostentatious houses?

When I was a kid in the 50s we had a modest house with kitchen, dining room, living room, one bathroom, two bedrooms and a sun porch.

standing in a row looking totally uninterested in the singing of the national anthem.

It was obvious that many of them did not even know the Maori words as a few more started to sing when the English version began.

The whole team looked as though they were defeated before the match even began.

“F”

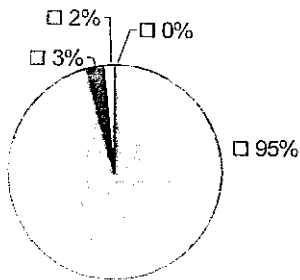
Greetings - A few months ago you were asked to fill in a staff feedback form. This has been analysed and it is important that you get to see what came out of it.

As you can see the vast majority of those who replied had very positive things to say about Presbyterian Support and their own service. There was some variation between services but nothing that changed this trend of positive feedback.

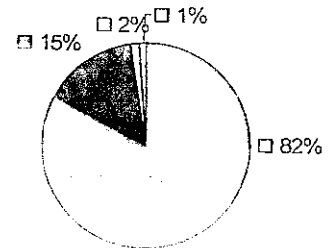
That's great and I am really pleased. Of course it is important to get the challenging feedback as well. I talk about that on the next page.

	Strongly Agree/Agree		No Response
	Disagree/Strongly Disagree		Neither Agree/Disagree

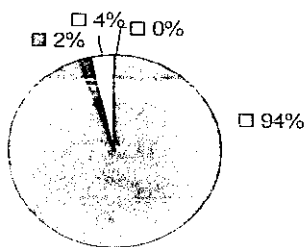
1) *I understand what Presbyterian Support East Coast is trying to achieve for the community.*



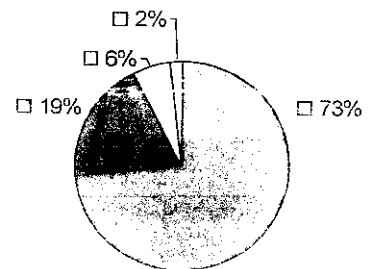
4) *Presbyterian Support lets employees/volunteers know what is going on.*



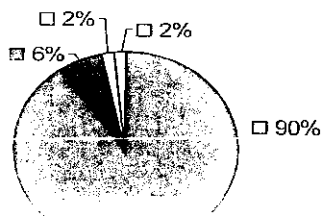
2) *I understand what my service is trying to achieve for its clients.*



5) *Staff/volunteer opinions are listened to by Presbyterian Support.*



3) *I talk positively about Presbyterian Support to friends and family.*



6) *I would recommend PSEC as a great place to work.*

