



Saint Catherine's

Caring for you at Hospice and Home

Quality Account

2018/19





Contents

Statement from the Chief Executive	4
Purpose	6
Our Vision and Aspiration, Ethos and Values	6
Strategic Intent	6
Responsibilities	7
Specific Aims	7
The services we provide	9
Activity Data	10
Feedback	12
Patients have said:	12
Carers have said:	12
Professionals have said:.....	12
Measuring Quality	13
Staff Development and Support	13
Patient Safety	14
Clinical Effectiveness	14
Clinical Audit	14
Education – Training delivered	15
Research	16
Care Quality Commission (CQC)	16
Data Quality	17
DSP Toolkit:	17
Duty of Candour	17
Clinical Coding	17



Statement from the Chief Executive

On behalf of our Board of Trustees and the Executive Team, I am very pleased to be able to present the Quality Account for Saint Catharine's Hospice for 2018-19.

Delivering quality services to our patients, their families, and carers continues to remain our priority. Providing safe quality care and support is at the heart of our mission and we will always place the patient and not the illness at the centre of everything we do to improve quality of life and personal experience.

Our Board of Trustees continue to remain committed to ensuring the Hospice delivers excellence across all of its services and it does this through its strong governance framework. Working with a dedicated Executive Team, I am able to give the Board the assurance they need that the appropriate processes and procedures are in place to underpin all of our services and activities, ensuring our care is safe and that we provide quality care and support. This assurance comes through our internal governance groups and the Board committees, which are the Governance and Compliance Committee, the Finance and Income Committee and the People and Resources Committee.

The Board and I remain grateful to the local Clinical Commissioning Groups of Scarborough and Ryedale, Vale of York, and Hambleton, Richmondshire and Whitby for their continued commissioning of our services and the financial support provided through the contract. I am also grateful to East Riding of Yorkshire CCG who also support the Hospice through a grant and service level agreement. I am proud of our relationship with all the local Clinical Commissioning Groups and their continued support for the Hospice and commitment to developing responsive services that deliver safe quality end of life care to a wide range of patients across our region.

We can only continue to consistently achieve our high standards of care and support through the dedication and hard work of our members of staff and volunteers. Our team here continues to strive for excellence in all areas, and the Board and Executive Team would like to thank each and every individual for their commitment to providing the highest quality care to our patients, their families and carers.

Continuous improvement and learning underpins all we do and audit is an important part of this process. Through regular audit we ensure that policies and procedures are being carried out as they should and that they are still appropriate. Audit enables us to monitor outcomes, safety, governance, and the impact and effectiveness of what we do across all of Saint Catherine's, and specifically to support our clinical, information and health & safety governance.

In addition, the safety, experiences, and outcomes for patients, their families and carers are of utmost importance to all of us at Saint Catherine's, and hearing their voice through feedback, comments, suggestions and advice continues to help inform our service developments and governance framework. We gather this feedback in a variety of ways, including through our 'Compliments, comments and complaints' leaflet, patient and carer questionnaires and by listening to patient and carer views through a range of supportive groups. We continue to receive many positive comments about the quality of our care across all our services from patients and professionals alike.



Learning lessons and the continuous improvement of our care and support is a priority for Saint Catherine's. As Chief Executive, I am committed to developing and nurturing an environment of openness, honest and transparency to ensure that we fulfil our duty of candour and ensure people have the freedom to speak up. We take all complaints seriously and act promptly to address any concerns and complaints effectively and efficiently, learn and make change as part of our continuous improvement, and to provide a response where appropriate.

I am responsible for the preparation of this report and its contents. To the best of my knowledge, the information reported in this Quality Account is an accurate and fair representation of the quality of the healthcare services provided by Saint Catherine's.

Mike Wilkerson

Chief Executive



Purpose

The purpose of Saint Catherine's is to enhance the quality of life of patients and those important to them through specialist palliative care services and education. The Hospice is committed to achieving this by providing services for patients during the changing phases of their illness.

Our purpose is to care for our patients and to support their families, carers and friends. We aim to give the most appropriate and efficient treatment and care to our patients through a holistic approach, to assist in the relief of their physical and emotional suffering and to help them lead an acceptable, purposeful and fulfilling life in their home or in the Hospice.

We will offer a well-co-ordinated, multi-professional and 'seamless' service, which integrates the Hospice specialist palliative care services with primary, secondary and tertiary health care services, other voluntary and independent agencies, social services and, in the case of children and young people, child and adolescent mental health services and education services.

Our approach will be non-judgemental and non-discriminatory. We consider it equally important to give support to those who care for our patients, whether they are professional carers, members of the family or friends.

Our Vision and Aspiration, Ethos and Values

Our vision and aspiration is:

To be the leading provider of Specialist Palliative and End of Life Care in our geographic area of operation, working in collaboration with others to deliver safe quality person centred services.

Our ethos focusses on delivering holistic patient and client centred care, whilst also supporting families and carers. We will do this by promoting quality care and support to enable our patients to live as well as possible, and make the most of every day. We believe in supporting the choice of our patients and being there to deliver the best care and support which maintains their dignity and ensure a good death. Our values support us to deliver this care and support and in summary are:

Patients, Families and carers are the focus of everything we do. Our values are what we live and work by, we are people-centred, respectful and inclusive, and act with integrity, passion, kindness and determination, we are forward thinking and we work hard to deliver quality and excellence in all that we do.

Strategic Intent

1. Maintain Saint Catherine's Care Quality Commission rating as 'Outstanding' by safely delivering to patients, carers and families an appropriate range and quality of integrated core services, which are structured to provide easily accessible, responsive, and scalable holistic person centred care.
2. Deliver Saint Catherine's care and support through an integrated employee and volunteer workforce of empowered people. Attract and retain people by offering attractive salary and benefits, which includes developing and investing in people through ongoing training and education. Offer a variety of high quality and flexibility opportunities for volunteers which demonstrates the unique value and potential for our volunteer roles.



3. Maintain Saint Catherine's Specialist Palliative and End of Life Care focus, which is underpinned by a culture of learning and continuous improvement, together with a strong research capability. Use the outcomes of applicable research and external best practice to support continuous improvement, innovation and development of the core services provided to patients, carers and families.
4. Utilise and develop information technology and electronic records and systems throughout Saint Catherine's to ensure regulatory compliance at all times, ensure good quality and robust data management, and maximise the efficient and effective use of all resources.
5. Maintain a sustainable level of total expenditure for Saint Catherine's, which is at least 2% less than our total income, through a culture of continuous improvement and with effective and efficient use of resources across all departments.
6. Ensure Saint Catherine's maintains a visible profile and a highly respected reputation in all the local communities for whom we deliver care and support.

Responsibilities

Patients, families and friends will be treated as individuals with compassion, humility, honesty and kindness. We will listen to them and, whenever possible, involve them in decisions about patient treatment. Their preferences, beliefs and customs will be respected and their complete privacy and dignity assured both in the community and within the Hospice. The needs of patients at different stages of their illness will always be taken into account. There is no charge to patients or their families for use of our services. The community generously contributes a great deal of money, time and effort to sustain our work. We must use these resources wisely, prudently and effectively.

Specific Aims

Maintain Saint Catherine's Care Quality Commission rating as 'Outstanding' by safely delivering to patients, carers and families an appropriate range and quality of integrated core services, which are structured to provide easily accessible, responsive, and scalable holistic person centred care.

- Provide safe, and the right quality of, care by ensuring we maintain our compliance through good governance, and a strong focus on health, safety & welfare and risk management throughout all Saint Catherine's operations.
- Provide easy accessibility to integrated services for professionals, referrers and patients whilst ensuring patients, carers and families only have to provide information once, though for example, a single point of access and utilisation of a 'trusted assessment'.
- Provide a model of care and support for our patients, carers and families, which is holistic, person centred, responsive, rehabilitative, flexible and scalable, which delivers care and support wherever needed.
- Deliver care and support in an environment which is responsive and robust to the changing needs of patients, carers and families and the wider external environment.



- Deliver sustainable and equally accessible services to patients and families across an agreed geography in locations where the care and support is needed.

Deliver Saint Catherine's care and support through an integrated employee and volunteer workforce of empowered people. Attract and retain people by offering attractive salary and benefits, which includes developing and investing in people through ongoing training and education. Offer a variety of high quality and flexibility opportunities for volunteers which demonstrates the unique value and potential for our volunteer roles.

- Ensure Saint Catherine's maintains a workforce who demonstrate our values & behaviours and have the right balance of skills and abilities, through robust recruitment and people management and development of individuals,
- Ensure Saint Catherine's is able to recruit and retain a workforce to deliver our care and support through offering attractive and competitive salary and benefits.
- Ensure Saint Catherine's workforce utilises appropriate skilled and technical roles as part of its efficient and effective use of resources, which supports the development of individuals and the roles required to deliver our care and support.
- Maintain organisational wide focus on the implementation of Saint Catherine's Volunteer Strategy, thereby ensuring the Hospice maximises the volunteer base with the right balance of skills and abilities, through opportunities which are flexible and scalable to meet demand and support our services.

Maintain Saint Catherine's Specialist Palliative and End of Life Care focus, which is underpinned by a culture of learning and continuous improvement, together with a strong research capability. Use the outcomes of applicable research and external best practice to support continuous improvement, innovation and development of the core services provided to patients, carers and families.

- Engage with relevant and appropriate research to ensure Saint Catherine's services reflect best practice and current learning.
- Maintain an environment of continuous improvement and development for all services, which encompasses innovation and best practice arising from external research and learning from others.
- Support selective investment for robust core services based upon innovation and learning from external research and best practice where required, and which meet the needs of the patients, carers and families who use our services.
- Provide education and support to local healthcare providers in our areas of expertise with regard to specialist palliative and end of life care

Utilise and develop information technology and electronic records and systems throughout Saint Catherine's to ensure regulatory compliance at all times, ensure good quality and robust data management, and maximise the efficient and effective use of all resources.

- Develop and utilise full electronic records to underpin and capture the information required to deliver safe care and support to the patients, carers and families who use our services.



- Develop and utilise electronic systems, process and records to underpin good governance, health, safety & welfare and risk management throughout all Saint Catherine's operations.
- Develop information governance, technology and security to enable Saint Catherine's to achieve compliance with ISO27001/13 standards and ensure the Hospice meets all current legislative and regulatory requirements.
- Develop and utilise full electronic records to underpin and capture our supporter and donor information required to support to maintain contact and ensure the Hospice meets all current fundraising legislative and regulatory requirements.

Maintain a sustainable level of total expenditure for Saint Catherine's, which is at least 2% less than our total income, through a culture of continuous improvement and with effective and efficient use of resources across all departments.

- Ensure Saint Catherine's expenditure required to ensure we deliver our core services, is maintained at a sustainable level of 2% less than our total income by 2021.
- Maintain and develop Saint Catherine's income generation to deliver growth of least 2-3% annually, based on 2018-19 income generation levels of £2.18m.
- Ensure all support services deliver models which are flexible, responsive and scalable in a culture of continuous improvement.

Ensure Saint Catherine's maintains a visible profile and highly respected reputation in all the local communities for whom we deliver care and support.

- Deliver marketing and communications programmes which engage all stakeholders, maintain and raise our profile with public and professionals, and support our income generation.
- Develop resources for Saint Catherine's to maintain and raise our profile with patients, families, carers and professionals to ensure those who need our care and support know how to access our services.
- Develop our internal and external communications to reflect our culture of continuous improvement and innovation, and ensure good communication with all internal staff and volunteers as well as all external stakeholders.
- Collaborate with other healthcare providers for the benefit of our patients, families and carers.

The services we provide

Saint Catherine's offers a range of adult services including an inpatient unit; a Wellbeing Centre which offers day hospice, therapeutic activities and one-to-one sessions; outpatient services; Lymphoedema management, outreach and community services and a Care Home Support team. We are experts in pain and symptom management and end of life care.

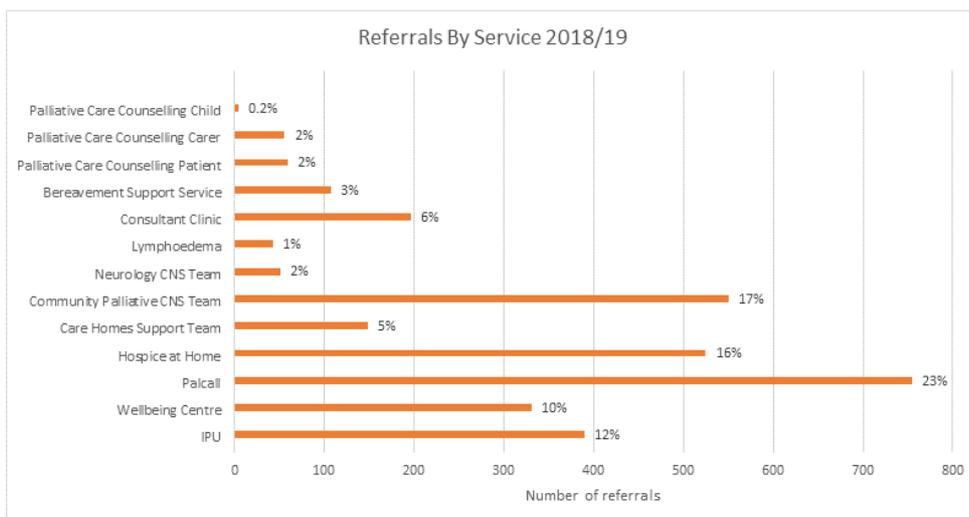
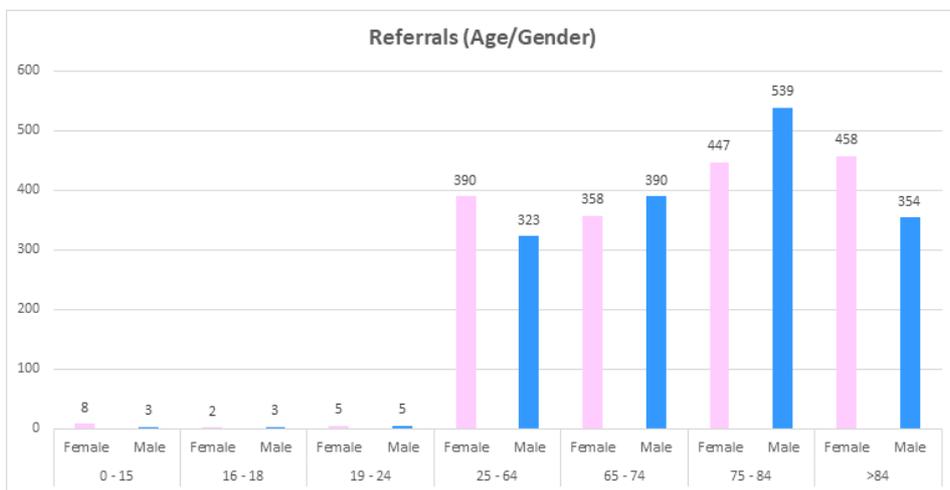
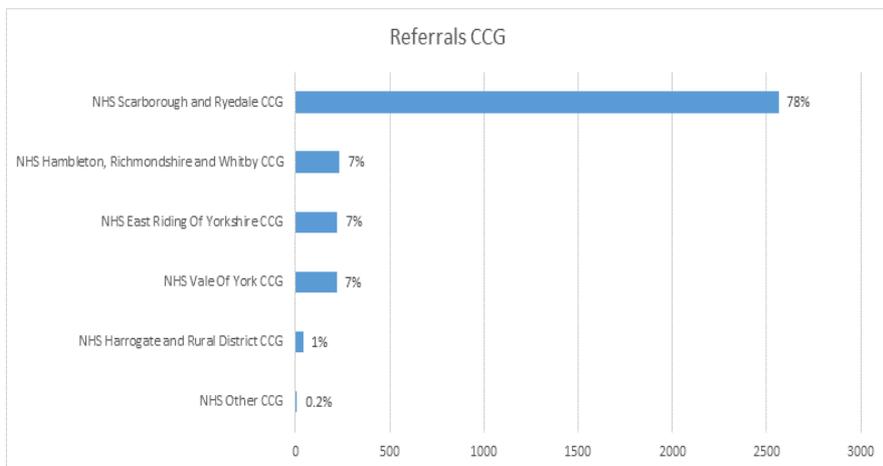


We follow a team approach – including consultants, doctors, nurses, social workers, pastoral care, physiotherapists, occupational therapists and complementary therapy. We look after people with a range of incurable conditions, not just cancer. For example, a wide variety of Neurological conditions, advanced respiratory or cardiac conditions. We provide carer support respite beds, nurse led beds for end of life care as well as inpatient beds for complex symptom management. We provide care and support to patients, families and carers, following a holistic approach to our care.

Activity Data

During 2018 – 2019, **2,461** adult patients and **21** children benefited from Saint Catherine's services including:

- **390** Inpatient referrals and **293** adult inpatient admissions including **50** Nurse Led Bed admissions and **21** Carer Support Bed admissions.
- **331** referrals into the Wellbeing Centre including **157** referrals to the full day sessions, **110** referrals to the MDT clinic and **64** referrals to the Drop In sessions with **113** patients attending the Full Day sessions over the course of the year for a total of **760** days.
- **43** Lymphoedema referrals and **789** Lymphoedema outpatient appointments.
- **611** Complementary Therapy sessions provided to inpatients and Wellbeing Centre patients.
- **789** calls were made to PalCall, **526** of which were resolved internally either by the Palcall team or the Hospice at Home team.
- **525** referrals were made to the Hospice at Home team who carried out **9221** home visits over the year with **96%** of deaths occurring in the patient's preferred place. The team also recorded **207** prevented hospital admissions.
- **550** referrals were made to the Community Specialist Palliative Care team who carried out **1952** home visits over the year and **5008** telephone contacts.
- **51** referrals were made to the Neurology CNS team who carried out **1092** home visits over the year and **688** telephone contacts.
- **1712** physio contacts were made to inpatients and Wellbeing Centre patients.
- **541** visits and **420** telephone contacts were made by the OT team to inpatients, wellbeing Centre patients and community patients.
- **182** patients benefitted from the hospice's Bereavement Support Service attending **729** sessions.
- **78** patients, **90** carers and **11** children were cared for by the Palliative Care Counselling team attending a total of **572** sessions.





Feedback

As part of the work of the Clinical Governance Steering Group Saint Catherine's has looked at how it collects clinical feedback. As a result of this a new 'postcard' survey and patient experience questionnaire have been developed and rolled out.

Patients have said:

'Thank you for everything you have done for me, being there and supporting me in every way possible. Without your help I couldn't have got this far. You are all amazing. Forever thankful.'

'I always had questions and I always got answers and solutions. It was like visiting a friend.'

'Staff and volunteers were kind, supportive and helpful. Lunches were excellent. Activities were very good. Realistically there was nothing at all that could be done better. A very big thank you to all of the staff and volunteers who were involved.'

'The most valuable thing has been friendliness of staff and volunteers and also their support and encouragement.'

'It is a very friendly service, welcoming and you are soon put at your ease. The initial appointment/assessment is thorough and most impressively a holistic approach to me, my life, my family and the problems I am experiencing.'

Carers have said:

'You did everything well - communication, respect towards patients and visitors. You could do nothing better. Thank you from myself and my family for the love and care you showed to my mum right up to the last day.'

'This place is like heaven on earth before heaven.'

'All the staff were amazing and nothing was too much trouble day or night. Truly amazing and awesome staff - every one of you.'

'Perfect, peaceful, safe. God's place with angels helping.'

'So many good wishes to you all for your expertise, loving care and kindness to my dad and to our family. Your care made a difference to our lives and still does every day. Thank you from the bottom of our hearts.'

Professionals have said:

The hospital palliative care team work very closely with the hospice. We find the hospice at home team invaluable in enabling us to get patients who are in their last hours/days of life home. Without this service these patients and their families would have no other option than to remain on our busy hospital wards.

The Nurse led beds on IPU mean that we can also offer patients whose preferred place of death is not home or are too unwell to go home the option of a more peaceful environment for their last days of life rather than being on a busy and noisy ward.



We appreciate and value all the hospice services as because of them we can offer that little extra that often makes the biggest difference to our patients and their families – Scarborough Hospital Palliative Care Team.

Trainee GP – Palliative Care education session - It was focused and had relevant clinical tips for best practice. There was a fantastic speaker who was enthusiastic and with clear aims and outcomes.

Trainee GP – Palliative Care education session - It's been really good, especially the section on communication skills and tackling difficult conversations. It was explained in a way that clicks and I was engaged the whole time. It was very relevant and I was really impressed.

Community Heart Failure Nurse Specialist - My experience of Hospice at Home is that they are swift to react and work alongside everyone for the benefit of the patient, family and carers. I have never ever heard a word said against the team. I am grateful for their service.

Measuring Quality

The Executive Team support the development and improvement of services to ensure quality and to enable the organisation to meet the challenges within the health care economy of Scarborough, Whitby, Ryedale, Bridlington and Driffield. To support this approach we continually measure quality and report monthly to commissioners.

In measuring the quality in detail of the care we provide Saint Catherine's is able to offer patients, carers, staff, commissioners, and statutory regulators, assurance in the care we provide.

Measuring quality enables Saint Catherine's to be the best professional Hospice we can be by:

- Continuously improving in our governance and risk management
- Gaining the views of our patients, families, carers, staff and our volunteers to help shape future developments for our services and environment
- Improving and simplifying access to our services
- Moving to a future of electronic records and systems throughout – improving records management
- Identifying and strengthening where we have gaps
- Demonstrate continuous improvement to deliver outstanding safe care and support to all those who use our services

This monitoring is underpinned across the organisation and reported to the Governance and Compliance Committee, the Finance and Income Committee, and the People and Resource Committee.

Staff Development and Support

Saint Catherine's has continued the journey over that last financial year to further develop the skills and knowledge of the Leadership Team by offering internal and external training opportunities including Health and safety training, information governance training, and safeguarding training.



Support for staff and volunteers is important to Saint Catherine's and to further develop this a multi-faceted model has been developed offering both formal and informal supervision and support to all staff and volunteers across the organisation. Following this development the implementation roll-out will happen over the forthcoming financial year.

Patient Safety

Patient safety remains paramount to when delivering care at Saint Catherine's. With this in mind a new electronic incident/accident reporting system, DATIX, has been rolled out in early 2019. This now allows all accidents and incidents to be logged, and any themes to be identified and actions and learning to be shared across the organisation.

Clinical Effectiveness

SystemOne – electronic patient records developments ensuring holistic assessment and compliance with National Minimum Data set guidance.

EPPaCCs enrolment in the Yorkshire regional pilot of EPPaCCs using 'Black Pear'.

Single point of access – initiation and development for referrals and touch points into Saint Catherine's.

Mobile working enhancements in the Community Specialist Palliative Care Team and Patient and Family Support Services Team.

Community Specialist Palliative Care Team Duty Nurse allowing more effective triage and responsiveness of the service.

Wellbeing Centre evaluation project – leading to the development of a new Wellbeing Team – Lead role.

Further electronic working developments on the Inpatient Unit including the development of a single multidisciplinary electronic handover report enables all professionals working on IPU to see the most up to date clinical plan for the patients, and the development of an electronic multidisciplinary SystemOne template for care using the York foundation Trust Last Days of Life paperwork.

The roll-out of a 'Briefing in a Minute' tool has allowed a succinct template to share key information and learning in one page of A4.

Clinical Audit

The role and purpose of clinical audit has been reviewed over the past year and a gap analysis undertaken. As a result a work plan has been developed to drive the nature, frequency, and learning from the clinical audit cycle. This has given an assurance that key national regional and local audits are being completed and that key learning comes for this work and is shared across the organisation.

Education – Training delivered

TOPIC	NUMBER OF SESSIONS	Internal	Ext
Dementia Foundation	4	14	
Dementia Enhanced	5	12	
GP course (PC for GP's)	2		25
HYMS students	8		34
Nappi Training (Lone worker)	1	16	
Foundation course	1	4	4
Syringe Driver	6	16	50
Nutrition/Dysphagia	Various – informal sessions	67	
EBPF	6	31	
Dementia + Frailty 2 days	1	6	4
Advanced Communication Skills	3	2	27
Blood Transfusion	1	16	
How Can I help	3	6	37
OOH Dr's	2		11
HCA Communication skills	1	3	6
Palliative Care update	1	2	10
Domiciliary Care	2		23
HCA Advanced	1	2	11
RCA training	1	9	15
Compassion Fatigue	1	12	
Catheterisation	2	19	
Legionella awareness	1	10	
Reflective Practice	1?	9	
Advanced PC for senior nurses	1	6	5
O2 training	1	9	
GP Trainees	1		30
Responding to clinical emergency	1	8	
Train the Trainer	1	6	6
Oncology update	1	8	
MT – Clinical	12	122	
MT – non clinical	8	80 (18 volunteers)	



Research

Saint Catherine's is involved in regional and national research projects;

What is the effect of disease and its treatments on body image and intimate relationships of patients referred to specialist palliative care services?

Aims:

What is the effect of their illness and its treatment on the way they feel about their body, their intimate relationships and their sex life?

What is their experience and expectations of healthcare services regarding the management of this?

RESOLVE programme is funded by Yorkshire Cancer Research and led by the Universities of Leeds and Hull. We are delighted to be working with 8 hospices across Yorkshire.

Saint Catherine's is involved with work stream 2 of this research looking at symptom control and clinical outcome scores

Optimum Hospice at Home Services for End-of-Life care

Aims:

1. Assess the impact of hospice at home (H@H) care models on patient and carer outcomes
2. Investigate the resource implications and costs of patient care in different H@H care models
3. Explore the experiences of patients, family carers, providers and commissioners of the different H@H models
4. Identify the enablers and barriers to embedding H@H models as part of service delivery

Care Quality Commission (CQC)

The last national round of CQC hospice inspections was in 2016, when Saint Catherine's was rated as Outstanding. Since this time the way in which hospice organisations are inspected nationally has changed. Hospices are no longer inspected under the banner of 'Health and Social Care' but are inspected under the same standards as Acute Hospitals. Saint Catherine's has taken time over the last year to understand what this means for the organisation and our patients and staff. This change has required a great deal of work within the organisation from staff to ensure Saint Catherine's can evidence the excellent care we give.

The CQC inspected patient services within the organisation in May 2019 and confirmed that they meet their demanding clinical standards and requirements. Our services are not simply about meeting standards and delivering quality and excellence in all we do. They are about delivering holistic care and embracing people as individuals, providing care, improving their personal experience and ensuring dignity and privacy through all our care and support.



Data Quality

Attaining and maintaining Data quality across all areas is a high priority within the organisation, it sits as a rolling work stream under the Information Governance work programme, with specific aims and objectives for in year targets. The continuous improvement of digital systems, provision and access to equipment further underpins and positively contributes to this.

DSP Toolkit:

Saint Catherine's completed its submission for the new DSP toolkit, with the mandatory requirements being met for this the first year. Our future returns will include the automated responses of staff to the questions asked of them. Again the Information Governance and Information Security Management System work plans along with the IT work plan will see further continuous improvement and continued compliance across all elements evaluated under the DSPTK.

Duty of Candour

Duty of Candour required Saint Catherine's to be open and transparent in all that we do, in particular around how we care for our patients and those important to them and how we manage complaints and incidents. Saint Catherine's has Duty of Candour embedded within the organisation and from February 2019 now has Duty of Candour recorded through the electronic DATIX system.

Clinical Coding

Saint Catherine's was not subject to a clinical coding audit in 2018-2019.