

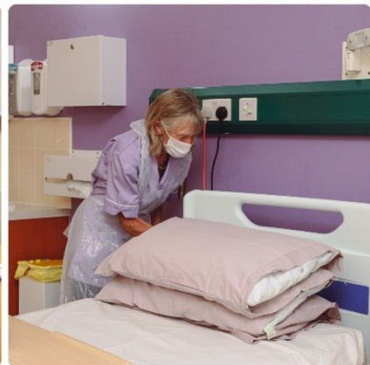
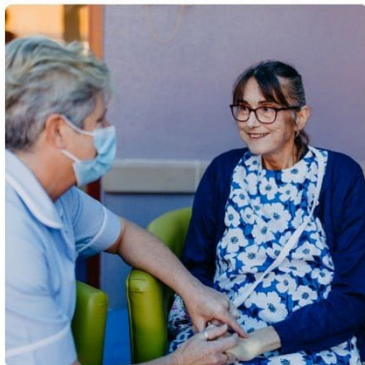


# Saint Catherine's

Caring for you at Hospice and Home

Quality Account

2022/23





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## **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 Catherine's Hospice for 2022-23.

As the new CEO for the Hospice my priority will be to ensure that the organisation continues delivering the highest quality services to our clients, their families, and carers by providing safe quality care and support that places the patient, and not the illness, at the centre of everything we do.

Underpinning this philosophy is, lifelong continuous learning and improvement which is critical for us as an organisation to ensure that we improve the quality of life and personal experience for our patients.

Our Board of Trustees remains committed to ensuring the Hospice delivers excellence across all its services and it does this through its strong governance framework. Working in partnership with both me and a highly skilled and dedicated Executive Team, we can assure the Board that the appropriate processes and procedures are in place for all our services and activities, ensuring our care is safe and that we provide quality care and support. These assurances come through our internal governance groups and Board committees.

Both the Board and all staff groups remain grateful to the local Integrated Care System of Humber & North Yorkshire for their continued commissioning of our services and the financial support provided through various contracts. As a hospice, we are proud of our relationship with all the local Commissioners their continued support for the Hospice and commitment to developing responsive services that deliver palliative and end of life care to a wide range of patients across our region.

Internal audits allow and enable us to monitor outcomes, safety, governance, and the impact and effectiveness of what we do across all of Saint Catherine's services, 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 and we gather this feedback in a variety of ways, including partnership working with Healthwatch. This organisation undertakes anonymous patient and family surveys, our 'Compliments, comments and complaints' leaflet, patient, and carer questionnaires and by listening to patient and carer views through a range of supportive groups.

As Chief Executive, I am committed as my predecessor was, in maintaining and developing a nurturing working 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.

Our regulator, the Care Quality Commission, have inspected our patient services and confirmed that they meet their demanding clinical standards and requirements, rating our services overall as 'Good'.

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.

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.

Ray Baird

Chief Executive



**Purpose** – *Ensuring everyone can experience outstanding palliative care. Working with you in partnership.*

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 are:

*To be the leading provider of Specialist Palliative Care and End of Life Care to patients and their families.*

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. *Achieve a Care Quality Commission rating of '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 involvement. 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 always ensure regulatory compliance, 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 considered. As a charity our communities generously contributes a great deal of money, time, and effort to sustain our work. We endeavour to always use these resources wisely, prudently, and effectively.

## **Specific Aims**

*Maintain Saint Catherine's Care Quality Commission rating as 'Good' whilst working to achieve an outstanding rating. 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 required 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 can 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 always ensure regulatory compliance, 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, processes, 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 therapeutic activities and one-to-one sessions; outpatient services; Lymphoedema management, complementary services, outreach, and community services. We are experts in pain and symptom management and end of life care.

We are currently in a growth phase and following the COVID pandemic, we are working to expand our service of provision to meet the needs of our large geographical catchment area.

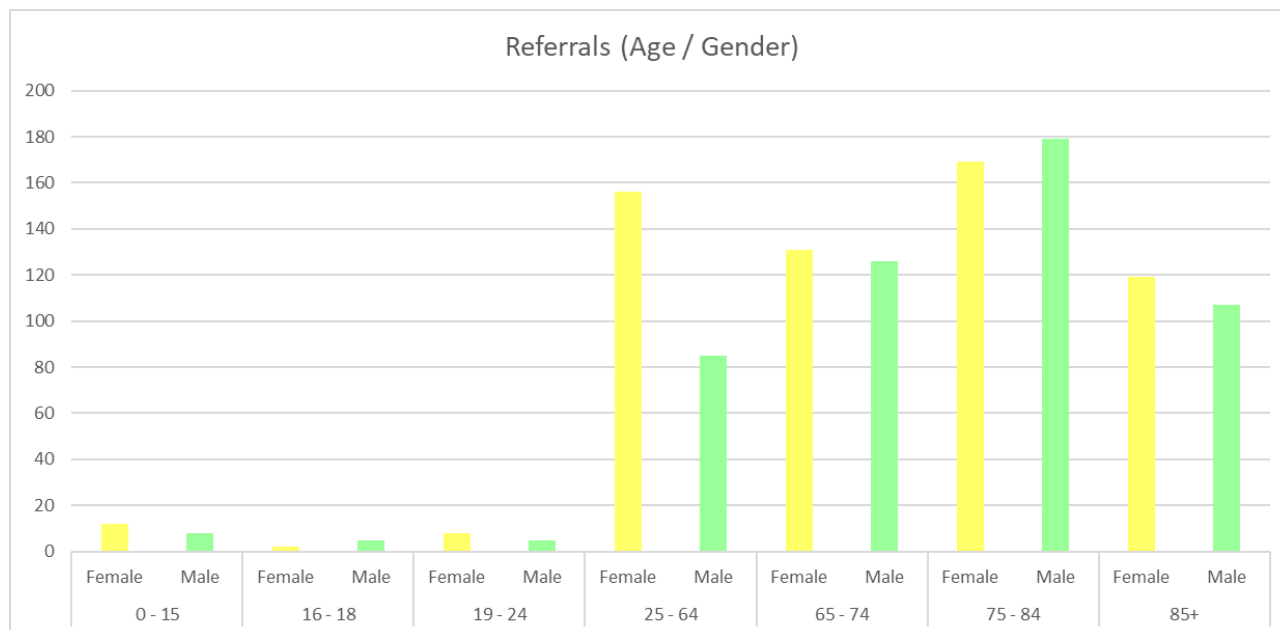
We follow a team approach – including consultants, doctors, nurses, social workers, pastoral care, physiotherapists, occupational therapists, and complementary therapy. We look after people with a range of incurable conditions, not just cancer. For example, a wide variety of Neurological conditions, 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 2022 – 2023, 1,681 adult patients and 38 children benefited from Saint Catherine's services including:

- 300 Inpatient referrals and 189 adult inpatient admissions including 21 Nurse Led Bed admissions.
- 69 Lymphoedema referrals and 674 Lymphoedema outpatient appointments as well as 309 telephone contacts.
  - 446 calls were made to 'Palcall'.
  - The new Fast Track Home Care team launched in May initially covering the Whitby area and expanding to cover Scarborough and Filey in September. 57 referrals were made to the who carried out 3618 home visits over the year which totalled 5293 care hours for patients.
  - 742 referrals were made to the Community Specialist Palliative Care team who carried out 963 home visits over the year and 5468 telephone contacts.
  - 345 physio contacts were made to inpatients and outpatients.
  - 654 contacts were made by the OT team to inpatients, wellbeing Centre patients and community patients.
  - Our new Therapy Assistants also carried out 670 face to face contacts with patients on the inpatient unit and in their own homes as well as 132 telephone contacts.
- 175 patients benefitted from the hospice's Bereavement Support Service attending 539 sessions, 13% of those being appointments for children.
- 99 patients, 72 carers and 21 children were cared for by the Palliative Care Counselling team attending a total of 553 sessions.



## **Feedback**

As part of the work of the Clinical Governance Steering Group Saint Catherine's continuously looks at how it can collect feedback from its service users. During the year, the Patient and Public Engagement group has met regularly to look at how we can improve the ways we gather and use feedback from our patients, their families, and carers.

During 2022-23 existing work was built on to increase the amount of feedback that we receive from patients, family members, carers, and supporters in the community.

## **Carers / family members have said:**

- Words cannot express how thankful we are for the care, help and support you all gave to our father; you are all angels in disguise, you are all amazing and we will be forever grateful.
- Thank you! It's hard to express your impact - I keep saying to people you are 'the Rolls-Royce of care' - but of course you're so much more than that. It's not that you're the newest or most sparkly, what you are, without exception, is real, warm, caring and invested people who understand dignity and humanity. And for that I will always be grateful and always remember. Thank you for everything you have done for my dad, mum and all our family.



- My mum was supported by the amazing palliative care nurses for twelve months whilst she battled Motor Neurone Disease, and she also stayed at the hospice twice before she passed in summer. There is no neurological specialist nurse in Scarborough working within the NHS, so Saint Catherine's have managed to fill this gap with their specialist nurses who care for a number of patients within the community with neurological diseases. The team are absolutely amazing, they not only support the patients but also the wider family. They understand how difficult a time this can be and make everything is as smooth as possible.

### **Patients have said:**

- I would like to thank the lymphoedema clinic for my treatment over the last year, it has given me such relief from swelling and pain, and she makes it such a joy to come for her treatment. Once again, many thanks.
- To all the wonderful staff who have looked after me over the past few weeks, my family and I appreciate so much that you have been so caring and kind. Thank you all.
- Thank you so much for looking after me and getting me on the road back home.
- Words cannot express my thanks for all your care and kindness during my 20 days stay. You are all so amazing. Looking forward to going home, but I will miss the general laughs and banter - and the lunches!

### **Professionals have said:**

- Student nurse: "Thank you for welcoming and including me in the team. I am sorry to be leaving you - four months has flown by. Thank you for providing sensitive, kind, excellent care - I have learnt a lot from you all. All the best for the future."
- Junior doctor: "Everyone is so friendly here and it doesn't feel like you are being pressured, people genuinely want to help and want you to do well."
- GP registrar: "Thank you so much for making me feel so welcome and supported during my first registrar post. I couldn't have asked for a better experience! I will miss you all dearly and always look fondly on this time."

### **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 can 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
- Embracing the new virtual and digital future as a result of COVID-19 and ensuring we are fit for purpose and 'future proof'

To show our commitment to clinical safety and quality we have introduced a new senior nursing role, that of Clinical Quality & Safety Lead. This role works alongside staff to ensure clinical quality and safety. The role also ensures the policy procedures and service models are developed to ensure Executive level assurance.

### **Staff Development and Support**

Saint Catherine's has continued the journey over that last financial year to further develop the skills and knowledge of its workforce and has moved further towards providing a blended approach to education by providing face to face, virtual learning, and debrief and reflection learning opportunities.

Support for staff and volunteers is important to Saint Catherine's and to further develop this a multi-faceted model has been embedded offering both formal and informal supervision and support to all staff and volunteers across the organisation. This supervision programme which can be accessed by all, now offers a mixture of face to face, telephone, and video support sessions as it too has responded to the COVID safe work environment.

### **Patient Safety**

Patient safety remains paramount to delivering care at Saint Catherine's. An electronic incident/accident reporting system, DATIX, is embedded into the organisation. This allows all accidents and incidents to be logged, and any themes to be identified and actions and learning to be shared across the organisation. Incidents are monitored within the Clinical Governance Steering Group, at executive level and by the board of trustees. There have been no serious untoward incidents at Saint Catherine's 2022-2023.

### **Clinical Effectiveness**

Yorkshire Humber Care Record YHCR has been rolled out and embedded.





SystemOne – electronic patient records developments have taken place and additional reporting, referral, audit and compliance developments have been implemented

EPPaCCs – use of EPPaCCs using 'Black Pear' software has been implemented as part of a Yorkshire wide roll out

Single point of access (SPA) – further development for referrals and touch points into Saint Catherine's has occurred, including the development of a single combined referral form, and simplified internal referral pathways.

Internal clinical staff rotation has embedded to facilitate a flexible, knowledgeable clinical workforce across a range of services

Staff rotation with the local Acute NHS Trust has been developed.

Saint Catherine's Hospice has become an early adopter of the National Medical Examiner initiative.

## **Clinical Audit**

Audit work continues to play an important part in our assurance processes. Saint Catherine's audit various elements of clinical practice and the following synopsis of clinical audit activity for 2022 -2023 is not exhaustive.

The Clinical Governance Steering Group review and agree an annual audit schedule for the key areas of clinical risk. The results and action plans for clinical risk audits are reviewed and agreed by the relevant Clinical Governance Steering Subgroups and during 2022-2023 audits were carried out in infection prevention control, tissue viability, falls, medicines management, bed rail use, safeguarding adults and children, mortality review, and Mental Capacity Act use. Learning has been shared, and a number of quality improvement activities have been identified and progressed and repeat audits planned and carried out.

A multidisciplinary cross-setting approach to wider clinical audit is encouraged through an annual programme of audit and monthly audit meetings and additional clinical audits have been carried out looking at the completion of Do Not Attempt Cardio Pulmonary Resuscitation (DNACPR) decisions and forms, care of the dying patient, anticipatory prescribing, inpatient unit care plan completion, palliative care for patients with movement disorders, mouth care, management of constipation, Electronic Palliative Care Coordinating Systems (EPaCCS) and multi-disciplinary team working.

Medicines management, fall and tissue viability incidents are benchmarked against data offered by Hospice UK (2023-2023).



## **Education**

Our education department continues to strive to provide the highest quality education making sure this has an impact on patients and families wherever they are being cared for.

Our team saw COVID as an opportunity to support and teach people about Palliative and End of Life Care. During that time much of that education was delivered virtually but in 2022/23 we saw a re-introduction of face-to-face training for an increasing number of groups. Feedback has been excellent about the positive opportunities for learners to observe hospice care delivery in person.

While maintaining our in-house education and training, the hospice has continued to have high demand for its external courses such as Advanced Communications Skills, Verification of Expected Death and Syringe driver training. Our teams are continuing to lead quarterly professional forums and monthly palliative care clinics which are open to health care professionals across our locality. Our bespoke care home education is also very popular.

In the past year we have seen increasing numbers of health and social care students attend the hospice as part of their training. We feel passionately that educating future health and social care professionals is a vital part of how we continue to improve palliative and end of life care for all patients and their families and value our relationships with Hull and York Medical School and Universities of York and Coventry respectively.

We hope to build on the strong relationships we share with other local providers to further increase the education and training we offer to our community and healthcare professionals involved in delivering Palliative and End of Life care. In 2023 we look forward to welcoming a new education lead, to support and co-ordinate the expansion of our education department.

## **Research**

Saint Catherine's has been involved with 3 regional and 1 national studies during 2022/2023. The Delirium Study

1. Delirium in hospices study. University of York. This observational study explored the behaviours of hospice in-patient staff in relation to delirium prevention, and the influences on them, using behaviour change theory.
2. The DAMPen-D Delirium study. University of Hull. The overall aim of this study is to improve detection, assessment, management, and prevention of delirium in hospices. The study involved use and evaluation of an implementation strategy for the management of delirium on our inpatient unit and has resulted in some quality improvement activities relating to delirium assessment and management.
3. RESOLVE. University of Hull and Leeds. Funded by Yorkshire Cancer Research. Improving health status and symptom experience for people living with advanced cancer. This programme of research aims to develop, implement, and evaluate a new Yorkshire-



wide Outcomes and Assessment Collaborative in hospices. We are currently in phase 3 of this study which relates to data extraction and analysis with a view to producing accessible clinical outcomes reports and facilitating effective use of clinical outcomes data.

4. Chelsea II: University of Surrey. Funded by the NIHR. This is a cluster randomised trial comparing the treatment of encouraging/helping the patient to drink, giving the patient regular mouth care, and usual management of symptoms versus giving fluid by a drip in addition to usual care to see if this helps improve outcomes for patients including a reduction the incidence of delirium at the end of life and therefore need for sedative drugs. We have recently started recruiting to this study.

### **Care Quality Commission (CQC)**

The CQC last inspected patient services within the organisation on 4<sup>th</sup> November 2021 and confirmed that Saint Catherine's organisation was 'Good'. CQC now reviews evidence of the quality of care monthly. The last review took place on 6<sup>th</sup> July 2023 and Saint Catherine's maintained its overall 'Good' rating. This is something we remain proud of.

### **Data Quality**

Data quality across all areas of the organisation remains a high priority, achieving this is both an Information Governance and a Clinical Governance target, with specific aims and objectives supported by regular audit going forward. The improvement of digital systems, along with increased provision and access to IT equipment has meant that the organisation is in some areas largely paper free. The role of Caldicott Guardian within the organisation has changed and resides with the Medical Director.

### **Data Security and Protection Toolkit (DSPTK):**

The Management of Information Governance, Information Security and IT developments has delivered continued improvement and compliance across all elements evaluated under the DSPTK. This year's review was completed in June 2023 and Saint Catherine's achieved -Standards Met.

### **Duty of Candour**

Duty of Candour requires Saint Catherine's to be open and transparent in all that we do, in relation to the care we deliver to 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. Developments within SystmOne also prompt staff about the need for Duty of Candour where appropriate



## **Clinical Coding**

Saint Catherine's was not subject to a clinical coding audit in 2022-2023.