

ST CATHERINE'S HOSPICE



Quality Account 2018-19

Inspected and rated

Outstanding ★



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Introduction

As Chair of Trustees of St Catherine's Hospice, it gives me great pleasure to introduce this year's Quality Account. This report shares the key steps we have taken to ensure we maintain a focus on continuous improvement in all that we do, so that our patients and their carers can continue to be confident in the care and support they receive from us.

Remaining genuinely patient-centred and fully grounded in our work with those people with life limiting and palliative care needs, together with those who have experienced a bereavement, is best achieved by keeping close to the needs of service users and I want to pay tribute to our Voices of Experience group (current patients and people who have experienced the care of their loved ones) for all they have done to advise and guide us while we continue to build and enhance our quality management focus and our service priorities. It is from them and others that we must recognise that only a third of people with palliative care needs receive hospice support today.

This said, it is down to the dedication of our staff and volunteers that we ensure all our patients and their families get the best care that they deserve at this difficult time and you will see in the report that progress has continued to focus not only on our care services but on our income generation efforts and support services (data protection, volunteering, education etc).

Last year, we articulated the outline of our new strategy to all our key stakeholders and this year we spent considerable time and energy to fully build up our future aspirations for our many hospice services. Alongside this work is the central realisation that for us to do more, we might also drive forward stronger collaborations with our neighbouring hospices. As part of our new strategy we have continued to focus on delivering our new hospice facility at Pease Pottage which will see us spend down a significant proportion of our reserves alongside the new money raised from our newly launched Full Circle Appeal (May 2018). Even as we go, the Board and senior management are committed to ensuring we retain a prudent reserves position and to continue to work in close and effective partnership with the statutory services we work alongside day to day so that they too can have confidence in the sustainability of our support and care services. On behalf of the charity, I would therefore like to express our profound thanks to NHS and social care colleagues who interact with us for their supportive, expert professionalism and most importantly, for their commitment to our financial and organisational strength as a local charity dedicated to improving the information, support and care for palliative and end of life patients and their families. In this regard it has been to our mutual advantage for our Medical Director to help contribute to the priorities for end of life care across our local health and social care area.

This report is a statement about the journey we are on to provide stronger and deeper evidence that the experiences of patients and their families are the best they can be and that more patients are supported by the range of services currently at our disposal or which we might develop (alone or in partnerships). As you will see herein, we have again improved the numbers cared for and, through our ongoing Full Circle Appeal, we hope to ensure that through our larger facility at Pease Pottage we can grow our income to support more people when life comes full circle.

Terry O'Leary
Chair of Trustees

Part One - Report on 2018/19 improvements

These are the key improvements we identified for 2018/19:

Measuring outcomes

It is important for St Catherine's to be able to demonstrate that we are meeting the needs of individual patients and that we are making a measurable and positive difference to the people (and their families) who receive our care. We also need to be able to evidence the contribution the hospice makes to the wider healthcare economy.

We have identified three tools to help us measure the impact of our clinical services:

- A carer needs assessment tool to help assess to what extent we have supported carers to identify and meet their needs
- A pain assessment tool to enable us to measure the extent to which our interventions have helped to reduce patients' pain
- Using a combination of tools looking at both phase of illness and level of intervention to demonstrate the different ways the hospice provides support to patients and carers, with the aim of ensuring services are directed appropriately, effectively and efficiently

In addition, we have been exploring ways in which we can demonstrate how our support and intervention has helped to facilitate discharge from hospital or to avoid hospital admissions (ie decrease number of deaths in hospital).

This work is part of a three year project.

Single point of access

We want to make sure that the people who need us can reach us - to get the support they need, or the answers to any questions about care and treatment they may have - as easily as possible. We have reviewed the timeframe for setting up a Single Point of Access service (to provide one route for referrers, patients and carers to access our services) in light of changes in both our external and internal environments. Increased demands on the services provided by our Practical Care Team, together with the implications for the hospice of developing plans for primary care networks and integrated care, have highlighted the need to ensure we have the optimal approach and so work will continue on this during 2019/20.

Support for carers

Following feedback from family members, we recognised that there is more we can do to ensure they have the support they need to meet the challenges of being a carer. We have carried out research, including discussions with our user group (Voices of Experience), to better understand carers' needs and the ways in which these could best be met. With funding from Horsham Hospital League of Friends we are running a project, using a validated carer needs assessment tool¹, to identify the needs of individual carers and with them draw up action plans to address the needs. Action plans are reviewed to assess the extent to which they have been completed and the impact this has had on each carer's needs. This is being piloted with carers in the Horsham area, with a view to extending its use across all areas of our catchment area once results from the pilot have been analysed.

¹ Carer Support Needs Assessment Tool <http://csnat.org/>

Increasing capacity of our Education Team

We have increased the capacity of our Education Team, with the creation of a new externally-facing, clinically-focused post. This is enabling the hospice to share its specialist knowledge and expertise more widely, to support more healthcare professionals - across the disciplines - to increase their ability to deliver high quality end of life care (in all settings). We have highlighted the benefits of a more collaborative approach to the delivery of education and training and this will be explored during 2019/20 with other hospices in the region (see *Hospice Collaboration* under 2019/20 priorities for improvement).

Updating data protection

We completed a comprehensive review of how we process data, and implemented all the changes necessary to ensure that St Catherine's is compliant with all the requirements of GDPR and the Data Protection Act 2018. This included updating all relevant policies (including Information Governance and Records Management policies), introducing a new approach to information governance training for all new staff, and ensuring a more robust approach to the use of Data Protection Impact Assessments and Legitimate Interest Assessments.

Fundraising Appeal

St Catherine's has a clear vision to reach everyone who needs us when life comes full circle. The only sure way to achieve this goal is for St Catherine's to increase its income. We have put ambitious plans in place to raise more charitable income for the hospice. During 2018/19 we launched our Full Circle Appeal which will help us achieve our goals now *and* in the future, as we look to raise more money to deliver ongoing services alongside the money needed to build our larger hospice. We have so far achieved £1 million of our target for the new hospice build.

Volunteer-led support

We have agreed a new five year volunteering strategy which sits within the overall People strategy. This focuses on enhancing our services, reaching further into our community, and recruiting the right people for the right roles. The volunteering strategy focuses on three key objectives:

- ensuring all volunteers feel safe, supported, valued and involved
- ensuring the hospice benefits from and is supported by volunteers, enabling the hospice to make best use of its human resources
- ensuring that the support we provide to patients and carers is responsive and consistent and helps them to feel human, connected and cared for.

Initiatives already under way include:

- 'Hospice Neighbours', community-based volunteers who will offer befriending and non-clinical support in people's homes. Recruitment and training of volunteers has started ahead of a planned July roll out.
- As part of the carers support project mentioned above, plans are in place to train volunteers to support carers to address their support needs.

Part Two - Priorities for improvement 2019/20

Key improvement initiatives that we will be working on in 2019/20 include:

Developing a new service strategy

As part of our five year strategy, we will be developing a new service strategy with the overarching aim of providing outstanding care and support services to more people. Six priorities have been identified:

- Maintain and share our expertise in the provision of complex care for those approaching the end of life
- Rebuild capacity for offering respite care and step-down care
- Redefine and align community services to deliver care more effectively and efficiently
- Reach beyond cancer to those who are frail and are living with multi-morbidity
- Strengthen our wellbeing and group support capabilities
- Increase scope and scale of our carer support

In addition, and to support these priorities, we will increase our focus on external education.

Hospice collaboration

StCH will be working with other hospices across Sussex and Surrey to identify areas where we can collaborate, with the overall aim of increasing the benefits we can deliver to the communities we serve. We recognise that there are both internal and external drivers for greater collaboration and we are committed to building on the partnership work already underway. During 2019/20 StCH will work with six other hospices in Sussex on four initial areas of focus:

- External Education: developing a common approach to supporting care homes.
- Workforce: developing a common approach to apprenticeships (including nursing associates).
- Workforce: developing common management development programmes.
- Developing common service impact data and delivery insights.

Workforce

We will implement a new People Plan to help us realise the potential of our people and to support the delivery of our five year strategy. A range of initiatives will be delivered, including the introduction of a new HR system and strengthening the employer brand.

Patient records system

We will be reviewing the hospice's current and future needs of an electronic patient record system to ensure that we have the resources in place to support the delivery of our new five year strategy. It is critical that we have in place technology that will facilitate effective monitoring of activity and measurement of impact as StCH seeks to reach further into the population. We also need to ensure that StCH is equipped with systems that can support effective integration with key partners within the health and social care environment. During 2019/20 we will consult widely

with internal and external stakeholders to identify all needs and to identify options for how these can best be met.

New hospice

Plans for our new hospice building at Pease Pottage are progressing well. The key milestones for 2019/20 are:

- appointment of the main contractor
- completion of construction design
- scope out transition plan to ensure smooth move from our current site to the new site in 2022

Throughout the year we will be undertaking wide-ranging consultation with the communities who will be affected by our move – both at Malthouse Road and Pease Pottage – to ensure that we can understand and meet their needs. This will involve working with both the local councils and with community groups. The move to a new, bigger facility is part of the hospice's new 5 year strategy; with a key aim being to reach more people.

In the meantime, we continue to explore options with the local council for a suitable base in the north of our patch from which we can deliver our outreach services, to give our East Surrey patients flexibility and choice.

Part Three - Partnership, Collaboration and Influence

At St Catherine's we recognise the importance of collaboration in improving the care and experience of the people we seek to support. Working effectively with others helps increase the number of people we reach and makes their journey easier to navigate. In addition to the plans for greater collaboration with hospices across Sussex, we continue to work with a range of organisations to maximise the benefits that can be delivered to patients and their families.

Here's a summary from our activities during 2018/19:

We have begun a three year project, with support from Horsham Hospital League of Friends, to develop a carers' support programme in the Horsham area. The project aims to identify the kind of support services that would be of most benefit to carers, and how they can best be provided. A key part of this project is exploring how volunteers can be used to support the programme.

We continue to play an important role working with and influencing the NHS. Our Medical Director is active across the NHS North Central Sussex and East Surrey Commissioning Alliance (CSESCA) championing end of life care in many clinical fora (including Primary Care Networks and Integrated Care).

Our clinicians continue to work with palliative care colleagues at Surrey and Sussex Healthcare NHS Trust, and with colleagues from other local hospices to improve coordination of services in the region.

We have been working with the West Sussex Continuing Healthcare Team since 2016 to provide practical support to patients in their own homes. Since 2017/18 we have been part of a pilot, alongside other hospices in West Sussex, to explore how best to ensure that personal care provided to patients in the community at end of life is of a consistently high standard. During 2018/19 we provided 4,013 hours of care (compared with 2,341 in 2017/18). We also work with Surrey Continuing Healthcare Team to deliver practical support and occupational therapy service.

We work closely with our Clinical Commissioning Groups and are grateful for the support and collaboration they offer St Catherine's Hospice:

- NHS Coastal West Sussex
- NHS Crawley
- NHS East Surrey
- NHS High Weald Lewes Havens
- NHS Horsham and Mid Sussex
- NHS Surrey Downs

Our busy Lymphoedema Team continues to provide an excellent patient-centred lymphoedema service, while we explore our place in the provision of this service alongside our CCGs. During the year we provided support to 538 patients.

Helping others to develop their skills, knowledge and expertise, in order to collectively improve standards of care at end of life, remains a priority for St Catherine's. This year we have delivered

courses to a range of health professionals on advance care planning, verification of expected death, end of life care, and care of the dying resident. We are engaged in a number of collaborations with partners from the statutory, charitable and higher education sectors including:

- delivery of an education programme on domiciliary care with other hospices in Surrey
- development of a module on long term conditions and palliative care in partnership with the Martlets Hospice and the University of Brighton (to be launched in 2019/20)

Our Education Team is active in care home forums across Surrey and Sussex, and is working with the integrated care home team in Sussex to develop end of life care champions.

St Catherine's continues to be a research-active hospice. During 2018/19 the research team were joint authors with the NIHR in writing the Palliative Care Strategy for Kent, Surrey and Sussex Hospices. As a direct response to this strategy St Catherine's is establishing a research hub which aims to support all 17 hospices across region in their research activity.

Part Four - Monitoring Activity

Hospice figures:	2018/19
Reach	
Total number of people cared for during the year	2,548
Referrals	
Specialist palliative care referrals accepted	1,432
% Cancer	69%
% Non cancer	31%
Total number of patient deaths	1,267
Percentage of deaths in usual place of residence	61%
Percentage of patients who were given the opportunity to record their preferences for end of life	86%
Inpatient Unit	
Number of deaths on IPU	236
Number of discharges	76
Number of patient stays	312
Average length of stay	15 days
Wellbeing	
Number of individual patient sessions delivered (Day Hospice and counselling)	1,646
Community and Outreach	
Number of home visits made by St Catherine's clinicians (doctors, nurses and therapists)	10,917
Number of out patients appointments (face-to-face appointments with individual patients/carers at the hospice)	4,452
Number of telephone calls with patients and their carers (incoming and outgoing)	46,705

Commentary on activity data

Reach

- This represents total activity across all hospice services (palliative care and lymphoedema services)

Referrals

- We have seen a 6% increase in the number of accepted referrals compared with 2017/18
- The split between cancer/non-cancer has remained stable in recent years.

Deaths

- The 61% of deaths in usual place of residence compares with an average of 47.7% across the whole of the Kent, Surrey and Sussex region. The StCH figure does not include those people who died in the hospice.

Inpatient unit

- The number of deaths on IPU during 2018/19 increased while the number of discharges decreased. This reflects the complexity of the patients we care for, and the limited availability of other care settings which could appropriately manage their care.

Wellbeing

- During 2019/20 we will be reviewing our entire wellbeing offer as we prepare to move to our new hospice.

Community and Outreach

- The number of visits and telephone calls continue to rise. Possible reasons for the increase in visit numbers are the increased activity of our Practical Care Team and the establishment of our Rapid Response Team. Moving forward, we will continue to develop our single point of access approach in order to further improve our responsiveness. Our lymphoedema service continues to be valued by the patients who use it.

"The care and support we received from the Community Team was outstanding. I cannot thank them enough for all they did over a very short period of time. From the nurse specialist to the doctor who both came out and visited, to all the staff I spoke to over the phone - all without exception were wonderful."

"As soon as you walk into St Catherine's you feel safe and supported. My family and I cannot thank you enough for the care, compassion and love you gave not only to my husband but to all of us."

"I cannot find the words to express my gratitude to all the staff (not only medical) for their kindness, compassion and professionalism to my husband, myself and family. I do not know how we would have coped without them and consider ourselves so fortunate that my husband had all the best care and attention he could have possibly needed at the end of this life. Thank you."

"To each and every single member of staff no words can express how grateful we are for the amazing care our mother received in her stay with you. The hospice is like a family home, with so many special people in front and behind the scenes. Your care and dedication is simply the best."

"The Practical Care Team provided everything that was required to enable my husband to die at home and we are eternally grateful. The friendly professional approach to every single aspect of his care filled the family with confidence that he would receive no better care anywhere in the world."

ST CATHERINE'S HOSPICE

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