

High Quality Care *for all*



Quality Account April 2012 - March 2013

"I just wanted to say that I would be delighted if all our patients spoke as highly of the care, compassion, clinical communication, cleanliness and standard of food in all our venues as Joyce has of her stay here. You have done wonders for her- well done!"

CEO of an NHS Trust in Sussex and Carer
October 2012

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St Luke's Values

Professionalism

Compassion

Integrity

Respect



*Providing Specialist Palliative
and End of Life care to the
people of Plymouth,
South West Devon and
East Cornwall, since 1982*

Chief Executive's Report

Sally Taylor



Together with the Board of Trustees, I would like to thank all of our staff and volunteers for their commitment and hard work over the past year. Despite the current economic climate and the financial challenges the hospice has faced, we have continued to provide a high quality service.

Quality is high on the agenda for the hospice. St Luke's Hospice Plymouth is recognised in the hospice movement as being proactive and an innovator and has a fully developed independent clinical governance function.

St Luke's has a culture of continuous quality monitoring, where any shortfalls are identified and acted upon quickly.

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 accurate and a fair representation of the quality of healthcare services provided by our hospice.

The safety, experience and outcomes for all our patients and their loved ones are of paramount importance to us. We continue to actively seek the views of our service users.

A handwritten signature in black ink that reads "Sally Taylor". The signature is written in a cursive, flowing style.

Sally Taylor,
Chief Executive, March 2013

"My brother recently passed away after spending a short stay in St Luke's Hospice. Having heard so much about the excellent care that Hospices provide to terminally ill patients, St Luke's was my first experience of seeing first hand just how excellent that care can be. When he was first admitted to St Luke's he was very poorly with very little quality of life. However, the loving care he received resulted in a very significant improvement, and whilst we all realised the improvement did not change the prognosis of his illness, it ensured his final days were filled with more laughter than tears. Everyone we came into contact with at St Luke's, be it the medical team, the volunteers who work in the café or on reception or the fantastic team who ensure the Hospice is spotlessly clean and prepare and serve the excellent food, nothing was ever too much- whatever the request! It is difficult to find the words to express just how much I appreciate the loving care and treatment that he received whilst staying at St Luke's but please find enclosed a small donation towards the excellent care that St Luke's provides."

Carer, October 2012

About Us

Background

St Luke's provides Specialist Palliative Care for the population of Plymouth, South West Devon and East Cornwall and aspires to be a National Leader. We work in Partnership with others, delivering the Education and Support, ensuring the provision of excellent End of Life Care. We aim to increase resources into the Services through Innovation and Enterprise and to be an 'Employer of Distinction', achieving Best Practice professionally throughout the service.

VISION

"Our vision is a community where no person has to die alone, in pain or in distress"

Specialist Care
(Symptom Control)
(Last Days of Life)

Supportive Care

Co - ordination of EOL Care

Educating Others

Empowering the Community

PRINCIPLES

Innovative, Evidence-based, Individualised, In Partnership

VALUES

Professionalism , Respect, Compassion, Integrity

The Underlying Principles which guide us are:

We will be:

1. Innovative
2. Efficient
3. Evidence based

We will ensure that our services are:

4. Those needed by the individual and their loved ones
5. Delivered where they need them
6. Based on need not diagnosis

We will ensure that our staff will have:

7. The skills and knowledge to deliver excellent services
8. The motivation and passion to make a difference
9. The processes and structures that allow them to work in an integrated way

We will:

10. Ensure public and user involvement and consultation
11. Work in partnership with the NHS, Social Services and other stakeholders
12. Avoid duplicating services available elsewhere
13. Provide education and support to those caring for patients at the End of Life
14. Develop new sources of income to support new initiatives
15. Build our reserves to 6 months expenditure to safeguard our services

We aim for excellence and our principles can be summarised as:

Innovative, Evidence-Based, Individualised and in Partnership

What others say about us

SLH is required to register with the Care Quality Commission and its current registration status is unconditional. We are subject to periodic reviews by the Care Quality Commission and our last inspection was undertaken in March 2013 when both sites were reviewed. No actions to take were identified as no points were made in the assessment. The service was fully compliant and rated as low risk. We are fully compliant with The Health and Social Care Act 2008 (Regulated Activities) Regulations 2010. As such, the Board did not have any areas of shortfall to include in the priorities for improvement.

We are recognised as an "Investor in People" and meet all the requirements of this standard, holding the accreditation since 2003.

Measurements of our Quality

In accordance with agreement with the Department of Health, SLH submits a National Minimum Dataset (MDS) to the National Council for Palliative Care. SLH provides the MDS to the Local Commissioning Groups. This showed that we enabled a higher number than the national median to return home following in patient care.

The number of patients seen by our Day Hospice, Community Specialist Palliative Care Team and Hospital Specialist Palliative Care Service is higher than the regional and national median value.

The hospice receives many letters of thanks and compliments. The number of compliments far outweighs the number of complaints. Many families and friends along with the local community show their appreciation of the care by funding nearly 70% of our services.

The quality of the service provided is of paramount importance to the service. All letters of complaint received are investigated thoroughly and note taken of any trends. Where shortfalls are identified, immediate action is taken to minimise the risk of recurrence. The service has reached resolution with every complainant.

Summary of complaints/ incidents April 2012- March 2013

Report	No.	Resolved in timeframe	Responded to within timeframe
Organisational complaints	36	100%	100%
Clinical complaints	8	100%	100%
Organisational incidents	41	100%	100%
Clinical incidents	17	100%	100%

A complaint in this context has been defined as an expression of discontent and an incident as an occurrence that could potentially lead to a serious consequence.

Organisational incidents and complaints cover all of St Luke's services including fund-raising, retail, reception, Health and Safety and Maintenance. Clinical incidents and complaints cover all of our clinical services across all sites so include inpatient, outpatient, community and hospital services.

What our Organisation is doing well

Over the last twelve months we have reorganised our assessment and measurement of quality issues. We have decided to continue this year with the indicators we identified for last year. These are patient safety, clinical effectiveness and patient and family experience. Our achievements over the last 12 months are as follows:

Patient Safety

- We said we would enhance the bathrooms on the in-patient unit. This will include the installation of a hoist tracking system in one of the bathrooms.
We have installed a tracking system in one of our en-suite bathrooms and have been successful in obtaining Department of Health Funding which will be used to renovate our other patient bathrooms over the coming year.
- We said we would replace the bedside lockers and tables on the inpatient unit.
We have replaced all lockers and bedside tables throughout the in-patient unit.
- We said we would review the prescribing and use of oxygen on the inpatient unit.
A review of the prescribing and use of oxygen was undertaken. Resulting from this new guidelines have been developed and circulated to the clinical staff.
- We have reviewed our safeguarding processes
This identified some failings in the processes. We have now increased our staff training, developed a more effective policy and procedure and changed our recording processes.

Clinical Effectiveness

- We said we would develop the two Trainee Assistant Practitioner posts.
2 Trainee Assistant Practitioner posts have been recruited. They are now beginning to carry out extended role procedures such as phlebotomy and catheterisation.
- We said we would undertake a review of current practices by each clinical area utilising the "Productive Ward" series.
We have commenced this process and will continue with it next year.
- We said we would trial having a medical consultant based within our community team for 2 days a week in order to improve multi-disciplinary working.
A consultant is now based with the community team for 2 days per week and has proved to be effective.
- We have been involved in a work force planning project working with Help the Hospices and another local hospice.
Using the results of this Work force planning project we will identify outcomes that help provide evidence for the development of our services.

Patient/ Family Experience

- We said we would develop and trial a patient questionnaire for use across all clinical settings in order to gain feed-back and reduce duplication for the patient.
We have achieved this resulting in patients receiving just the one questionnaire. It has also resulted in improved feed-back with higher numbers responding.
- We said we would develop and implement a process for interviewing patients and their carers about their experience of the service.
We have undertaken a few interviews with patients and their carers but will develop this further over the next year.
- Produce new Patient Information Leaflets with the involvement of users of the service and re-design our web-site enabling these to be downloaded ensuring ease of access.
Our leaflets have been completely redesigned and rationalised.
- We will improve our outdoor spaces enhancing the experience for both patients and their carers.
Thanks to a grant from the Department of Health this has been achieved.



Volunteers from the Mutley and Greenbank Fire Service built this decking in partnership with local businesses in memory of a lost colleague. This project was designed for patients to enjoy the views from the Hospice in a safe and sheltered area.

Other achievements

Our Day Care facility (The Atrium) has developed a working partnership with the Workers Education Association. Between January 2013 and June 2013 we are working with them to run a project where the day care clients are taught new skills via a creative, artistic approach. A member of staff is also being trained in order to carry on this method of working following the end of the project.

A six week project was run for those whose role as a carer is coming to an end. A creative weekly session was developed for them. An outcome of this is that many of these isolated carers have befriended each other and are providing support to each other.

Patient Experience

Patient questionnaire

The hospice routinely sends out questionnaires to our patients, to ask them about their experience of the service provided and to determine if there were any areas for improvement.

During the month of February in 2013 66 patients on our Pearn site completed a questionnaire. All patients reported that they were very happy with the care provided.

Patient reported experience 2013

% who said decisions about their care were never made without their agreement	100%
% who felt that largely they understood explanations about their care	100%
% who had confidence in the staff caring for them	100%
% who felt that they were dealt with, with dignity and respect	100%
% who felt they had time to ask questions when they wanted	100%

By looking at trends we have identified areas for improvement

Patient reported experience

Patient reported experiences have been via letters, cards or the questionnaire

Community

"I am writing to express my thanks and appreciation for the care and support we received from SL. Many months before my husband became ill we benefitted from regular check up calls from your community nurses. Later, when he was admitted to hospital on a couple of occasions I was able to talk with the hospital Liaison person (sorry, I forget her name). This was hugely reassuring at a time when I felt anxious, sad and helpless. Your community nurse was instrumental in acquiring a hospital bed for him at home and provided a great deal of support in other ways- like arranging for the kind and efficient nurses who came to our home to give EoL nursing care. Since then I have had several therapies with your complementary therapist and for these too I am very grateful. Yesterday a letter came from you outlining further bereavement services available to me. Amazing! I am quite overwhelmed by the number and extent of the services you offer and feel enormous gratitude for all the benefits we have had access to and the kindness we have experienced since the start of the year. It all helped so much to ease the anxiety, pain and sheer ghastliness surrounding my husband's illness. I am glad SL is there for support when it is needed! Please convey my thanks and appreciation to all".

Carer, August 2012

Inpatient

"My niece came into the world, loved and very much wanted, her life was cut short to 26 short happy years, leaving this world she was privileged with all the care and love she was shown. Thinking about her life and her peaceful dignified departure, we feel as a family that you really do not fully appreciate the difference you make with the high standards of kindness shown to all our family at our darkest and most vulnerable time. These days when you do a wonderful job, it never makes the headlines but when things go wrong the entire world hears about the mistake. The world can be a sad place. All this makes us all say a very sincere thank you to all."

Carer 2013

Hospital

"I am writing to thank you for helping my dad with his symptoms earlier this year. As you may recall, my wife contacted you to ask if you would kindly consider seeing dad with his post radiotherapy symptoms. After a number of years with increasing swallowing problems, recurrent aspiration, chest infections, decreasing weight, intractable fatigue and low mood my dad felt "listened to". Since his consultations with you he has improved in mood and has begun playing golf again. This represents some QoL where before he felt he had none. Your holistic approach to Dad's problems has almost certainly allowed him to move forward. He is aware that he will not recover his previous life and interests but you have provided some light where previously he saw none. Thank you for your kind and considerate approach. My dad has nothing but praise for your help."

Carer, September 2012



St Luke's Hospital Team based at Derriford Hospital, Plymouth



St Luke's Multidisciplinary Community Team

Carer

"I spoke with you on the phone as I was worried about my partner and you phoned me on the Friday to ask how he was. Wow, you certainly got things moving after the blood test- thank you for taking over and getting him into hospital on the Monday. I just want you to know how grateful I am. He is still in hospital and doing much better with all the care and tests which have ended with him having a stent in his bladder. Without your prompt action I dare to think what would have happened.- Thank you so much- he needed 6 pints of blood, WOW. Bless you for all your love and care for us both."

Carer, November 2012

Other feedback

Stakeholder

"I was wondering if it would be possible to arrange to have a copy of your palliative care handbook sent out to me to improve my ability to manage palliative care patients in the community. It has come highly recommended by my colleagues."

GP, September 2012

"I would like to thank you and all the St. Luke's Facilitators who were very supportive to us. We gain a lot in Six Steps Programme."

Course participant, July 2012

Priorities for 2013-2014

We will continue to commit ourselves to the prioritisation of patient safety, clinical effectiveness and the enhancement of the patient and carer experience of our services. We will monitor the progress of the planned improvements through our Involvement, Clinical Review, Health and Safety, Senior Management and Board of Trustee groups.

We are pleased to recognise the award of monies from the DOH to improve the patient experience at our inpatient unit in Turnchapel. This redesign of our reception, bathrooms and chapel will enhance our service users experience whilst ensuring greater patient safety. Utilising new approaches to incorporate design addressing dementia and manual handling issues. This work will be carried out throughout 2013/14.

The following are our priorities for this coming year:

Patients Safety

1. We will prioritise benchmarking the percentage of falls and medical administration incidents with other regional hospices in order to identify learning and sharing best practice and comply with new legislation.
2. We will prioritise benchmarking the measuring and recording of pressure sores with other regional hospices in order to identify learning and sharing best practice and comply with new legislation.
3. We will reconfigure the patient bathrooms ensuring moving and handling facilities are improved but also improving the sensory experience if we can access funding.





Clinical Effectiveness

1. We will undertake a review of current practices by each clinical area utilising the “Productive Ward” series.
2. We will develop a RAG system covering all clinical areas in order to identify the appropriate staffing levels and skills mix.
3. We will implement the “Safe Needle” process in line with the European guidance.
4. We will trial nurse led clinics.

Patient/ Family Experience

1. We will further develop the process for interviewing patients and their carers about their experience of the service.
2. We will obtain patient and carer views on the use of different technologies in order to improve communication (eg. Video conferencing, Skype)
3. We will review the current documentation used by clinicians to identify what is used and how, in order to improve this area by rationalisation.
4. We will redesign our website enabling ease of access to our information for our service users.
5. We will improve our spiritual space.
6. We will work with other stakeholders on the Volunteering in Partnership Project increasing the use of volunteers in supporting our patients.

Chairman's Statement

Stuart Elford



"St Luke's Hospice Board of Trustees drives continuous improvement in the quality services provided by the Hospice through effective governance and strategic leadership. The program to improve our corporate governance arrangements has increased the effectiveness of the trustees involvement in many aspects of the work of St Luke's. A bold new vision for the Hospice will guide us as we continue the on-going journey to deliver the very best services to the community we serve.

The trustees continue to monitor the work of the Hospice through a series of provider visits to each department and location in which we operate. While the number of complaints we receive are few and far outweighed by plaudits and thanks, the trustees and the senior management team will not rest on their laurels. It is right and proper that patient safety is at the top of our list of priorities for the forthcoming year, which together with improved clinical effectiveness and a better patient/family journey will enhance the experience for all our service users.

As Chairman of the Board of Trustees of St Luke's Hospice I endorse this report and fully commit the Board to helping to achieve the key priorities for 2013-2014."

A handwritten signature in black ink, appearing to read 'Stuart Elford', with a horizontal line extending to the right.

Mr Stuart Elford

Chairman of the Board of Trustees, March 2013

"I miss my father so much and still to this day I have no idea how I go on without him - but I do. I love coming into the shop, it relieves me of such heartache even for just the short time I'm there. I'm surrounded by peace knowing that the shop is a place of understanding without saying, comfort without needing and sympathy without knowing. You mean so much to me St Luke's. Knowing you are doing so much for those who need you and wishing things were done so different when my dad left to be a star in the sky."

Daughter, Launceston Shop, December 2012

Caring for the people you love when they need us most...

...only with your help

Reception: 01752 401172

Fundraising: 01752 492626

www.stlukes-hospice.org.uk

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Working in
partnership
with

