

CARE AND COMPASSION MATTERS

OUR FIVE YEAR STRATEGY 2015-2020

Annual Report September 2016

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Our five year strategy, which was created in collaboration with patients, families, staff, volunteers and the general public, was launched in October 2015. We are delighted to report on the significant progress we have made towards realising our commitments at the end of year 1.

Participation and the diverse contribution of an increasing number of volunteers ensures that we remain person centred and involve our community in the development of our services.

Our teams across all services have engaged with the strategy and incorporated its vision and values into their day to day working practices. We have created working groups to support the implementation of the strategy, detailed action plans and reports to monitor progress.

We have achieved all planned activities for year one, with the exception of the appointment of an additional pharmacy technician. We now anticipate this will be realised by December 2016.

Thanks go to everyone involved for embracing change and actively participating in the delivery of our shared vision.

Care Matters

Achievements in Year 1

- ✓ Person Centred Care Research Project phase 1 nearing completion
- ✓ Nurse specialist service now available seven days a week
- ✓ Head of Supportive Care appointed
- ✓ Model of community service revised, including Community Occupational Therapy and Physiotherapy
- ✓ Specialist palliative care services across Lothian to be showcased at event for Integrated Joint Boards
- ✓ Consolidated partnership with Marie Curie Edinburgh
- ✓ 15 hours per week of existing registered nurse time now available for direct patient care as a result of Releasing Time To Care Projects (RTTC)
- ✓ Successfully implemented CrossCare electronic patient records across all clinical services (phase 1)

Priorities for Year 2

- Person Centred Care Research project phase 2
- Recruit additional nurse specialist to support care homes and continuing care units
- Develop indoor and outdoor therapeutic activities, in partnership with other voluntary organisations. Programme to include Tai Chi, symptom management classes, carer support and outdoor walking groups
- Review referral and triage processes to facilitate timely and equitable access to Hospice services
- Implement Art Strategy
- Commence Information and Support service within newly refurbished Hub
- Review all Hospice information to ensure accessible in audio, visual and culturally sensitive formats
- Patient Family Support service expansion, dependant on successful application for external funding
- Develop the roles of our volunteers in wards and clinical areas (RTTC)
- Commence marketing of revised Hospice services

Getting It Right Matters

Achievements in Year 1

- ✓ Hospice refurbishment now completed, driven by feedback and contributions from all who use and provide our services
- ✓ Participation now firmly embedded in service development and delivery, as commended by HIS
- ✓ Diversely skilled volunteers now supporting key services
- ✓ Hospice governance strengthened by review of risk management structure, establishment of clinical governance team, refined policies and reporting processes focussing on learning and improvement
- ✓ Organisation wide staff training in incident management, assessing and managing risk

Priorities for Year 2

- In collaboration with patients and families, review hospitality facilities and services
- Plan activities towards gaining Investors in People award
- Review current HR/ Payroll system and assess potential replacements
- In patient unit manager to increase presence on wards and earlier face to face meetings with new patients and their families to enhance their experience
- Maximise the use of CrossCare across clinical departments through audit and continuous improvement (phase 2)

Knowledge Matters

Achievements in Year 1

- ✓ Hospice MSc programme now integrated with Queen Margaret University's MSc Person Centred Care to ensure sustainability
- ✓ Delivered bespoke leadership programmes for existing and aspiring leaders
- ✓ Mandatory training programme reviewed and introduced e-learning for key topics
- ✓ Supported registered nursing staff in anticipation of introduction of Nurse & Midwifery Council revalidation
- ✓ New practice development facilitator post created, focusing on in patient unit service development
- ✓ Clinical supervision established for nursing teams
- ✓ Research strategy developed, research fellow appointed and Lothian research group established
- ✓ Fundraising internships and NHS secondment opportunities provided
- ✓ Participation in international mentorship project, developing Palliative Care nursing leaders in Uganda

Priorities for Year 2

- Hospice 40th anniversary conference
- Identify two separate weeks in the year when the Hospice will operate an open door policy, with set programme for local, national and international visitors
- Offer placements to pre registration physiotherapists from Queen Margaret University
- Programmes of core, HR and departmental inductions to be reviewed and integrated where appropriate
- Further develop reflective practice by formally adopting tool for use at end of every in patient unit shift
- Assess mandatory training requirements for volunteers, integrating where possible with staff training
- Appoint medical research fellow
- Support practice development across all Hospice teams including communication skills, dementia awareness and Releasing Time To Care initiatives

Money Matters

Achievements in Year 1

- ✓ Successful implementation of SAGE accounting system and CYBERTILL gift aid recovery system
- ✓ Shops portfolio reviewed, West End shop closed and new Dalry Road shop opened.
- ✓ New Hospice branding developed for consistent use across Hospice services, shops and events
- ✓ Management accountant and trust fundraiser appointed
- ✓ Tribute funds launched
- ✓ Utility providers contracts reviewed and new tariffs negotiated
- ✓ Application for Government money for use of solar panels successful and ongoing
- ✓ Successful sale of Granton Square storage facility

Priorities for Year 2

- Review and strengthen events portfolio and annual campaigns
- Continue to seek premises for additional shop in east of the city or East Lothian
- Calendar of activities including new events, campaigns and media activities during Hospice 40th anniversary year
- Scoping possibilities to increase the number of people who regularly donate to the Hospice

Community Matters

Achievements in Year 1

- ✓ Participated in Edinburgh's Doors Open Day, inviting members of the community in to Hospice building
- ✓ Participated in Dying Matters Week with Queen Margaret University
- ✓ Hospice lead for health promoting palliative care identified
- ✓ Formalised Volunteer Thank You event held, incorporating long service awards
- ✓ Inaugural Staff barbecue held, incorporating long service awards
- ✓ CEO led forums for staff and volunteers throughout the year to cascade strategy and significant initiatives
- ✓ Increased social media usage, including 221% increase in Twitter reach, Facebook reach increased by 22%.

Priorities for Year 2

- Development of patient and family experience group to support Hospice developments
- Creation of a detailed Community Fundraising plan
- Develop innovative staff awards, with focus on celebrating success
- Design and plan 'mass participation' fundraising event for delivery in Year 3

Impact - Don't just take our word for it!

To whom it may concern.

From the end of July and into August, of 2016, I spent two remarkable weeks in the care of a very dedicated, thoughtful staff at St. Columba's Hospice in Edinburgh. From the outset, on arrival, I was aware of a building dedicated to the comfort of all who would live and work there. The architecture of the new facility, the furnishings and general ambience told of thoughtful consideration of patients in various stages of serious illness, and also for those who care for them from highly trained professionals to those who give of their services in a volunteer capacity.

Most patients are in private rooms, with en suite facilities but for those who prefer to have company there are some rooms to accommodate them. I was in a single room overlooking the garden with toilet arrangements accessed from the room, a shower arranged in such a way as to give confidence to those unsteady in gait, as I was.

The staff, in my opinion and as a result of the care I received, was of the highest and I let it be known that one could not receive better care and attention in any private hospital with exorbitant costs to the patient. The many doctors I saw gave the impression that they had a lot of time for you, in the professional sense of their calling, yet their time was not wasted. They knew when to terminate a visit without giving offence, gave clear guidance re. medication, and listened to my concerns with courtesy and understanding.

Nurses gave the same thoughtful care and auxiliary nurses, in my opinion, never stepped beyond their remit but gave unstinting attention to what was required. I was very impressed.

Volunteers....quite a large band....came in unobtrusively, either to care for the flowers, sort out rubbish bags and freshen water, so necessary for all patients. Even the handyman who saw to the fire alarm switches at the end of the day, came in with a friendly smile, as did the daily cleaners with mops and dusters.

All in all, those who work in the care of the dying or those nearing the end of their lives, who have the opportunity to have a period of respite and their medication revised as I had for those two weeks, must be very dedicated people who have a calling into such work. They are to be highly commended and respected and I am happy to give them all the highest praise.

But there were other steps taken to help patients pass the time as happily as possible, from television in each room, to comfortable lounges....the one I had with a view of the Firth and a cruise ship in full view....to complementary therapies.

The second day after my arrival I was offered a jacuzzi which I accepted with alacrity! Was swished about to the sounds of a Beethoven Symphony, three large, white candles of varied heights on a shelf nearby and a vase with perfumed sticks to add to the pampering ambience. Later I had a session of reflexology, a head neck and shoulders' massage and a physiotherapist, twice, to help ease a painful, yet numb leg and foot. I also had visits from two chaplains and also from many friends.

St.Columba's Hospice certainly lives up to the word making the rounds, that the facilities, care and comfort-inducing building surpasses the expectations of people like myself who have experienced St Columba's first hand.