



QUALITY ACCOUNTS 2023 - 2024

Contents.



Statement from the CEO	3
About Us	4
Our Values	5
Summary of the Quality of our Services	6
Our Clinical Services	7
Statistics: Inpatient Unit, Hospice at Home & Caring Hands	8
Bereavement and Wellbeing Centre Services	9
Strategic Goals Progress (2023/24)	11
Strategic Objectives – 2023/24	12
Strategic Objectives – 2024/25	13
Quality Improvement	14
Quality Achievements in Medical Services	17
Information Governance	19
Collaborative Working	20
Patient Safety	21
Education and Training	24
Corporate Services	26
Volunteers	29
Compliments, Complaints & Concerns	32
Staff Wellbeing and Engagement	34



Statement from the CEO.

On behalf of the Board of Trustees, the Executive Team and the Extended Senior Management Team, I am delighted to present our Quality Accounts for 2023/24. This report highlights the accomplishments of this last year with the Hospice continuing to deliver and design services in response to the specific requirements of the community. Dr Kershaw's Hospice continually strives to enhance and develop the quality and responsiveness of our specialist palliative and end-of-life care services to our patients and their loved ones. This report provides an opportunity to celebrate our achievements and the success whilst navigating some very challenging economic times.

Dr Kershaw's is an independent hospice charity that delivers its specialist services to NHS patients in our local area, without charge. We are funded principally by the enormous generosity of the local population, supported by Greater Manchester Integrated Care System.

I commenced in post as the Hospice's Chief Executive on 1st April 2023 and I am extremely privileged to be part of this truly amazing Hospice. The recent innovations and service transformations from a fantastic team of staff and volunteers have been outstanding. All of this has contributed directly to the Hospice achievements, holding true our core values and progressing our vision. I would also like to thank the people who support us unwaveringly and with such generosity despite the difficulties we are all facing financially at the moment.

You are at the heart of everything we do!



Adele Doherty
Chief Executive Officer



About Us.



Dr Kershaw's Hospice provides free, specialist, end-of-life and palliative care for adults with life-limiting illnesses in Oldham and its surrounding areas in a peaceful and homely environment. The Hospice opened in 1989 following the conversion and development of a 1930s cottage hospital originally built with a legacy from Dr John Kershaw, a local GP.

The Hospice has a team of dedicated clinical staff including doctors, nurses, health care assistants and care givers who support patients in the Hospice's Inpatient Unit and Wellbeing Centre along with supporting patients in the community through their Hospice at Home service and Caring Hands, the Hospice's domiciliary service.

Our state-of-the-art Inpatient Unit (IPU) opened in February 2021. The new IPU provides modern en-suite patient facilities and in 2023/24 will be combined with beautifully transformed gardens and woodlands for the patients and their loved ones to enjoy.

As an independent Hospice and a registered charity (Charity No. 1105924), Dr Kershaw's Hospice receives less than one third of its funding from NHS Greater Manchester Integrated Care with the remaining £5.240 million annual budget coming from fundraising activities and donations.



Our Values

Our Core Value:

You are at the heart of everything we do!

Inclusiveness

We recognise, respect and embrace the diversity of our communities and will ensure and promote equality in all that we do.

Openness & Transparency

We promote and encourage an open culture across all our services and departments and encourage you to share your opinions and ideas with us.

Dignity & Respect

We will treat you with respect and uphold your privacy and dignity at all times.

Responsiveness

We will be responsive to your individual and changing needs and preferences and will be proactive in how we manage these within the wider health and social care system.

Compassion

We will treat you with compassion and be sensitive to your personal needs and wishes.

High Quality Care

We are dedicated to providing the highest quality, holistic care that delivers the very best outcomes for you.

Our Mission:

To add quality to the lives of people with life-limiting illnesses.



Summary of the Quality of Our Services.

Dr Kershaw's Hospice provides a wide range of highly specialised palliative and end-of-life of services tailored to those within the community living with life-limiting illness, along with their significant others. These include:

- Inpatient Unit (12 Beds)
- In Reach
- Step Down
- Hospice at Home
- Caring Hands
- Bereavement Support
- Counselling
- Wellbeing Centre
- Complementary Therapies
- 24-Hour Advice Line
- Medical Advice Line

The quality of our services is paramount to ensuring that we are delivering safe and effective care to all of our patients and their loved ones. We are regulated by the Care Quality Commission (CQC) and work closely with them to ensure that we are always meeting the high standards expected. Their standards are at the heart of the way the CQC regulate and they help us to make sure we focus on the things that matter to people.

The key domains that the CQC monitor are:

SAFE

EFFECTIVE

CARING

RESPONSIVE

WELL-LED

At Dr Kershaw's Hospice, to ensure that we are meeting the requirements set out by the CQC, we have several reporting and audit functions that are monitored by the Quality & Governance Team. These include a Quality Monitoring Calendar, Internal Key Performance Indicators, Audit Calendars and several modules on our internal database, Vantage, that allows us to report and monitor incidents, complaints, concerns, compliments, training, policies, audits and action plans.

Our Clinical Services.

We have three very well-established clinical services including the Inpatient Unit, the Hospice at Home service and the Caring Hands domiciliary care service. From September 2023, our 12 bedded Inpatient Unit has provided 8 beds for patients with palliative and end-of-life care needs, and 4 beds for our In Reach and Step Down assessed patients. The step-down and in-reach services are running as a pilot to support patient flow within our local acute Hospital setting. We are collecting data and feedback from service users and colleagues to support a review of the services, and a decision regarding their continuation following the pilot. The pilot is due to end in June 2024.

We have found the In Reach service instrumental in supporting the Hospital staff to identify patients in need of end-of-life care. Our Hospice nurse can assist with the seamless transfer of these patients, whilst also communicating the services and care offered at the Hospice to the patient and their loved ones.

Thus, managing patient and carer expectations and ensuring patients are cared for, in a calm and compassionate Hospice environment. The Step Down Service allows us to offer care for patients that are to be discharged to their home or to a care/nursing home safely with appropriate social support.

One of our Senior Nurses visits Royal Oldham Hospital every morning to establish whether there are any patients suitable for a hospice admission. If a patient is found to be appropriate, we can arrange for them to be admitted to the Hospice on the same day.

Our Medical Director devised a flow chart to establish how these services can run safely and in tandem with our usual offering within the Inpatient Unit. This was released to all clinical staff so that we can safely prioritise urgent admissions and offer extra services.

	Step Down
Number of Patients	21
Occupied Bed Days	422
Referral to Admission Time	2 days



Statistics: Inpatient Unit, Hospice at Home & Caring Hands.

In 2023/24, we have been able to continue providing excellent care across our core clinical services.

Inpatient Unit	2022/ 2023	2023 / 2024
Total Patients Cared for	195	222
Occupancy (%)	68%	74%
Average Length of Stay	10 days	12 days
Preferred Place of Death Met	99%	99%

Hospice at Home	2022 / 2023	2023 / 2024
Total Patients Cared for	265	257
Total Number of Visits	2,261	2,255
Hospital Admissions Avoided	575	504
Preferred Place of Death Met	99.5%	95%

Caring Hands	2021 / 2022	2023 / 2024
Total Patients Cared for	141	136
Total Number of Visits	7,792	7,622
Personal Health Budgets Completed	86	100
Preferred Place of Death Met	98%	93%

Medical Advice Line	2022 / 2023	2023 / 2024
Total Calls	196	343

Bereavement & Wellbeing Centre Services.

Dr Kershaw's Hospice Wellbeing Centre

Our Wellbeing Centre has undergone a period of extensive development in 2023-24, and now offers the following services:

Bereavement Support Service

During 2023-24 we have consolidated our Bereavement Support Service which is now a well-established, business as usual service. We offer support to all those whose loved ones have died in the care of our Hospice services. Support is stepped, varied and person-centered, and includes nurse-led check-ins, counsellor-led group support, 1-1 counselling and Wellbeing Walks.

Dementia Support Services

Our Dementia Hub, which launched in November 2022, has grown significantly in 2023-24 and become an important contributor of pre- and post-diagnostic dementia care in Oldham. In collaboration with Oldham Memory Assessment and Treatment Service, we offer access to specialist dementia and palliative care nursing teams without the need for an appointment or referral; access to peer and social support; and support with service navigation for those living with and impacted by dementia. We have developed close links with other local care providers such as Age UK Oldham, and are continuing to make links with other support services to contribute to the provision of joined-up, holistic care in the locality.

In October 2023, we started our Music in Mind group in collaboration with Manchester Camerata. This is a fully accessible group where we use music and movement as our vehicles of expression, designed to support communication, connection and wellbeing. In February 2024, we held 4 focus groups with unpaid carers of people living with dementia to learn how best to bolster their resilience and mental health; we are using these insights to design a Carer Support Group that commenced in March 2024.

The Nightbird Project

In 2023, we ran our pilot of The Nightbird Project, our creative wellbeing project to support people living with life-limiting illness. It was joyful and open, a space for community and creativity, and facilitated access to peer and professional support, as well as early access to hospice care for those who may go on to access our clinical services. We celebrated with an exhibition after our sessions ended in September 2023, which was attended by around 200 people over the course of a weekend, and documented the experiences and achievements of our participants in a book. The pilot year was a wonderful success, and we started our 2024 sessions in March, with financial support from The Albert Hunt Trust, Urban Green and The Rose of Lancaster.



Bereavement & Wellbeing Centre Services.

Counselling Services

We expanded our Counselling Services with the addition of a second counsellor, who will facilitate both group and 1-1 work.

Complementary Therapy Services

Our Complementary Therapist, along with a small team of brilliant volunteers, supports our Bereavement Support Service, our Dementia Support Services, and our other Wellbeing offers, as well as supporting patients and families on the IPU.

Men's Group

A counsellor-led group for men navigating serious ill health, providing opportunities to offer and receive peer and professional support and early, regular engagement with hospice care.

Social Group, Craft and Complementary Therapy Group

Monthly groups for anyone connected with the Hospice, providing space for social and peer support and supporting engagement between the Hospice and our community.

Bereavement & Wellbeing Centre Data	2023/2024
Bereavement Group Attendance	252 attendances
Number of Counselling Sessions	210 sessions
Counselling Session Total Duration	205 hours
Number of Emotional Support Sessions	77 sessions
Dementia Hub Attendance	1010 patient attendances 1021 carer attendances



Strategic Goals Progress - 2023/2024.

This last year there have been a number of strategic objectives achieved that have been set out in our 5 Year Strategic Plan.

FINANCE & RESOURCING

Introduce eBay sales of donated high-end goods to maximise income generation possibilities and to make best use of changing consumer needs and profiles.

GOVERNANCE

Demonstrate commitment to excellence of patient care by ensuring patient stories and patient experience are discussed at all meetings and forum.

Design a new communications strategy and supporting action plan that reflects best communication practice with all key internal and external stakeholders.

Support future Board resilience via review of Board recruitment, selection and development processes.

PATIENT SERVICES

Construct a new Inpatient Services building, and provide supporting infrastructure as agreed within approved proposals.

Review provision and effectiveness of physiotherapy provision across Hospice services.

Implement Electronic Prescribing & Medicines Administration (EPMA) within Inpatient Services.

Develop business case to support proposal for 7 day admissions to Hospice Inpatient Services.

WORKFORCE

Construct an organisational wide competency framework and skills matrix to support staff effectiveness and personal/organisational development.

Become a Centre of Excellence in end-of-life education and develop /implement an action plan to support this.

Design and deliver a Volunteer Development Programme.

Explore introduction of the Assistant Practitioner role within the Hospice.

Strategic Objectives - 2023/2024.

These strategic objectives have been discussed at the Strategic Governance Sub Committee with the Executive Team and Board of Trustees and are now recognised as obsolete due to the remodelling of services:-

STRATEGIC OBJECTIVES THAT ARE NOW OBSOLETE

Implement strategy to support cadre of RNs to complete training /undertake nonmedical prescribing (V300).

Introduce the role of Activity Co-ordinator into the Wellbeing Centre.

Introduce e-Holistic Needs Assessment (HNA) into the Wellbeing Centre.



Strategic Objectives - 2024/2025.

These strategic objectives are our focus for 2024/2025:-

FINANCE & RESOURCING

Develop a robust estates strategy with clear short and long-term goals and a supporting project schedule.

GOVERNANCE

Develop a clear action plan to support optimal IT use within Hospice and/or implementation of new technology to address identified needs.

PATIENT SERVICES

Develop external grounds and gardens – landscaping project.

Implementation of a complementary night sitting service.

COLLABORATIVE WORKING

Proactively seek initiatives to progress the quality agenda via innovation in the workplace.



Quality Improvement.

Quality Achievements in 2023/24

Vantage Improvements

Throughout 2023-24, several developments and improvements have been made including:

CQC Module

We have implemented a new CQC Module to store all of our evidence for each Quality Statement. A project to add all evidence has been completed and has been rolled out to the Senior Management Team to oversee, monitor and update statements that they are responsible for.

Log a Compliment

A Compliments Module has been added to Vantage to share compliments from external and internal sources. We have promoted this to staff to share compliments where colleagues have gone above and beyond. All compliments are sent to the Senior Management Team to share.

HR Module Improvements

The HR Module is already well established however, we have continued to make tweaks where necessary to improve the module.

- A Communications Log was added to enable the department to write in reminders or prompts.
- The appraisal reminder system was improved so senior staff that complete appraisals but are not the direct Line Manager are prompted but cannot see the full staff record.
- Core Policy monitoring has been passed to HR to oversee and the HR Module has been updated to track staff compliance.

Audit and Action Plans Module

The Audit and Action Plans Module has been improved to include Strategic Objectives and Risk Register action plans. The action plan element from these two modules has been removed and linked to the Audit and Action Plans Module. This has improved oversight of actions for all of the modules.

Trustee Dashboard

A Trustee Dashboard was introduced on Vantage to give the Trustees oversight of the organisations risk register, action plans, strategic objectives, policies and strategies and to monitor their own mandatory training.



**SEVERAL
IMPROVEMENTS
MADE TO
VANTAGE
THROUGHOUT
THE YEAR!**

Quality Achievements in 2023/24

Quality Assurance

The Quality Team has progressed a number of initiatives and developments throughout the year to provide quality assurance to our Executive Team, Extended Senior Management Team and Board of Trustees.

We have continued to further develop our already well-established Clinical Audit Calendar and Non-Clinical Audit Calendar and our HR and Volunteer Teams maintain their own audit calendars, following suit with their own calendars.

To monitor all of the audits that are completed throughout the Hospice we also update our Quality Monitoring Calendar that lists all of the audits, the responsible staff member and how frequently it is completed. This is also split into the five CQC domains to easily display to staff and any visitors how we are providing quality assurance across the domains.

The Hospice Assessment & Accreditation System Audit Tool (HAAS), a framework that incorporates key clinical indicators and the five standards set out by the Care Quality Commission (CQC) measuring the quality of care. In June 2023, this annual audit was carried out and we achieved a very impressive 100%. We have added this to our audit calendars and will complete annually.

At the Hospice we have a large number of policies to provide clear processes and guidance for our staff in every aspect of their roles. We ensure the core set of policies are always relevant and that all of our staff read and understood upon release and following updates via our Policy Roll-Out Scheme.

Internal Key Performance Indicators are well established by using national averages or averages of our own data. The document is regularly updated and displayed for all staff to see what is important and what we have managed to achieve.

The CEO launched a series of Vision and Values presentations for all staff Hospice-wide with the purpose of sharing the bigger picture of our incredible organisation and its direction for the future. With four Vision and Values presentations now complete, it has provided assured that staff are much more engaged and are now fully aware of the direction that the Hospice is going in.



**100% in
HAAS Audit**



**Policy Roll-
Out Scheme
developed**



**Vision and
Values
Presentations
launched**

Quality Achievements in 2023/24

Priorities in Quality for 2024/25.

The Quality Team are focused on delivering a number of improvements and developments across the organisation over the next year. These are to:

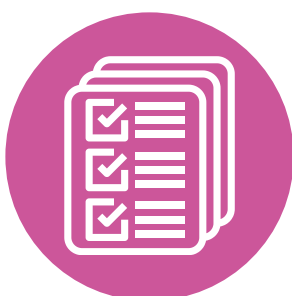
Further develop
the Quality Team

Develop an overarching Quality
and Governance Strategy

Develop electronic audits and
eliminate the use of paper-based
auditing

Develop a suite of Facilities
Management Modules on Vantage

Explore the use of dashboards on
Vantage for the whole organisation



Quality Achievements in Medical Services.

Research

In September 2023, Dr Kershaw's Hospice became a Research Hospice. This has been a long-term strategic aim and marks a milestone in the Hospice's history. We successfully enrolled in the CHELsea II trial, a large national multi-centre randomised controlled trial sponsored by the University of Surrey. The trial examines burdens

and benefits of hydration support ("drip") in the final days of someone's life.

In only 5 months, the Hospice recruited 14 participants for this important research project. We received praise from the University of Surrey for the quality of our research work and for our proactive recruitment efforts.

Additional Clinical Services

Dr Kershaw's Hospice worked closely with the NHS commissioning teams in Oldham to develop a range of additional clinical services that enhance patient choice, patient flow and utilisation of hospital beds. The Hospice received additional NHS monies for these services that have helped make the Hospice more financially sustainable. The additional services are:

In Reach: a dedicated nursing sister who liaises directly with the Royal Oldham Hospital's Emergency Department (A&E), Acute Medical Unit (AMU) and Integrated Discharge Team every weekday, by telephone and in person. This scheme has helped identify patients suitable for transfer to the Hospice and has even prevented some avoidable hospital admissions where patients were transferred straight from A&E to the Hospice.

Step Down : A number of Hospice beds were repurposed to accept patients from hospital who no longer need to be in hospital and who do not meet the Hospice's usual admission criteria. This helps with patient flow at the Royal Oldham Hospital: patients are discharged more quickly so that hospital bed capacity is utilised to its best potential.

The Hospice will then identify the best suited next place of care and provide proactive discharge support.

Virtual Ward: community palliative care remains nurse-led. More complex pain and symptom management patients are typically admitted to the Hospice Inpatient Unit so that they can receive intensive specialist medical input in order to achieve better symptom control. Not every person agrees to Hospice inpatient admission, though, for a variety of reasons. The Virtual Ward service provides similarly intensive medical input for patients who choose to remain at home. This has given patients more choice.

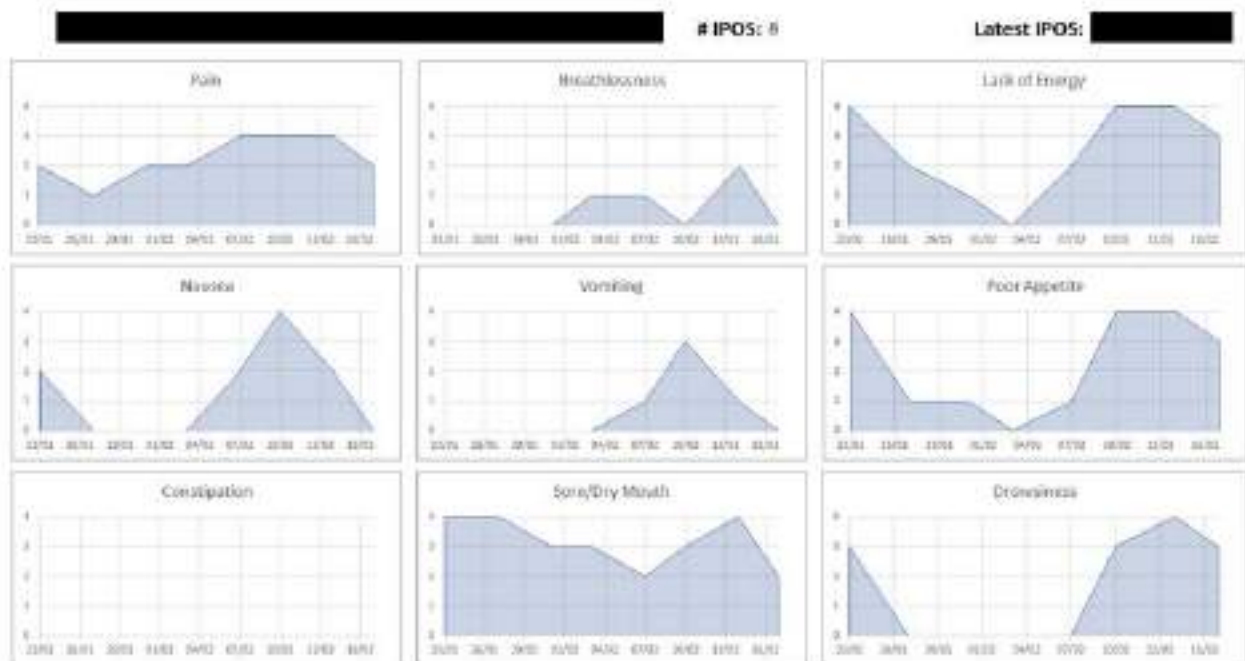


Electronic Prescribing and Medicines Administration (ePMA) System

Another strategic aim for the Hospice has been to modernise its prescribing and medicine administration system on the Inpatient Unit. Compared to the current paper-based system, ePMA will be more flexible and safer.

We explored and evaluated the available options carefully and have now decided to implement Ashton's Pharmacy's e-Works system.

This has been tried and tested by a number of other Greater Manchester hospices and has been very positively reviewed. We are currently in the final stages of preparation. Training on the new system will commence in early April and we are hoping to be live by late April 2024.



Information Governance.

During 2023/24, the Hospice has continued to develop the Information Governance programme and has made several developments.

In June 2023, we submitted our annual Data Security Protection Toolkit (DSPT) and met all of the mandatory requirements. We have continued to work towards securing a renewal of our Cyber Essentials certificate in collaboration with Foresight I.T. Services. This year we aimed to include the trading company and meet the enhanced requirements around 'bring your own device' requirements. Due to this extra commitment, we plan to submit our evidence for certification in 2024.

We have continued to collaborate with our specialist partners including our contracted Data Protection Officer, North West Cyber Resilience and Foresight I.T. Services.

In August 2023, our Data Protection Officer provided extra specified training to the Income Development Team around general data protection, data protection by design and how to manage the process with new suppliers.

In September 2023, North West Cyber Resilience completed a phishing campaign to support awareness amongst staff and to find any gaps in compliance. Of the 160 phishing emails sent, there was a 6.1% click rate.

Extra training has been provided to staff but overall, we are confident that staff are comfortable when dealing with attempted phishing attacks.

In January 2024, we renewed our contract with Foresight I.T. Services and due to the increasing work required to ensure robust cyber security, we increased the contract to include more proactive initiatives as well as continued reactive maintenance. Over the year, Foresight I.T. Services have become increasingly involved with information governance at the Hospice and send a representative to the Information Governance Sub Committee to report on developments and new projects.

The Chief Executive became the Senior Information Risk Owner (SIRO) and completed training in April 2023 along with the Clinical Data & Quality Manager. In January 2024, we strengthened the information governance workforce which led to a change of role for the Clinical Data & Quality Manager to Information Governance & Data Systems Lead.

In February 2024, in order to improve IT reliability and improved security systems, we embarked upon an IT Replacement Scheme to replace old IT equipment at the Hospice. The replacement project was a collaborative effort between the Information Governance & Data Systems Lead and Foresight I.T. Services



Collaborative Working.

Dr Kershaw's Hospice embraces collaborative working on a local, regional and national level, establishing widespread positive alliances with various organisations, key partners, significant stakeholders and the community we serve.

Several examples include:

The Hospice Chief Executive is the Programme Sponsor for 'The End of Life Partnership Board'

The Board has a key responsibility to improve the end-of-life pathway for the Borough of Oldham and ensure that services are delivered safe, are well managed and that there are clear lines of accountability for all parties

Provider of End-of-Life Education for other partner organisations

Active member within the GM Hospices Partnership Collaborative, including various sub committees

The Christies NHS Foundation Trust provides support to patients within our Wellbeing Centre, enabling patients to receive chemotherapy closer to home

Hospice UK Patient Safety Project

Oldham Memory Assessment Service



Patient Safety.

Infection Prevention & Control

We have several measures in place to support our commitment to excellent infection prevention and control including:

- Core mandatory training programme in place including Infection Prevention and Control, Hand Hygiene and Aseptic Non Touch Technique (ANTT)
- Weekly audits completed by the Director of Clinical Services
- Housekeeping Team have had additional training to reduce the risk of cross contamination
- Specialised cleaning products used in clinical areas
- Adequate resource of Personal Protective Equipment (PPE) available
- Close links with our Community Lead Infection Prevention Nurse
- Infection Prevention & Control Audit is part of the Clinical Audit Calendar
- Cleaning checklists in place and monitored for compliance
- Viro Cube (Ozone Gas) unit used to sterilise and decontaminate areas throughout the Hospice

Safeguarding

Dr Kershaw's Hospice are fully committed to safeguarding the welfare of all those we care for, our visitors and our staff. We recognise our responsibility to promote safe practice and to protect all from harm. We have measures in place to ensure we are able to handle safeguarding issues effectively:

- The Safeguarding Vulnerable Adults and Safeguarding Children Policies form part of our core policies that all staff must read
- All staff must complete periodic face-to-face training in Safeguarding Adults, Safeguarding Children and Prevent
- Our Nursing staff also complete Level 3 Safeguarding Adults and Safeguarding Children online
- Our volunteers are required to complete Safeguarding Training upon joining
- We have robust reporting mechanisms through our Incident Reporting Module
- We have several staff trained as Mental Health First Aiders
- The Safeguarding Audit is part of the Clinical Audit Calendar
- We have comprehensive recruitment practices in place
- Mandatory DBS (Disclosure & Barring) processes for all staff, trustees and volunteers including renewals
- Our Safeguarding Lead and Deputy Safeguarding Lead have attended Level 5 Safeguarding Adults and Children training
- Our Deputy Safeguarding Lead holds a seat on the Oldham Adult Safeguarding Board - Policy, Procedure & Workforce Development Subgroup



Incident Management

The Hospice has a comprehensive incident reporting mechanism communicated through policy, training and management feedback. All incidents are reported in a timely manner on our Incident Reporting Module.

They are thoroughly investigated to identify learning and the opportunity to implement any changes to practice to ensure the likelihood of re-occurrence is minimised.



Patient Safety Project & Care and Safety Evaluation.

We continue to participate in the Patient Safety Project ran by Hospice UK. It enables clinical benchmarking between hospices across the UK. The benchmarking data is discussed on a quarterly basis at our Clinical Governance Sub Committee and we use it to see how we compare to similar-sized hospices across the UK.

Daily safety huddles are undertaken to help to increase safety awareness amongst front-line staff and allow our Clinical Team to develop action plans to address identified safety issues and foster a culture of safety.



Education & Training.

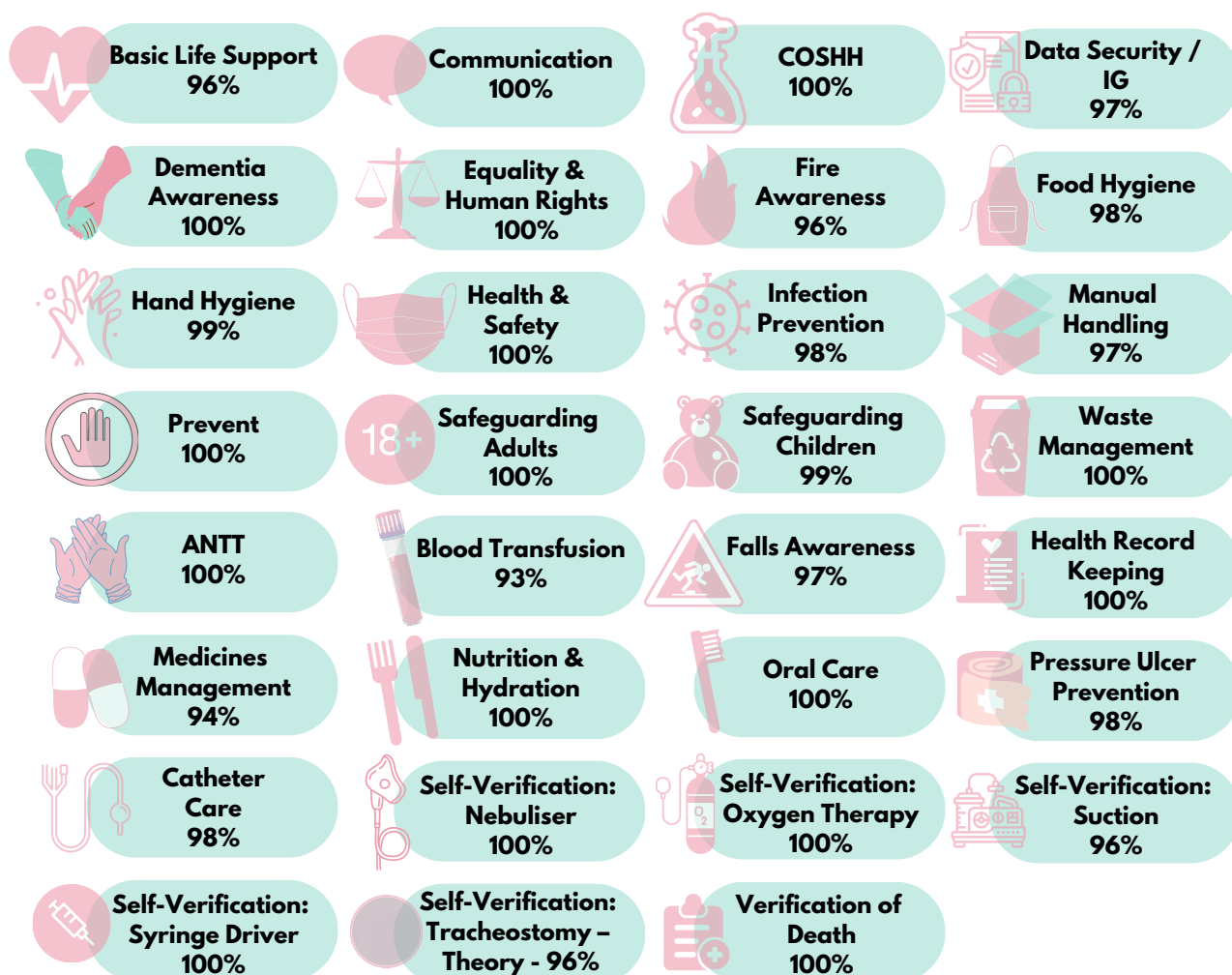
Mandatory Training

Mandatory training is delivered hospice-wide for both clinical and non-clinical staff. Sessions are delivered in a variety of formats including face-to-face, Microsoft Forms or e-Learning for health.

We also have a Focus of the Month to raise awareness of certain topics across the teams. They are mainly clinical subjects that require frequent refreshers to maintain awareness and ensure that staff maintain a good knowledge of evidence-based practice. These topics can be accessed throughout the year on an as required basis by staff.

In 2022, we were lucky enough to source Pip (Patient in Practice), our state-of-the-art simulation mannequin. The mannequin is utilised to deliver a wide range of formal clinical skills training, as well as ad-hoc clinical skills confidence-based training. The mannequin is used to support staff who may be uncertain of a particular skill or to assist in the explanation of skills to student nurses.

The mannequin is utilised in delivering external training to support our training prospectus.



External Training

Towards the end of the financial year, we finalised the Training Prospectus which contains a breakdown of all training offered at Dr Kershaw's Hospice. We offer a wide range of clinical and non-clinical training courses available both in-house and externally to other professionals.

One of our bespoke clinical training offers is designed for Trainee Nurse Associates (TNAs).

The TNAs attend the Hospice for a 2-day specialist training in End-of-Life and Palliative Care. We have also offered training to other services and teams such as Learning Disability Staff and Student Paramedics. The Specialist Palliative Care Nurses in the community have shown particular interest in the prospectus and plan to access the Nasogastric tube insertion training.



Nurse Champions

The Hospice promotes individuals' skills and interests further by allocating nurse champion roles. The nurse champions access additional training to give them more specialised expertise in their area of choice.

This ultimately empowers them to cascade their skills across the team and enhance patient experience.

Student Nurses & Trainee Nurse Associates

We have 2 identified Practice Education Leads, who are supported by the EoL Nurse Educator. Their role is to ensure students are allocated assessors/supervisors and facilitate their placement here at the Hospice.

We have a student notice board on the Inpatient Unit and accompanying welcome and information packs to provide students with the relevant information required to complete a placement with us.

Corporate Services.

Catering

Throughout 2023, the Catering Department has continued to find ways to develop the service, which has enhanced the overall experience for patients and their loved ones.

Café K received a generous makeover courtesy of City Engineering Services who redesigned the serving area, which has offered the Catering Team a spacious working environment and supported the opportunity to increase the number of volunteers to help meet service demand. The décor in Café K was also refreshed including new furnishings and flooring.

Café K has become a key function of the Hospice's Wellbeing service evidenced through the feedback received from service users who have expressed their enjoyment in visiting the Hospice not only to receive high quality care but the social aspect that the Café has offered in developing a supportive network for carers, patients and their loved ones and the many friendships that have been established in a compassionate and caring environment.

Initiatives have been implemented within the café including meal deal offers and a loyalty scheme, which have proved popular with our frequent visitors.

Continuous improvements in menu variety for the Inpatient Unit and Café have been made to ensure dietary preferences, restrictions, and cultural backgrounds are catered for and ensuring high quality nutritious food is always served.

Emergency preparedness and continuity plans have been reviewed and implemented to address potential disruptions to the service and enhance the resilience and reliability of catering arrangements. This was tested during 2023/24 due to a brief staffing shortage and enabled the continuity of the meal service to not be compromised.



Facilities Inc. Health & Safety

In 2023, the Facilities Department continued to be responsive with reactive maintenance. Over 800 work requisitions reported via the Facilities Helpdesk were all successfully resolved. In addition to the work requisitions the team have been proactive with the internal testing schedules that have been completed with any remedial action identified addressed promptly. Internal safety inspections have been routinely completed to also identify potential hazards and risks within the Hospice to ensure compliance with regulatory standards and best practices.

Servicing and inspections for all critical equipment and mechanical systems were completed by Hospice approved contracts throughout 2023/24 in line with the Hospice Planned Maintenance schedule to ensure the safety and operational efficiency of Hospice assets and conformance to regulation requirements.

A repeat RISKMap review was undertaken by PIB Risk Management (external Health & Safety approved specialist provider) in 2023. A structured and combinational method was used to understand the Hospice strategic and operation risk management processes and structures. The risk management action plan provided assurance that risk management controls, processes and procedures were working effectively with no high risks being reported. Additional retail health and safety audits and a fundraising review was included within the scope of work that had been developed through PIB for 2023/24.

In addition to a Facilities Helpdesk and Planned Maintenance further modules were successfully created and added to the Vantage database system including:

- Control of Contractors module – providing a centralised platform for storing, organising and managing information to allow the Facilities Department to maintain a comprehensive and up-to-date inventory of data, including contact information, certifications and insurance documentation.

- Asset Management module – to provide a comprehensive system to track, monitor, and manage all Hospice assets throughout their lifecycle and the critical information pertaining to them.

In November 2023, the Facilities Department welcomed a dedicated administrator to the team, which has enhanced internal and external communication links and the coordination of maintenance activities. This role will support the development of the facilities suite of modules on Vantage through the optimisation of information that will be captured and recorded to support a wide range of reporting functions for the department.

Significant progress has been made in the grounds of the Hospice following the appointment of two Gardeners who have revitalised the existing landscaping over a short space of time. The improvements made will support the next phase of landscaping due to commence in 2024/25

Business continuity table top exercises were held throughout 2023/24 with the Senior Management Team, which gave the opportunity to test and review emergency preparedness plans to ensure that all necessary resources and supplies are readily available. Supportive improvements were identified during the various crisis scenarios and procedures further refined to better prepare for unforeseen disruption to Hospice services and safeguard long-term sustainability, building confidence through practice and familiarity with the emergency plans in place.



Reception

Throughout the year, opportunities identified through a Reception Service Review were successfully implemented, optimising key Reception processes and procedures through the development of standard operating procedures to support the continuity of a professional and efficient front-of-house Reception Service.

The Reception Team have continued to strive to deliver an exceptional customer experience, making visitors to the Hospice feel welcome and valued.

In March 2024, the Hospice invested in an electronic signing in and out system for reception.

The system will add a range of benefits including:

- Increased efficiency in streamlining signing in and out processes for staff, volunteers, visitors and contractors.
- Security in protecting sensitive information and to facilitate compliance with regulatory requirements and standards related to visitor management and data privacy.
- Enhanced fire evacuation procedures by providing real-time monitoring to better protect the safety and wellbeing of all individuals present inside the Hospice at the time of an evacuation and ensuring everyone has safely left the Hospice building and accounted for.
- Offering a professional, modern and user-friendly experience for visitors to the Hospice.

Housekeeping

During 2023/24 a full review of the housekeeping cleaning schedules was completed, which has supported patient activity in both the Wellbeing Centre and Inpatient Unit. Cleaning frequencies have increased in clinical areas to meet demand, enhance infection prevention and control measures and stop outbreaks from occurring.

The Housekeeping Team have continued to provide a high-quality service ensuring safe standards of cleanliness to meet the needs and expectations of patients, staff/volunteers and visitors to the Hospice. This was positively reflected in the PLACE inspection conducted in 2023 where the Hospice environment was complimented for being 'exceptionally clean and well maintained' throughout.



Volunteers.

By 2025, we have three key objectives we want to achieve in the Volunteer Department.:

- Broaden our recruitment demographic, making volunteering more accessible to a wider range of people, including those seeking employment, younger people (16-21) and those still in work.
- Further integrate volunteers into their departments, through continuing to develop the role of Volunteer Leads.
- Develop more specialist roles, which add value to the Hospice and the experience of our patients.

This year we have focused on our commitment to further developments of already established and embedded processes in order to advance the key objectives. We have also given real focus to the engagement of our volunteers and the development of further specialist roles, particularly clinical roles.

Developments

The Volunteer Department have progressed some of the processes implemented in the last two years. Not only do we now have a robust core training programme for volunteers, but have a small catalogue of specialist topics which can be accessed on a voluntary basis.

In the past year, volunteers have been able to access even more face-to-face specialist training, including Music in Mind, Dementia Awareness, Basic Life Support and Cyber Resilience. Tool Box Talks have also been developed to ensure that volunteers can access the practical guidance and training they need in-situ, in a way that is both efficient and effective.

Following a successful implementation of Volunteer Leads within each department, we now have a Volunteer Lead Handbook which is available to all staff. It is hoped this will support employees to manage volunteers in a consistent way across the organisation. Vantage has also been improved to provide staff with access to volunteer training records, attendance records and relevant health and safety documentation.

To ensure the quality of each of these new developments, the volunteer audit calendar has been expanded and a new team member has been recruited to the Department.



Engagement

The recruitment of the Volunteer Engagement Assistant has been an incredibly positive addition to the team, resulting in the development of an engagement plan; identifying potential stakeholders and recruitment opportunities.

The new role has also allowed us to launch a fuller social calendar as a way to recognise and engage with volunteers. A successful grant application through the One Oldham Fund, has enabled Dr Kershaw's to create a provisional events calendar for 2024, with monthly activities for volunteers to benefit from.

In addition to rebranding all of our documentation to ensure it is more user friendly, we have also begun offering Welcome Sessions to newly recruited volunteers. The sessions provide an overview of our patient services and focus on how all volunteer roles in some way impact upon the excellent care our patients and their families receive.

Specialist Roles

Specialist roles have been a key area of focus in recent years as we broadened expectations of what volunteers can bring to the organisation.

We have created a number of supportive administrative roles in the Marketing Department which are now embedded into the team alongside an increased number of volunteer videographers.

The growth of the Wellbeing Centre and expansion of services on offer has meant the clinical volunteer roles in this department have also evolved, as has the training and recruitment requirements for these roles.

There is now a well-established volunteer team in place supporting across all Wellbeing Services.

The year has culminated in the launch of a Pilot Companion Scheme on the Inpatient Unit (IPU). Tailored training and induction has been delivered to ensure clinical standards have been communicated and expectations of the role are clear. We envisage this role adding real quality to the experience of patients in our care as the scheme grows over time.



Quality Assurance in Volunteering

Building upon the development of an annual spot check calendar the Volunteer Team have also created an audit calendar alongside the relevant audit tools. These implementations have helped us monitor volunteer opportunities across all departments and highlight new areas for improvement and/or development.

Being involved in the process of relaunching the Wellbeing Centre has allowed for the Team to recruit in a very targeted way, ensuring the Clinical Team have the support and skillset they require to be able to offer the best patient experience. We plan to build upon this success with the exploration of additional clinical volunteer roles over the next few years.

Volunteer Engagement

Engaging with volunteers in a variety of ways continues to be a priority, with regular retail visits scheduled, drop-in sessions offered and regularly sharing updates through newsletters, emails and texts. We have continued to schedule social media posts, promoted the variety of roles we have on offer and the real impact our volunteers are having on the lives of patients and their families. One of the highlights of the year has been the ability to relaunch a social calendar for our volunteers, with a Christmas Social, Volunteer Week Celebrations and a number of small coffee mornings.

In addition to ensuring we maintain a high level of training compliance through our robust renewal process we have also sought opportunities to offer

specialist training and development opportunities to our volunteers, e.g. Me and My Therapy Workshops, Deaf Awareness and Sign Language.

Despite the uncertainty of recent years, we are fortunate to have retained a large number of our volunteers and we are seeing an increase in applicants wanting to support us. In the last financial year 392 volunteers contributed 36,195 hours of their time making a cost saving of £374,967 to the Hospice. Without volunteer support there are a number of services we would struggle to continue to deliver and the pressures on our staff would increase significantly.

“

Volunteering gets me out into the community, allows me to meet a variety of people and gives a focus to life.

”



Compliments, Complaints & Concerns.

The process for collecting feedback from surveys continued to work effectively throughout the year and the new internal Complaints Module launched last year has worked well enabling staff to log and escalate concerns and complaints more effectively.

The ability we have now to keep track of actions, analyse trends and themes along with the ease of logging and escalating concerns or complaints has helped us continue to live our key values of both

responsiveness and openness and transparency along with ensuring we can update our Concerns & Complaints Annual Report with ease. Our ongoing commitment to responding to concerns and complaints is supported by regular reviews of this Policy as guidance to all staff.

This report can also be found on our website.

Concerns & Complaints Module

A new module was developed on the internal reporting system, Vantage, so that staff could log and escalate concerns and complaints more effectively. We are able to input actions that arise from concerns or complaints and also define what the lessons learnt were. As a result, we are able to effectively keep track of actions and analyse emerging themes and trends in complaints. The module has made it much easier to report on complaints as shown by the release of our first

Concerns & Complaints Annual Report for the attention of our Board of Trustees. This report can also be found on our website.

We reviewed and updated our Concerns & Complaints Policy to reflect the new process, to provide guidance on how to define a concern, informal or formal complaint. A flow chart was also embedded to provide guidance on how and who to escalate concerns and complaints to.

Patient Experience & Engagement Strategy

A Patient Experience & Engagement Strategy has been developed to ensure that we continue to improve how we receive and use feedback and how

we use digital innovations to allow further efficiency and improvements that we seek to make to engage our patients and service users.

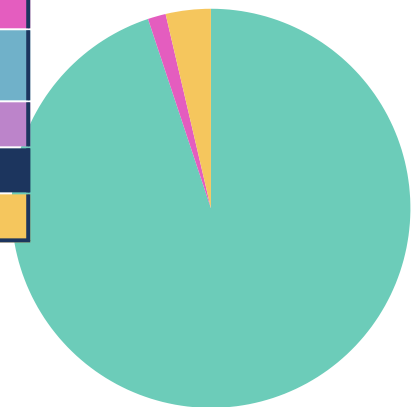


Friends and Family Test (FFT)

We have continued to participate in the Friends and Family Test by asking 'Overall, how was your experience of the service?' in our survey.

The results are always overwhelmingly positive but it has also generated some valuable feedback to enable us to improve our services.

Very Good	130
Good	2
Neither Good Nor Poor	0
Poor	0
Don't Know	0
Not Answered	5



Hospice at a Glance

We collect and showcase monthly data on our 'Hospice at a Glance' board in the Reception area, this includes occupancy data, patient safety data and a quote from one of the returned surveys.

We also have an area called 'You Said, We Did' to show how we are always using feedback to improve our services.

“

We are extremely grateful that you were able to look after our mum and look after her so well in her last few days.

”

“

The girls were a godsend and I was always welcomed by them and felt very relieved when they arrived. I don't know what I would have done without them. They gave me as my mothers carer the strength to carry on.

”

“

Caring Hands were very professional whilst remaining sympathetic to the needs of the patient and family. They knew exactly what needed to be done and just did it, giving us the feeling we were in capable hands and well looked after.

”

“

Again, I would like to send a heartfelt thank you! Your input meant I had time to care for myself and get respite.

”

Staff Well-being & Engagement.

Updates

Even more than ever with the cost-of-living crisis and increase in utility bills, understandably our focus on a healthy workforce, remains a top priority at the Hospice. Our commitment is to providing a working environment that supports the wellbeing of our staff, and we continue to look for new activities to suit all staff during our Wellbeing Weeks. In January, there were offers from Me & My Therapy, Breaking Boards and Dance and Movement as well as the ever-popular Complementary Therapy. Sessions run across the week at a variety of times to enable access for all staff.

Retraining is due to take place this coming year for our team of Mental Health First Aiders and the MHFA Bulletin provides support for our first aiders so that they can be there should they be needed for others.

Remaining in place across the Hospice are clinical supervision, staff surveys and Pinboard Bulletins (tips and techniques for general wellbeing.) We also continue to offer staff counselling sessions, a cycle to work scheme, a staff discount card, access to a staff food and toiletries pantry, membership of a discounted food shop, and the opportunity to enjoy a discounted meal from our Catering Team, or in the lovely Café K which has just had a fabulous re-fit thanks to one of our Corporate Volunteers.

Both our Wellbeing Strategy and Recruitment & Retention Strategy have been reviewed this year and are firmly embedded and in place across the Hospice.

We celebrated our first graduates from the 12-month People Management Development Programme, which ran monthly throughout the last year. Staff from across the Hospice developed their skills and shared ideas and new learning through a range of modules which also enabled them to get to know one another even better and growing stronger working relationships and understanding of each other's roles.

In 2023, "Snibbles" (staff meet and greets) continued to be a time for staff to take a breather and get together over a self-funded buffet lunch.

Our well-established quarterly Reflection Rounds also continued to support staff from all disciplines by enabling them to spend time reflecting on the emotional and social aspects of working in healthcare. A recent topic that we have discussed this year was 'When there are problems with Communication.'

A new Vantage Compliments Module has been launched to encourage staff across the Hospice to give a special mention, a kind word or some positive feedback to a colleague and this has already proved successful.

We also promoted a week for Random Acts of Kindness across the Hospice encouraging all staff to demonstrate how much they value their colleagues, in small but meaningful ways. We hope moving forward this will become a regular activity within our Wellbeing Toolkit each year.



Staff Survey.

The annual 'temperature check' was completed in May 2023 to get a better understanding of how staff were feeling and to listen to feedback on how to improve the working environment.

In May 2023, 26 non-clinical and 21 clinical staff members participated in the survey. There was an overall increase in responses when compared to the results in April 2022.

	April 2022	May 2023
I feel well-informed	100%	100%
I receive updates	100%	98%
I do not feel anxious at work	92%	85%
I feel emotionally supported	92%	94%
I feel safe at work	97%	98%
My manager is supportive	92%	98%
I have the resources needed to do my job	100%	100%





"I honestly didn't know places like Dr Kershaw's existed, the Hospice is amazing!"

A Patient's Family

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