

QUALITY ACCOUNTS 2024 - 2025



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Statement from the CEO.

On behalf of the Board of Trustees, the Executive Team and the Extended Senior Management Team, I am pleased to introduce Dr Kershaw's Hospice Quality Accounts for 2024/2025.

This report highlights the quality developments, initiatives and services that the Hospice delivered during the last year, which we hope assures you of the outstanding services, high-quality approach and excellent standards of patient care we continue to provide to meet the requirements of the local community.

Dr Kershaw's Hospice is an independent hospice charity that provides end-of-life and palliative care, with a clear vision and values that continuously drive improvements across all services. I have the privileged position of leading this organisation and am very proud of everything that we have achieved.

Thank you for taking the time to read our Quality Accounts.



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 our Hospice at Home service and Caring Hands, the Hospice's domiciliary service.

Our new state-of-the-art In-Patient Unit (IPU) opened in February 2021 and provides modern en-suite patient facilities combined with beautifully transformed gardens 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 £5.3 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.



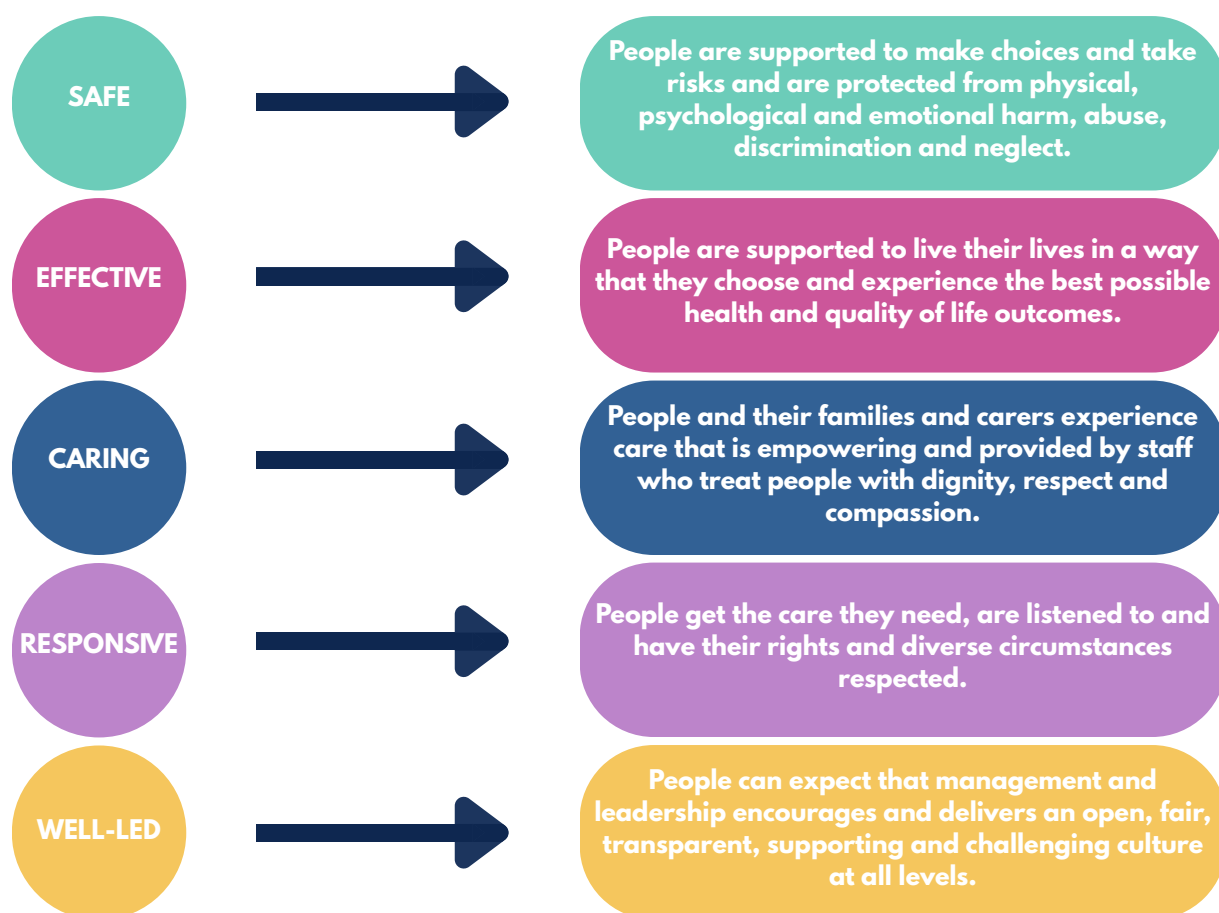
Summary of the Quality of Our Services.

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

The key domains that the CQC monitor are:



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 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 four very well-established clinical services including the Inpatient Unit, the Hospice at Home service, the Caring Hands domiciliary care service and the Wellbeing Centre.

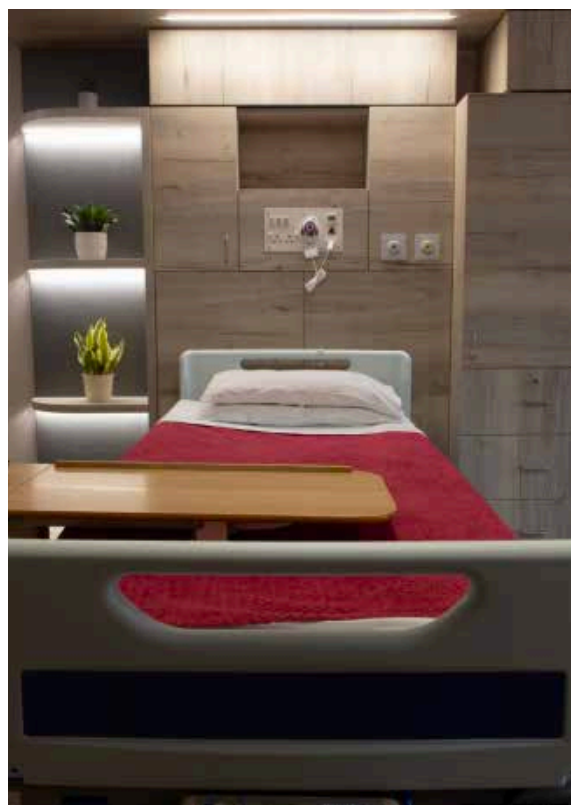
From September 2023 our 12 bedded Inpatient unit has provided 8 beds for patients with palliative and end-of-life care needs, and 4 beds for our In Reach and Step Down assessed patients.

The In Reach and Step Down services were run as a pilot initially to support patient flow within our local acute Hospital setting. Following the collection of data, feedback from service users and colleagues and a full review of the service the Hospice has continued to provide this service.

Inpatient Unit

On the Inpatient Unit, our dedicated team provide end-of-life care and can also assist with complex symptom management. Our medical and nursing staff are experienced in palliative medicine and are supported by a range of other hospice professionals, which provides a seamless service for patients across hospital, community and hospice boundaries.

Our staff link very closely with specialist nurses in hospitals and the community, allied health professionals, social workers, spiritual leaders and bereavement support workers. This multi-disciplinary approach allows the palliative care team to address the physical, emotional, spiritual and social concerns that arise with advanced illness.



Hospice at Home

Our Hospice at Home Nursing Team consists of experienced hospice nurses who visit patients in the last weeks of their lives, providing a flexible and responsive nursing service in the patient's own home.

The Hospice at Home service is available daily from 7am-9pm and is designed to work alongside, and in addition to, services provided by the Community Nursing Team, Home Care providers and Community Specialist Palliative Care Nurses.

Caring Hands

Caring Hands works alongside other services in the Community and Dr Kershaw's Hospice at Home Team, ensuring that patients receive excellent domiciliary care.

Our team of specially chosen and trained health care assistants visit patients in their own homes, to provide quality and individualised care that is flexible and responsive to the needs of the patient and their loved ones.



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

Inpatient Unit	2023/ 2024	2024 / 2025
Total Patients Cared for	222	267
Occupancy (%)	74%	84%
Average Length of Stay	12 days	13.7 days
Preferred Place of Death Met	99%	90%

Hospice at Home	2023 / 2024	2024 / 2025
Total Patients Cared for	257	247
Total Number of Visits	2,255	2,495
Hospital Admissions Avoided	504	683
Preferred Place of Death Met	95%	95%

Caring Hands	2023 / 2024	2024 / 2025
Total Patients Cared for	136	85
Total Number of Visits	7,622	6,581
Personal Health Budgets Completed	100	91
Preferred Place of Death Met	93%	97%

Medical Advice Line	2023 / 2024	2024 / 2025
Total Calls	343	268

	Step Down
Number of Patients	63
Occupied Bed Days	1,120
Senior Nursing Time	1,943 Hours

Bereavement & Wellbeing Centre Services.

Our Wellbeing Centre continued to serve the local community in 2024-25, offering the following services:

Bereavement Support Service

Our Bereavement Support Service 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-centred, and includes nurse-led check-ins, counsellor-led group support, 1-1 counselling and monthly Wellbeing Walks.

The Bereavement Team led a very successful workshop for non-clinical team members who regularly work alongside members of the public, to ensure the wider team is able to offer the same person-centred approach when discussing bereavement.

Dementia Support Services

Our Dementia Hub, which launched in November 2022, continued to grow in 2024-25 and became 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.



Music in Mind

Music in Mind was developed in collaboration with Manchester Camerata and is now a well-established group. This is a fully accessible group where we use music and movement as our vehicles of expression, designed to support communication, connection and wellbeing for those living with Dementia and their loved ones.

Carer Support Group

Our Carer Support Group is a counsellor facilitated group. The group commenced in March 2024 following input from unpaid carers of people living with dementia. The group was reviewed in October 2024 with the development of a more structured programme, with external speakers attending to share information to address practical issues and support the carers in navigating specific topics, including access to carer's Assessments.

The Nightbird Project

In 2024, we ran The Nightbird Project for a second year. This is a Creative Wellbeing initiative running from March-September specifically for people living with life-limiting illness. Each session explores a different artform alongside facilitated therapeutic discussion, and peer-lead support. Sessions are delivered collaboratively by a therapist and artist, and attends to the emotional and psychological impact of living with life-limiting illness. 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

In May 2024 we expanded our Counselling Services with the addition of a second counsellor. Our counsellors facilitate both group and 1-1 work, covering our Bereavement Support Service, our Dementia Support Services, as well as supporting patients and families on the IPU.

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

Our dedicated group for men navigating serious ill health provides opportunities to offer and receive peer and professional support and early, regular engagement with hospice care. The counsellor-led sessions have continued to be popular, seeing an increase in individuals engaging with the group, with a wider range of diagnosis and also a broader age of attendees.

Wellbeing Centre Patients	2024/25
Average Patient Attendance in Month	81
Total Number of Attendances	3,148
Wellbeing Centre Carers	2024/25
Average Carer Attendance in Month	67
Total Number of Attendances	2,473
Bereavement	2024/25
Total Counselling Sessions	276
Number of Attendances at Groups	298



Strategic Objective Progress.

2024/2025 marked the last year of our Strategic 5-Year Plan launched in 2020. During the 12-month period we successfully completed the remaining 3 Strategic Objectives in the plan.

We are incredibly pleased to have achieved 35 Strategic Objectives in total over the last 5 years.

FINANCE & RESOURCING

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

Alongside developing an estates strategy, we have created an asset register and implemented a schedule of cyclical maintenance.

GOVERNANCE

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

We have implemented an IT audit schedule, developed an IT Strategy and introduced a number of additional security measures.

PATIENT SERVICES

Develop external grounds and gardens – Landscaping project.

Several phases of landscaping have been completed and finances have been secured to further develop, with the addition of a modular build in the next financial year.



Strategic Goals - 2025/2026.

The new Strategic Plan focuses again on developing 5 key domains, but this time over a 3-year period. The Senior Management Team, in collaboration with the Board of Trustees have identified 11 Strategic Objectives which will be broken down into operational actions, and assigned to specific individuals and teams with a clear deadline. All Strategic Objectives have been assigned to a suitable Director and progress will be periodically reviewed in a relevant Steering Group.

FINANCE AND RESOURCING

Implement a robust retail strategy

Achieve long term financial sustainability

Improve Income Development streams

GOVERNANCE

Progress Hospice quality governance

Demonstrate a commitment to environmental sustainability

WORKFORCE

Maintain Hospice buildings and associated land to a safe and high standard

Develop optimal IT use at Hospice

COLLABORATIVE WORKING

Strengthen the Hospice's integration with diverse communities

Active participant within Greater Manchester Hospices Provider Collaborative

PATIENT SERVICES

Develop Clinical Services

Develop and maintain Patient Safety Incident Response Framework

Quality Improvement.

Quality Achievements in 2024/25

Following a successful business case, the Quality Team has welcomed a new Quality Lead to the Team, who will progress the Quality Improvements in the next Financial Year.

Investments have also been made in strengthening the Clinical Team. Following a review of the staffing structure on the Inpatient Unit the twilight period was identified as most requiring additional support. This resulted in a successful business case to introduce an additional shift pattern on the IPU.

The Hospice has also identified and implemented an additional Junior Sister role on the Inpatient Unit to ensure we can continue to offer high quality In Reach and Step Down services. These services have proved impactful because of the time staff can give to not only identifying suitable patients, but supporting with identifying care and support needs. In addition, the staff can support families to navigate the required paperwork to be able to access further services. This is only possible for us to maintain because we have invested in additional staffing to accommodate this service.

The Hospice has further strengthened its Board of Trustees this year after a successful Trustee Recruitment campaign. Five new trustees have brought with them a wealth of knowledge, which will complement the Hospice's areas of development.

The entire Hospice was proud to see our Director of Clinical Services receive a Queen's Nurse Award this year, recognising her commitment to ongoing learning, leadership and excellence in healthcare.

It had been identified that our online presence, on our website, did not adequately represent the high quality facilities and care we provide to the community. It is increasingly important to have a strong online presence and as a Hospice it was agreed that a new website should be a priority, as our community will increasingly seek information in a digital format. A significant investment has been made to ensure the new website meets the needs of our patients, their families, medical professionals and our supporters. Examples of new features on the website include the ability to translate to both Urdu and Bengali.



Quality Achievements in 2024/25

Quality Assurance

The Quality Team continues to provide assurance to our Executive Team, Extended Senior Management Team and Board of Trustees, through our well-established Clinical Audit Calendar, and a number of Non-Clinical Audit Calendars. Further developments have been made to the existing Health, Safety and Facilities Audit Calendar to monitor compliance of practices and procedures.

Developments have also been made to our catalogue of Vantage modules which will support the team to accurately monitor newly developed and existing KPI's. Particular focus has been given to the creation of a suite of Facilities Management Modules alongside the development of a Contracts and Purchase Order Module to support the Finance Team.

To monitor all of the audits that are completed throughout the Hospice we regularly update our Quality Monitoring Calendar, to reflect the responsible staff member, the required frequency and the relevant CQC domain. All completed audits are retained on the audit and action plan module on Vantage and attached to a relevant action plan where required.

The Quality Team has also developed a new calendar of audits for a number of non-clinical teams, to ensure the Hospice is achieving a high-quality service consistently across the wider organisation to mirror our Clinical Services. The team have worked alongside the Information Governance and Data Systems Lead to create role specific dashboards on our Vantage system to ensure actions, responsibilities and priorities are more easily accessible to staff.

The 2023-24 mock CQC inspection while positive identified a number of areas of improvement for the Hospice, which the Senior Management Team tackled through designated action plans. The result of which was apparent in a much improved mock CQC inspection this year.

A small selection of comments from the latest Mock CQC inspection:

- Staff have protected time for learning and development
- Where concerns are raised it is clear that 'Lessons Learnt' are always identified
- There is evidence of regular discussions around quality of service in Senior Management Team Meetings and in Steering Groups.
- Weekly Clinical Audits were found to be robust

Following a productive PLACE audit last year, a Wellbeing Centre service user was identified to assist with this year's PLACE audit. A number of actions were identified and have been actioned by our Clinical, Facilities and Quality Teams.

After the success of our first Hospice Assessment and Accreditation System (HAAS) audit we repeated the audit in June 2024, achieving an impressive 99%. We will continue to complete the audit annually as part of our Quality Monitoring Calendar.

The Hospice Business Strategy has been produced to transition the Hospice Team into the next 3-year Strategic Plan, following the completion of the previous 5-year plan.

**99% in
HAAS Audit**

**Non-clinical
audits
launched**

**3-year
Business
Strategy
launched**

Priorities in Quality for 2025/26

The Quality Team has identified a number of developments which will be focused on across the organisation in the next year, in line with our Strategic Objectives.

These are to:

Begin developing a Quality Improvement strategy

Further develop our Incident Reporting Module

Raise awareness of the Hospice within diverse communities / communities we don't currently reach

Further develop our Audit and Action Plan module to support the growth in the audit schedule

Maintain the accuracy of our CQC module and add further evidence.



Quality Achievements in Medical Services.

Research

Dr Kershaw's Hospice has successfully completed its participation in the CHELsea II trial. We recruited our target number of 20 participants to this large multi-center randomised controlled trial, examining the potential burdens and benefits of hydration support ("drip" treatment) in the final days of life.

Our Hospice received much praise from the trials team for its efficient recruitment and high-quality data collection. The trial results are expected to be

published in late 2025 or early 2026 and should provide new evidence that helps us care in the best possible way for people in the final days of their lives.

Many thanks to all the doctors and nurses involved in successfully contributing to this trial! It has put Dr Kershaw's Hospice firmly on the map of research hospices. We will be looking out for suitable opportunities to be involved in other research projects in the future.

Additional Clinical Services

In collaboration with our locality commissioning team, we have continued to support the Royal Oldham Hospital with a service that helps avoid preventable admissions to hospital and facilitate earlier discharge where appropriate. In 2024/25, we continued to offer a number of Hospice beds to "stepdown" patients from the hospital: patients who no longer need hospital treatment and who would not usually be eligible for Hospice admission. The Hospice will then identify the best suited next place of care and provide proactive discharge support.

We also liaise with the Royal Oldham Hospital's A&E every morning to identify patients in the department who would be better suited for admission to Dr Kershaw's Hospice than the hospital. Those patients that we identified gained prompt access to hospice care as opposed to the delay that an interim admission to the hospital would have caused, with all parties involved benefitting from this arrangement.

The In Reach service has been instrumental in supporting the Hospital staff to identify patients in

need of end-of-life care. Our Hospice nurse continues to 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.

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.

We were delighted to secure funding for another year April 24 – March 25, and consider the In Reach and Step Down services as well established and an integral component in managing patient flow, ensuring that patients are cared for appropriately in a more conducive environment, and that patients and their loved ones are supported with discharge plans. These innovative services will continue into 2025/26.

Electronic Prescribing and Medicines Administration (ePMA) System

We successfully launched our Electronic Prescribing and Medicines Administration system in May 2024. It has been in use on our Inpatient Unit for almost a year now, with very positive outcomes:

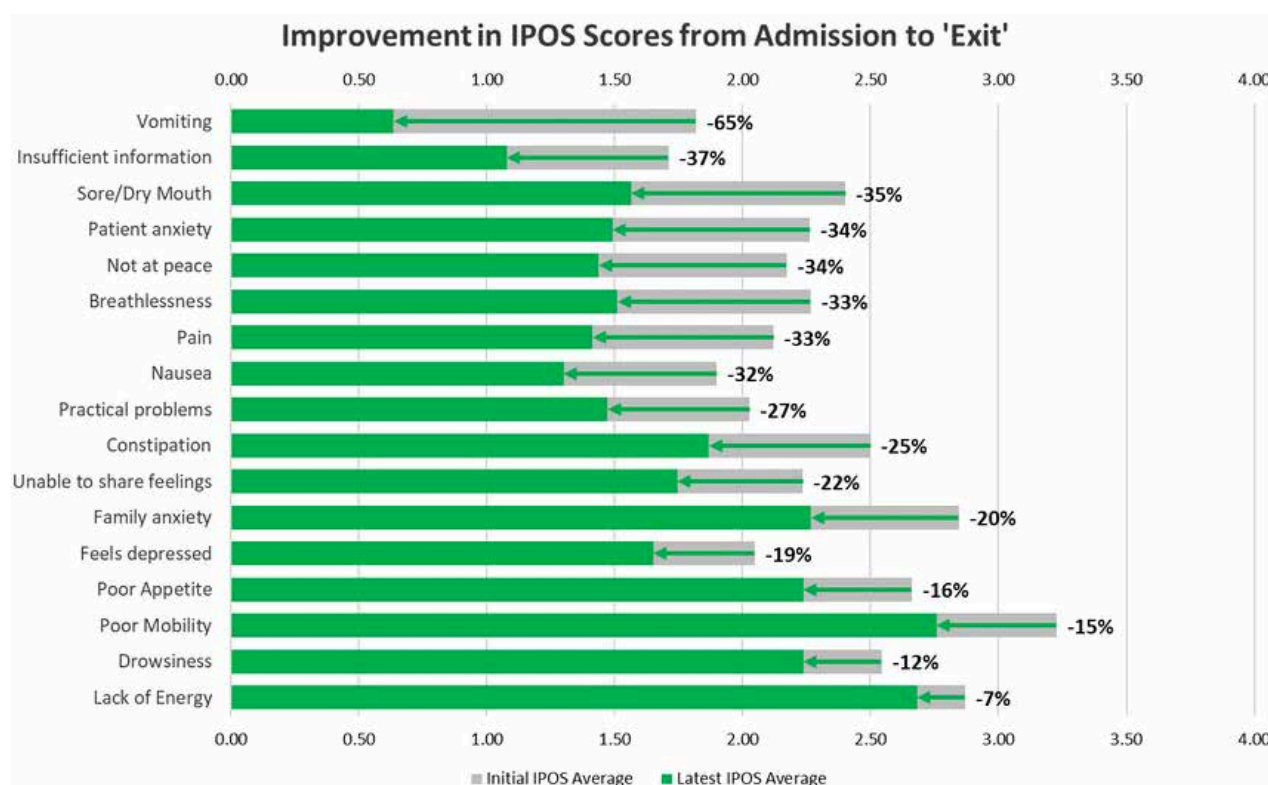
Prescribing safety has improved and the risk of medication errors is reduced. Our senior doctor on-call is able to access the system remotely and review and adjust prescriptions as required. It makes the service more efficient and more responsive. Record keeping has improved. And by using less paper, we are also helping environmental sustainability.

IPOS

We continue to collect impact data on the Inpatient Unit to assess how effective our service is. This is self-reported by the patient and tells us how much a particular issue affects their quality of life.

Some examples:

- An admission to the Dr Kershaw's Hospice Inpatient Unit reduces how much people suffer with vomiting by an average of 65%.
- As a result of being admitted to the Dr Kershaw's Hospice Inpatient Unit, patients with pain report a 33% reduction in its impact on their quality of life.
- Anxiety symptoms are reduced by one third when people are admitted to the Dr Kershaw's Inpatient Unit.



Medical Training

Every year, the Medical Team at Dr Kershaw's Hospice provides training in palliative and end-of-life medicine for up to 13 doctors in the early stages of their career.

They are either Foundation doctors in their second year post graduation or GP trainees. The skills and knowledge they acquire at Dr Kershaw's Hospice are pertinent to virtually all medical career pathways and some even decide to pursue a career in palliative medicine itself.

One of these former doctors is Dr Nicole Bramhall who was a Foundation Doctor at Dr Kershaw's Hospice in 2017/18. Even at this early stage in her career, it was evident what a capable and committed doctor she is. At the time, she was planning to become a Consultant in General Internal Medicine. After her placement at the Hospice, she changed her career plans and went into specialist training in Palliative Medicine.

Dr Bramhall is now a Consultant in Palliative Medicine in Wigan. She stayed in touch with us here at Dr Kershaw's Hospice and she sent us a wonderful testimonial...



Congratulations, Nicole, on your Consultant post!

It is great to have you as a colleague in the Greater Manchester area!

Information Governance & Technical Advancements.

Information Governance

During 2024/25, the Hospice has continued to develop and improve Information Governance policies and procedures. We met the mandatory conditions set out in the Data Security & Protection Toolkit (DSPT) and expanded the scope of our Cyber Essentials accreditation to include our retail arm.

The Hospice continued its partnership with North West Cyber Resilience who run phishing simulations to detect training needs and to keep staff vigilant in their detection of phishing e-mails.

We continued to work through the Information Governance and IT Audit Calendar and as a result made improvements throughout the Hospice. We introduced mobile device management to monitor, secure and manage Hospice-owned mobile devices and all laptops were audited to ensure they were encrypted.

Business Continuity remained an area of focus over the last year. We have improved our IT resilience for our clinical data systems by installing a new 4G router in the Inpatient Unit to connect to should the dedicated HSCN broadband line fail. A Business Continuity Guide has been developed and tested by staff members and is now embedded.

Vantage continues to be utilised to improve organisational processes. A 'Record of Processing Activities and Data Flow Map' module was created to keep track of processes that involve processing personal identifiable data. An Asset Module was also developed, primarily to be utilised by the Facilities Team. However, we have also moved the IT Asset Register, formerly on a spreadsheet, to Vantage. This has improved efficiency and oversight of the IT equipment.

Technical Advancements

The Hospice renewed its contract with Foresight I.T. Services to continue supporting the Hospice with general IT support and more specialist project management and cyber security. The extra support allowed the Hospice to work on more strategic IT-led projects that are listed above which helped to improve data security.

Foresight also worked on two big projects over the last year, the on-premises server was replaced and a new firewall was installed so that we could benefit from two broadband lines.

The server was replaced after it had surpassed its expected lifespan and was assessed as being no

longer fit for purpose. The new server has improved storage capabilities and efficiency throughout the Hospice.

In January 2025, a new broadband line and firewall was installed to improve internet speed at the Hospice. Before this time, all Hospice internet traffic went down one broadband line. The split has allowed us to divert clinical and non-clinical traffic down different lines to drastically improve speeds. Foresight also supported with the development of the new 3 Year Digital and IT Strategic Plan. This will allow the Hospice to track its IT achievements easier and sets out a clear plan for the next 3 years.

Collaborative Working.

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

Examples include:

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

Continue to be an active member within the GM Hospices Partnership Collaborative. This year our CEO and Director of Clinical Services attended Parliament to lobby for better funding for Hospices

We house Christies Closer to Home and Macmillan 1 to 1 within our Wellbeing Centre

Participate in the Hospice UK Patient Safety Project

Contribute to Hospice UK's Financial Benchmarking Network

The Dementia Hub brings together Oldham Memory Assessment Service and other local organisations

Held discussions with colleagues at The Fatima Women's Association, hosting a visit to our Dementia Hub, prior to the launch of the South Asian Hub

Participate in the Hospice UK Legacy Campaign 'This is Hospice Care'



Patient Safety.

Infection Prevention and Control

We have a number of 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) and monitored for compliance
- Weekly audits completed by the Director of Clinical Services and Senior Sisters
- Housekeeping Team have training to reduce the risk of cross contamination
- Specialised cleaning products are used in clinical areas
- Adequate resources of Personal Protective Equipment (PPE) are available
- Maintain close links with our Community Lead Infection Prevention Nurse
- Identified Infection Prevention Lead
- Infection Prevention and Control Audit is part of the Clinical Audit Calendar
- Cleaning Checklists are in place and monitored for compliance
- Viro Cube (Ozone Gas) unit routinely 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 which are regularly reviewed and that all staff are required to 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 and complete a refresher every 2 years
- We have robust reporting mechanisms through our Incident Reporting Module
- We have increased the number of staff trained as Mental Health First Aiders within the organisation
- The Safeguarding Audit is part of the Clinical Audit Calendar
- We have comprehensive recruitment practices in place for all staff, trustees and volunteers including renewals
- Mandatory DBS (Disclosure & Barring) processes for all staff, trustees and Hospice-based 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 process communicated through policy, training and management feedback. All incidents are reported in a timely manner on our Incident Reporting Module and assigned to a suitable investigator.

They are thoroughly investigated to identify any learning outcomes, changes are then implemented through action plans and reflection to ensure the likelihood of re-occurrence is minimised.

All incidents logged are then discussed at the next meeting of the relevant Steering Group to ensure full transparency.

Incident reporting is encouraged, and reflection documents are routinely completed by staff where it is felt to be beneficial to learning. Feedback to staff is routinely given and incident reporting is seen as a learning opportunity across the organisation.

Patient Safety Project & Care and Safety Evaluation

We continue to participate in the Patient Safety Project run by Hospice UK, which enables clinical benchmarking between hospices across the UK. The benchmarking data is discussed on a quarterly basis at our Clinical Governance Steering Group and we use it to see how we compare to similar size hospices across the UK.

Care and Safety Evaluation is a way in which the

Clinical Teams scrutinise their own clinical practice, share any safety concerns and promote high quality care across the team on a daily basis.

The daily safety huddles which are undertaken 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.



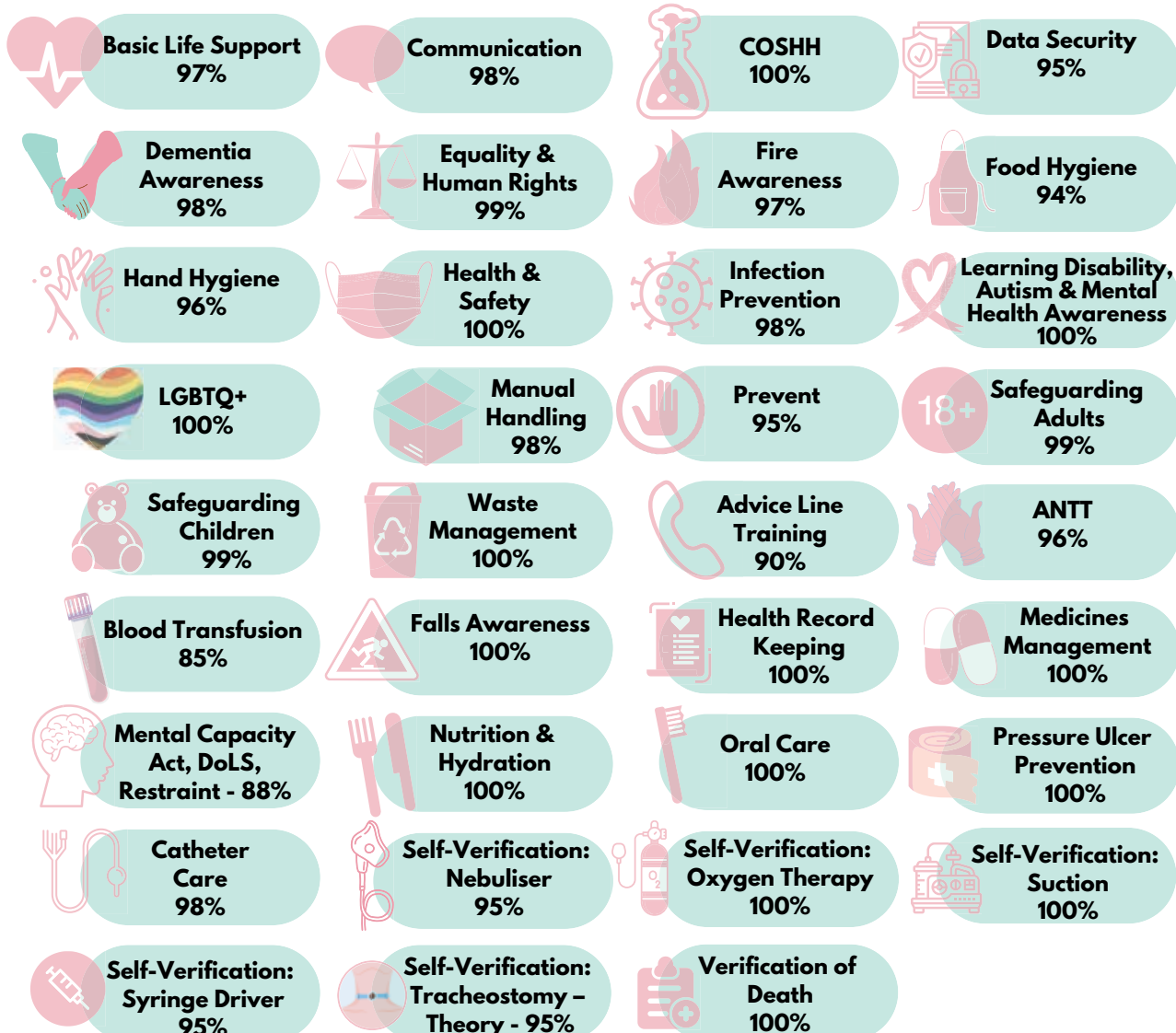
Education & Training.

Mandatory Training

Mandatory training is delivered hospice-wide for both clinical and non-clinical staff. Sessions are delivered in various formats including face-to-face sessions, Microsoft Forms online learning and E-Learning for Health Modules. We have added sessions to our training portfolio this year, including Prevention of Sexual Harassment and also Medicine Calculations

We run a Focus of the Month topic, which aims to raise awareness of selected topics. Primarily these will be clinical subjects, that require frequent refreshers in order for staff to maintain their awareness and a good knowledge of evidence-based practice.

After successfully receiving a grant we have started work on the development of our clinical-skill training suite, based on the IPU. This will facilitate clinical training in the clinical environment allowing scenario training to occur more frequently and be more accessible to the clinical team. The grant will allow the purchase of a specialised resuscitation trolley, a pressure ulcer identification mannequin and an interactive whiteboard to equip and enhance the training space. This is a much needed addition to our training offer, which has been evident from the successful introduction of our state-of-the-art simulation mannequin, to support clinical learning and assist in the training of student nurses.



External Training

We continue to promote our Training Prospectus externally; offering a wide range of both clinically focused and non-clinical training courses. The hospice provided both Nasogastric tube insertion training and Respiratory Training to local medical professionals, who have fed back that they will be

recommending the training to their community colleagues.

The designated training space at the Hospice, The Learning Hub, has been updated with improved technology to provide better quality of training and ease of use for those providing the training.

Champions

The Hospice promotes individuals' skills and interests by allocating nurse champion roles. The nurse champions access additional training to give them more specialised expertise in their area of choice. This in turn empowers them to cascade their skills on to colleagues and enhance the patient experience.

This year we have expanded these roles to the non-clinical teams. The previous role of Equality, Diversity and Inclusion Champion has been split

into 2 champions, one clinical and one non-clinical, in addition to a number of identified representatives across various departments.

HR have identified and trained a much larger number of Mental Health First Aiders, to bolster the offer to the workforce. Individuals have also been identified and trained to act as Companions should anyone require colleague support at a formal meeting

Student Nurses & Trainee Nurse Associates

We continue to facilitate placements for student nurses at the hospice, providing supervision and learning. We have 2 identified Practice Education Leads, who are supported by the End of Life Nurse Educator. Their role is to ensure students are allocated assessors/supervisors and facilitate their placement here at the Hospice. We provide students with a thorough welcome pack to ensure

they have a warm welcome and all the information they will need during their placement.

It is hoped the Hospice will be able to facilitate a small number of T-Level placements in the near future and is in discussions with a local education provider.



Corporate Services.

Catering

The team continue to make improvements to menus, taking on board feedback from patients and visitors. With the development of our new café, proving more work space, we are also now able to offer fresh, nutritious smoothies and have launched a Take Away menu.

Patient diet sheets have been revised and the process upon admission improved to ensure Catering are informed of patient choices and

dietary requirements at the earliest opportunity.

The Hospice has invested in catering equipment to ensure we continue to offer high quality catering options and that our team have the resources they need to do this consistently. Our new breakfast trolley means that breakfast options can be delivered directly to patients and can be prepared at each patient's room.

QUALITY OF MEALS PROVIDED

Average Score: 4.8/5

FOOD OPTIONS AVAILABLE THAT CATERED TO YOURS OR OUR PATIENT'S DIETARY REQUIREMENTS

Average Score: 4.8/5

ACCESS TO FOOD OTHER THAN AT SET MEAL TIMES

Average Score: 4.5/5



Facilities and Health & Safety

The Facilities Department have made a number of quality improvements this year, supported by the development of new Vantage Modules, and a more robust Audit Calendar. The department have completed a full internal asset register, which will allow the team to plan ahead for the replacement of items, and ensure assets are not being used beyond their lifespan. The new Cyclical Maintenance Schedule links in with the Asset Register to ensure suitable internal and external maintenance happens in a timely manner, reducing the need to replace assets unnecessarily and reducing the risk of faults and failures. A consistent approach to Fleet Management has also been rolled out across all vehicles, to guarantee they are in excellent condition and all drivers are provided with consistent and accurate information should they experience any difficulties during their working day.

The team have dedicated a significant amount of time to enhancing Fire Safety practices at the Hospice and supporting staff members in the wider team to fully understand their roles in Fire Safety.

Having obtained a Conditional Survey report the team have now prioritised and mapped out the workload and required financial resources over a 10 year period, allowing the team to work more proactively, and less reactively.

Much of the year has been focused upon continued landscaping work, in partnership with Urban Green. The Hospice is currently awaiting planning permission for a modular build which will increase the footprint of our Wellbeing Centre and mean that additional sessions can be introduced, without impacting our existing offer. The landscaping has been thoroughly considered with input from the clinical team, to ensure it adds to the experience of those on the IPU, Wellbeing Centre users, and visitors, but also can be utilised for events. Particular time has been spent ensuring the gardens will be dementia friendly.

This year we were delighted to have our gardens recognised by North West in Bloom, being awarded a 'Level 5 – Outstanding' by judges from the prestigious Royal Horticultural Society.



Reception

This year we have fully implemented the use of an electronic signing in system at the Hospice for all staff, volunteers, trustees and visitors. The checking out process now allows us to gain feedback from visitors as they exit the building, through an additional feature.

Being heavily supported by volunteers, a request was made for additional training in handling difficult conversations and supporting emotional families. This training course has now been run on

several occasions and the feedback has been incredibly positive. Our Reception volunteers feeling more confident and well-equipped to support visitors will undoubtedly mean a more supportive and positive experience for visitors to the Hospice.

All Reception Standard Operating Procedures have been updated this year and cascaded to the team, to ensure a consistent experience for all visitors to the Hospice.

Housekeeping

We pride ourselves on our high standards of cleanliness, which is reflected in our annual Housekeeping audit. We consistently get great feedback on our facilities from patients and families.

This year we have made progress developing a

Housekeeping Vantage Module which will digitalise the Housekeeping checklists.

Preparation has also taken place for the implementation of Simpler Recycling Legislation, ensuring we are able to segregate our waste at source.

“

The Hospice was always clean and tidy and everyone had a great manner about them.

”

“

The Inpatient Unit was spotlessly clean.

”



Volunteers.

This year the Volunteer Department have been embedding the changes implemented as part of the previous Strategic Objective to design and implement a volunteer development plan. The department has continued to grow in number with 423 volunteers now being on the team.

Across the financial year the Hospice was incredibly lucky to have the support of 404 individuals, who contributed a total of 39,947 hours of their time to Dr Kershaw's. This equates to a staff cost saving of £539,812.30 across the organisation.

404
volunteers
in 24-25

39,947
volunteer
hours

£539,812
staff cost
saving

Improvements

This year the Volunteer Department obtained a local grant, which meant they were able to design and deliver a calendar of wellbeing and social events for members of the volunteer team. The feedback has been so positive that this has now been absorbed into the volunteer offer moving forward. The grant money was used to purchase

resources for craft sessions, and wellbeing books and activities, which were very well received. As an extension of our workforce, investing in the wellbeing of our volunteers has increasingly been a priority but this funding meant the plan could be implemented on a larger scale.

In our most recent Volunteer Satisfaction Survey we asked volunteers to answer the following question...

I feel that volunteering contributes positively to my mental health.

1

2

3

4

5

6

7

8

9

10

Average rating of 9.6/10



Specialist Roles/Placements

A number of specialist roles have been developed this year to support the wider Hospice Team. Dr Kershaw's have expanded the number of placements on offer to students from local

colleges. In addition to Health and Social Care placements the Hospice has been able to explore a placement for a student studying AAT Level 3 and expand the number of Student Counsellors completing placement.

Quality Assurance

A number of improvements have been made to the Volunteer Module to ensure compliance with training and recruitment requirements. The development of the module has meant that staff members can take more control over the compliance of their own volunteer teams.

Volunteer Leads have also been provided with a volunteer specific dashboard to provide a clear view of their current volunteer team, overdue documentation and easy access to health information and emergency contacts.

“

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

Volunteer, A retired nurse

”



Compliments, Complaints & Concerns.

Concerns & Complaints Module

The concerns and complaints module is now well established within the Hospice and used by all departments. All complaints are assigned an investigator upon receipt and an expected response and completion date, which is then monitored for compliance.

We use the Vantage module to log all constructive feedback and concerns we receive through patient and family surveys in addition to any formal and informal complaints we receive. This allows us to collate all opportunities for learning and make

service improvements where possible at the earliest instance.

The module allows for actions to be assigned to individuals outside of the investigation and to collate all documentation collected during the process of investigating, which is then Quality checked upon completion.

Our Annual Concerns & Complaints Report is available to view on our website.

Patient Experience and Engagement Strategy

The Hospice continues to review its Patient Experience and Engagement Strategy annually to monitor progress and continue to drive improvements. The strategy ensures we use feedback in a structured way to make improvements to services which will have a real impact on patient care.

As an organisation we continue to share patient

stories across all of our Steering Group Meetings to guarantee patient care is at the forefront of everyone's minds when discussing operational decisions.

As a result of the strategy the Wellbeing Centre Team have implemented Life Story work in the Dementia Hub, with positive effects for both the individual and their loved ones.

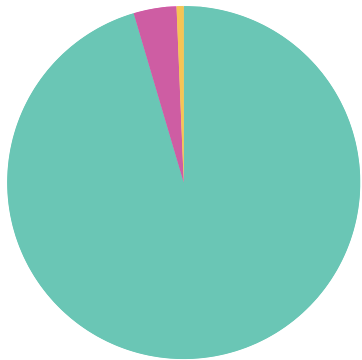


Friends and Family Test (FFT)

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 services.

Very Good	146
Good	6
Neither Good Nor Poor	1
Poor	0
Very Poor	0



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.

“

The care my dad and my family received was exceptional. We felt like the team was part of the family, they gave Dad care and compassion like he was their own dad and grandad.

”

“

The staff and the facilities were excellent. We always felt welcome and nothing was too much trouble. The care my father received was excellent and the staff were always positive and smiling.

”

“

The Caring Hands Team were fabulous and very empathetic. They delivered a service which was dignified and so supportive.

”

“

So thankful there is a place like Dr Kershaw's. My view has changed about Hospices, in a good way. I could be a wife again and not a carer.

”

Staff Wellbeing & Engagement.

The wellbeing of the Hospice workforce remains a priority and the Senior Management Team have continued to prioritise staff wellbeing initiatives.

The increase in living costs and utility bills continues to impact many people, and we have taken actions to ensure our workforce is well and healthy, and able to provide the best possible care to our

patients and their families.

Our Staff Pantry currently provides non-perishable foods and toiletries to all our staff, free-of-charge, to support those who may need it. Our lovely Café K and Catering Team also offer filling and nutritious meals at discounted rates to all staff to ensure they are well catered for whilst at work.

Staff can also benefit from:

Pleasant break areas to utilise throughout the working day.

Direct access to Cognitive Behavioural Therapy (CBT) and our on-site Counsellors, with a designated anonymous Staff Counselling scheme.

Wellbeing weeks throughout the year –comprising of a variety of activities to support mind, body and soul with a strong focus on complementary therapy and mindfulness.

Trained Mental Health First Aiders (MHFA's) within the Hospice who are provided with a regular MHFA Bulletin.

Quarterly Reflection Rounds providing reflective support and encouraging conversations around the emotional impact of working at the Hospice. Each round is based on a theme and gives an opportunity for staff from all disciplines across the Hospice to reflect on the emotional aspects of their work.

Clinical Supervision, annual appraisal and regular structured 1 to 1 meetings.

Wellbeing Boards – communicating engaging tips and techniques for general wellbeing.

Cycle to work scheme - encouraging a healthier lifestyle and promoting physical wellbeing.

Throughout the year we recognised, celebrated and engaged with a number of national and international health and wellbeing events and campaigns, encouraging the staff team to take time to focus on their physical, financial, social and mental wellbeing.

Work is underway for the Hospice to become an accredited Menopause Friendly Workplace with a

number of initiatives already in place across the Hospice for all staff.

We are delighted to share that our focus and commitment to the wellbeing of our staff, led to the Hospice being awarded a plaque, as a finalist in the Oldham Business Awards in April 2024, which is displayed in our Reception.

Staff Survey.

The annual staff survey was completed in May 2024 to get a better understanding of how staff were feeling and to collect feedback on how to improve the working environment at the Hospice.

In total 34 non-clinical and 14 clinical staff members participated in the survey. There was an increase in responses when compared with the results from May 2023.

The Senior Management Team review and develop the staff survey each year to ensure it reflects the matters the Hospice Team may be facing currently. Following the collation of the survey, the results are presented back to the staff team in group sessions, which everyone is invited to. The sessions are productive, with discussion points and suggestions collected from staff and built into an action plan if required.

98%

I feel well-informed

98%

I have the resources needed to do my job

95%

My working environment feels safe





“My nana was always treated with dignity and respect, and words cannot describe how grateful we were that she spent her last remaining days in this wonderful place.”

A Patient's Family

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