

**East Cheshire
Hospice**

Where people come to live

Quality Account

2023-2024



1 **Statement of Assurances**

- Statement on Governance and Public Benefit
- Our Vision
- Our Strategic Ambition
- CARE Principles
- Governance
- Equality, Diversity, and Inclusion Statement
- East Cheshire Hospice Delivery Plan & Strategic Priorities

2 **Review of 2023-2024**

- Change Programme 1 - Development of Dementia Services
- Change Programme 2 - Hospice Sustainability and Continuous Improvement Expansion of Hospice @Home
- Change Programme 3 - Evolution of Coordinating Care
- Change Programme 4 - Facilities Redevelopment / Build

3 **Outcomes and Quality Improvement - Support Services**

- Information Technology
- Finance
- Fundraising Activities and Supporter Engagement
- Retail
- Facilities and Catering
- Volunteering
- Environmental and Sustainability Group

4 **Quality Performance and Activity 2023/24**

- Clinical Statement
- Workforce
- Training and Development
- Quality Performance - Clinical activity
- Improving Patient Experience and Outcomes
- 24-hour Advice Line
- Outcomes Assessment and Complexity Collaborative
- Inpatient Unit
- Sunflower Living Well Centre
- Carer Wellbeing
- Hospice @Home
- Bereavement

5 **Patient Safety**

- Audits
- Hospice UK Benchmarking

6 **Feedback**

- Patient and Carer Feedback
- Supporting Statements



Acronyms

C&M - Cheshire & Merseyside

ECH - East Cheshire Hospice

EDI - Equality, Diversity, and Inclusion

EMIS - Egton Medical Information System

H@H - Hospice @Home

IPU - Inpatient Unit

IT - Information technology

LGBTQ+ - Lesbian, gay, bisexual and transgender,
questioning/queer

NHS - National Health Service

SLWC - Sunflower Living Well Centre



1 Statement of Assurance from the Board of Trustees



"On behalf of East Cheshire Hospice, I am delighted to present our Quality Account for 2023-2024. In the face of post-pandemic adjustments worldwide, I am immensely proud of how our Hospice has succeeded in adapting, innovating, and fostering collaboration whilst ensuring continuous care and support for numerous patients and their families.

Our adaptable approach has enabled us to meet the evolving needs of our current patients, carers, and families, whilst also positioning us well to serve those who may require our assistance in the future.

East Cheshire Hospice remains steadfast in our commitment to delivering high-quality care, consistently striving to uphold the standards expected by the Care Quality Commission. Over the past year, significant progress has been achieved across the five key projects outlined in our 3-year Strategic Aims and Delivery Plan for 2022-25.

This includes: -

- Expanding our Dementia services and Hospice @Home provision, actively enhancing our capability and capacity within these vital areas. This expansion empowers us to extend our support to a greater number of patients and carers, ensuring that more individuals receive the care and assistance they need during challenging times.
- Establishing a unified coordination hub for palliative care patients within our community. This initiative, backed wholeheartedly by our NHS community and hospital trust partners, addresses a crucial need. The service will streamline access to advice and support by providing a single point of contact for patients, carers, and staff. Coordinated by various palliative care teams, assistance will be tailored to individual needs and provided wherever most appropriate.
- Re-opening our completely refurbished 'Sunflower Living Well Centre'. This state-of-the-art unit has reopened its doors, equipped with cutting-edge technology, and is poised to facilitate access to support for an even greater number of people in our community.

This Quality Account allows me to showcase the outstanding efforts made over the past year and provides a platform to celebrate the innovative accomplishments of our relatively small yet profoundly impactful organisation. Our renewed Equality, Diversity, and Inclusion strategy, now revised and updated for 2024/25, reflects a more collaborative approach. We are working closely with other hospices in Cheshire and Merseyside to enhance access to hospice care for individuals from all backgrounds.

Furthermore, our commitment to supporting our planet and advancing sustainability remains steadfast. We continue to strive towards reducing our carbon footprint and adopting more environmentally sustainable practices.

Despite the uncertainties that have characterised recent times, our services have surmounted the substantial challenges we have faced. This success has been made possible by the unwavering support of our incredible community of supporters, families, patients, staff, and volunteers. Their steadfast dedication has not only enabled us to sustain our existing services but also to develop and put in place crucial new palliative care initiatives for our local community.

Moving forward, we are committed to further enhancing our sustainability through collaborative efforts with partners. We are dedicated to ensuring that the generous support extended by our communities is directly channelled into the care and support provided to patients and their families.

Lastly, I am very happy to confirm that, to the best of my knowledge, the information presented in this Quality Account accurately reflects the quality standards upheld at East Cheshire Hospice."

Will Spiuks

Chair, East Cheshire Hospice



Statement of Assurance from the CEO of East Cheshire Hospice



"Our staff and volunteers have once again provided outstanding care with exceptional levels of compassion to so many people facing end of life challenges in East Cheshire. We are exceptionally grateful for the dedication and commitment they have shown in the face of increasing demand for our services. Our Inpatient Unit, Hospice @Home, Sunflower Living Well Centre and Family Support teams have collaborated with colleagues in the NHS, Cheshire East Council and other charities to care for more patients and family members in 2023/24 than last year, which was itself a high watermark for care provision in East Cheshire Hospice's 36-year history.

The part of our Hospice @Home service funded by the NHS was so successful in improving patient experience and outcomes at end of life that the contract has been extended. Hospice Trustees also agreed to fund a further extension to the service to give as many people as possible the opportunity of retaining choice and control and dying in a place of their own choosing. We delivered a state-of-the-art refurbishment of our Living Well Centre to enable us to help more people managing life-limiting conditions or going through invasive treatments for a range of diseases. We are particularly proud of our work supporting carers of people with dementia as we expanded our award-winning Dementia Carer Wellbeing Programme by locating a support team in each of our five Care Communities.

We maintained our 'Good' rating under the Care Quality Commission monitoring framework and continue to receive bi-monthly confirmation statements as a low-risk organisation. The quality of our services and practice is monitored and reviewed by our Patient Care & Clinical Governance Committee which reports directly to East Cheshire Hospice Trustee Board. We continue our commitment to working in partnership with other healthcare organisations to improve quality, open access and help to build a strong and sustainable Integrated Care System in Cheshire East Place and across the Cheshire and Merseyside Integrated Care Board footprint.

Our strategic objective in 2024/25 remains to continue to review and adapt our existing services guided by the patients and families who entrust us with their care, using our resources prudently to sustain care provision, improve our facilities and work even more closely with colleagues in the wider health and social care system for the benefit of everyone.

We fully understand that it is only by working in partnership with a variety of organisations that we will be able to increase access to high-quality, compassionate and coordinated palliative and end-of-life care for even more patients and their families living in East Cheshire.

I confirm that to the best of my knowledge, the information contained within this Quality Account is a true and accurate account of quality standards at East Cheshire Hospice."

Karyu Johustou

Chief Executive, East Cheshire Hospice



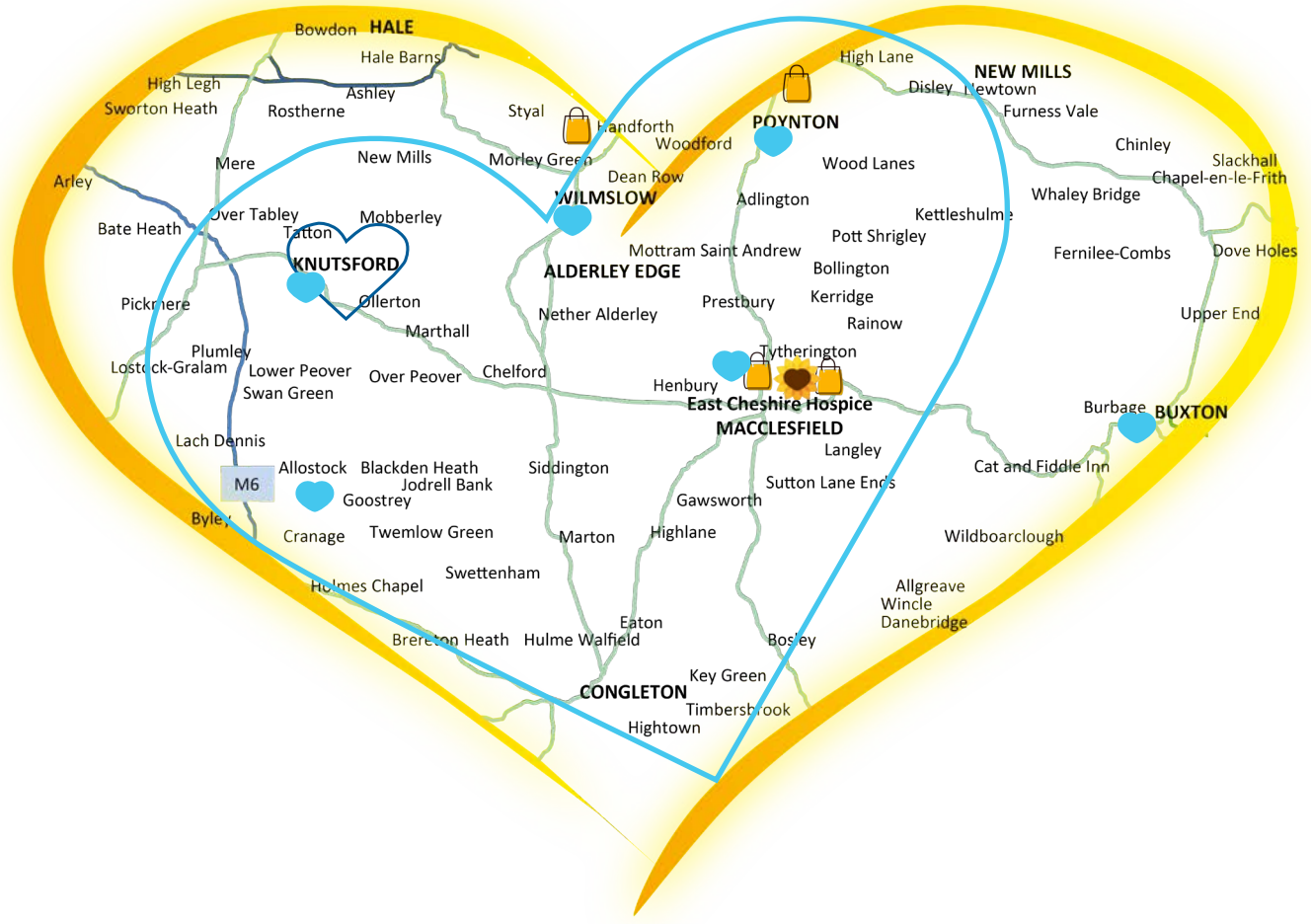
Statement on Governance and Public Benefit

How we serve the population of East Cheshire

East Cheshire Hospice (ECH) cares for hundreds of patients (over the age of 18) every year who are affected by any life-limiting illnesses, whilst offering support to their families and carers too. Our services are delivered by a dedicated multi-disciplinary team which includes Nurses, Doctors, Allied Healthcare Professionals, Complementary Therapists, Psychological Support Staff, and Dementia Specialists.

We work in partnership with acute hospitals, community services, local authority social care providers, and voluntary organisations to deliver care that is special and unique to each individual person. We support patients, families, and loved ones right through their illness journey, from point of diagnosis through to treatment and beyond.

We have a range of services which we currently deliver from our Hospice site in the heart of Macclesfield, and our outreach covers the East of Cheshire. In addition to these services we also have our Hospice @Home team which delivers care directly in the patient's home, supporting a patient to be in a place of their choosing at the end of their life.



East Cheshire Hospice main site



Hospice @Home



Knutsford Home First



Community Support Groups



Retail outlets



East Cheshire Hospice's Vision

By 2028, ECH will be at the centre of a whole-system solution delivering or facilitating high-quality, seamless, and coordinated end-of-life care to people affected by life-limiting illness, ensuring they are prepared, supported, and cared for in a place of their choosing and with the minimum of stress and anxiety.

Our Strategic Ambition

Our ambition to continuously improve our services as well as our efficiency, and effectiveness is embedded in our culture, plans, and personal objectives.

We will demonstrate our commitment by using data from patient and family feedback, incident reports, and front-line experiences to change the way we do things, achieving better outcomes for those who need our support.

In 2024/25 we will assess the impact of having fully integrated services across hospice, community, and acute settings so that patients and families have a seamless journey from the point of diagnosis.

We will be formally reviewing existing services to ensure they are meeting needs within the current funding envelope and to give us an indication of the resources required in future years to address growing demand or enhancement of these services.

Our CARE Principles

C

Compassion

We ensure we put our patients, their families and carers at the centre of everything we do, and we always act with care and compassion.

A

Association

We will work in partnership and collaboration, forming productive alliances in the interests of our patients.

R

Resourcefulness

We will work in partnership and collaboration, forming productive alliances in the interests of our patients.

E

Excellence

We will invest in learning and development for our staff and volunteers - striving for excellence in all we do.

Governance

Equality & Diversity in Our Hospice

Equality, Diversity, and Inclusion (EDI) initiatives are pivotal in encouraging environments and cultures where every individual feels safe, acknowledged, and a sense of belonging.

While the Equality Act 2010 legally safeguards individuals receiving care and those providing it against unfair treatment based on protected characteristics, we aspire to transcend mere legal compliance. We recognise the significance of considering various attributes that may influence a person's experience accessing or working within our services. These include accent, caring responsibilities, culture, invisible disabilities, gender expression, mental health, neurodiversity, physical appearance, political opinion, maternity/paternity, and family status, among other personal characteristics and experiences.

Acknowledging the uniqueness of each individual who walks into our Hospice, we understand that everyone possesses different needs, values, beliefs, and potentially multiple overlapping identities that impact their experiences. Therefore, we are mindful of the importance and impact of implementing EDI initiatives.

Our EDI Forum has recently merged with St. Luke's Cheshire Hospice and Hospice of the Good Shepherd. This merger aims to promote greater collaboration, streamline operations for improved efficiency, and align individual strategies to create a unified Cheshire-wide approach. By consolidating efforts, we seek to establish a comprehensive strategy that will amplify the impact of our equality and diversity initiatives across the region.

The efforts of the Dementia, LGBTQ+, and Homelessness workforce persist in reinforcing best practices and fostering connections with various local community providers. This ongoing commitment aims

to address the unique needs of these often overlooked and underserved communities. By maintaining strong ties with other organisations, we ensure that individuals within these groups feel empowered to seek support and care from ECH without fear of facing discrimination. This inclusive approach promotes a welcoming and supportive environment where all individuals can access the assistance they require, regardless of their background or circumstances.

Under the leadership of Ellen Coleman, Equality, Diversity and Inclusion Lead, this collaboration will bolster advocacy endeavours and enhance our capacity to influence policies and practices. Together, we are committed to advancing Equality, Diversity and Inclusion in our communities and within our organisations.



Equality, Diversity and Inclusion Lead Ellen Coleman

East Cheshire Hospice Delivery Plan & Strategic Priorities April 2024 – March 2027

- 1** To ensure we have the capacity and capability to deliver or facilitate accessible, relevant, and inclusive services which support people and their families to live well whatever their condition.
- 2** To ensure our facilities are fit for purpose, efficient to run and safe to use.
- 3** To work with partners to fully integrate our services so that patients and families experience a crisis-free last year of life with choice and control right to the end.
- 4** To ensure that ECH remains financially sustainable and meets our communities' needs.



Director of Quality and Innovation, Sarah Dale

Continuous Development

ECH is licensed by the Care Quality Commission for the provision of treating diseases, disorders, and injuries. It received a 'Good' rating during its last formal inspection in June 2016.

Due to the COVID-19 pandemic, the Care Quality Commission suspended its routine inspection programme and introduced a new assessment framework in November 2023 under the Health and Care Act 2022. This framework aims to evaluate the quality and performance of healthcare providers, including their ability to meet the needs of local populations within Integrated Care Systems.

The Care Quality Commission's previous "Key Lines of Enquiry" have been replaced by "Quality Statements," which continue to focus on five key questions and a familiar ratings system to assess quality.

ECH is expected to uphold these quality statements, ensuring that it remains safe, effective, caring, responsive to people's needs, and well-led. In 2023/24, the role of Registered Manager underwent a change, with Sarah Dale, Clinical Director of Quality and Innovation, taking over following a successful application and interview process.

Integrated Care Board Changes and Challenges

The enactment of the Health Care Act 2022 marked a significant shift in the delivery of health and social care across the UK. For ECH, this presented an unprecedented opportunity to fulfil its vision of offering fully integrated support to patients and their families as they face end-of-life challenges. Additionally, it provided a platform for ECH to enhance its influence within the local health and care landscape.

Throughout the 2023/24 period, ECH has dedicated considerable time and effort to forging new connections and acting as an eager and adaptable partner organisation. Regionally, we are committed to actively participating in the newly formed Cheshire & Merseyside Hospice Provider Collaborative. Our goal is to advocate for the needs of East Cheshire patients in relevant Integrated Care System transformation and programme boards, ensuring equitable access to high-quality care for all.

In Cheshire East, our strategy has been shaped by population health data and collaborative efforts with other local health and social care partners. Our aim is to fortify the Integrated Care System, tailoring it to better address the specific needs of our community.

Furthermore, our 'Community Engagement' initiatives will continue to evolve, enabling ECH to listen to and comprehend the needs of the communities it serves. This will facilitate the development of more responsive services and create opportunities for increased income generation and volunteering involvement.

Quality Partnerships

The establishment of the Cheshire Quality Leads meeting has become instrumental in encouraging collaboration and the exchange of knowledge. This platform offers a valuable opportunity to share crucial updates that strengthen quality and patient safety strategies throughout Cheshire. Through active engagement in open dialogue, and by attentively listening to the insights of both peers and those we serve, we can enhance our approaches and instil a safety-focused culture that prioritises continuous learning.

Throughout the 2023/24 period, hospices in the region capitalised on the chance to adapt, assess, and incorporate new policies and practices that align with the NHS Patient Safety Incident Response Framework.

Safeguarding

Safeguarding encompasses the process, practice, and culture deeply embedded within ECH, ensuring a secure environment where individuals, both children and adults at risk, are shielded from any form of abuse, neglect, or harm. At the start of 2024, our newly appointed Clinical Services Manager, Claire Barber, assumed the role of Safeguarding Lead. Claire actively supports staff and volunteers, emphasising that safeguarding is a collective responsibility and holds the utmost priority within our Hospice.

We adhere to the highest standards by pro actively monitoring safeguarding trends and promptly communicating any concerns to the local Safeguarding Team at Cheshire East Council. Our actions align with the Care Act 2014, ensuring swift and appropriate responses to safeguarding issues as they arise.



Clinical Services Manager, Claire Barber.

Data Security

Cyber Security

In June 2023 we achieved Cyber Essentials Plus certification. Cyber Essentials is a government-backed scheme that helps protect our organisation from cyber-attacks and demonstrates that we are compliant with data security. First, we conducted a self-assessment and secondly an external auditor Penetration Tested our security and compliance. This reassures service users, staff, contractors, and people we share data with that we actively secure our IT against cyber-attacks.

Information Governance

In June 2023, ECH completed the annual NHS Data Security and Protection Toolkit, an annual online self-assessment tool which enables the Hospice to measure and publish its security performance against the National Data Guardian's and NHS Data Security standards. The completion of the toolkit confirms that the Hospice has the correct level of data security to maintain the Health and Social Care Network broadband connection, which is required for ECH to connect to the Egton Medical Information System (EMIS) clinical system.



2 Review of 2023-2024

In March 2024, the Board and Senior Management Team of East Cheshire Hospice (ECH) convened for a retreat to review the Strategic Aims and Delivery Plan for 2023-27. This gathering offered an opportunity to recognise and applaud the achievements and progress made in 2023/24, while also collaboratively strategising and planning for the upcoming year.

Notable progress has been achieved across the four key Change Programmes identified for 2023/24:

1

Enhancement of Dementia Services

2

Implementation of a Single Point of Coordination

3

Redevelopment of Facilities

4

Ensuring Hospice Sustainability



Figure 2.1. - Our Advantage circle



Change Programme 1 - Development of Dementia Services

Addressing the profound societal challenges posed by dementia necessitates a significant, coordinated effort from the entire community, and in 2023/24, the Hospice made substantial investments to meet the growing need. The recommendations stemming from independent research commissioned by the Hospice conducted in early 2023 underscored the urgency for more flexible access to support for carers. Identified strategies included offering advice, enhancing availability of the Carer Wellbeing Programme to expedite placement allocation, and providing carer respite.

In response to these findings, we have taken concrete steps to bolster our support initiatives:

- Expanded and recruited into our Dementia Team, enhancing the care hours that can be offered and the capacity of our Dementia Carer Wellbeing Programme

by increasing session days and ensuring continuous availability throughout the year. Moreover, we have pro actively sought out venues and solidified plans to extend the programme into our five Care Communities in East Cheshire. This strategic approach brings resources and support directly to patients and carers, eliminating the need for them to travel to Macclesfield and enhancing accessibility.

- Revitalised and expanded the Dementia Community Companions Programme, bolstering training efforts and matching more volunteers to provide support to couples and families navigating life with dementia.
- Strengthened dementia awareness training for all staff and volunteers, ensuring everyone within the organisation is equipped with the knowledge and skills to provide optimal care and support.
- Facilitated opportunities for social connection, such

as Meet & Eat gatherings and Dementia Cafés, aiding community engagement and combating social isolation.

Moreover, we embarked on a major step-change project for dementia care, including:

- Establishing a sustainable funding model for the development of end-of-life dementia services.
- Adapting our facilities to better cater to the needs of individuals with dementia, beginning with a significant refurbishment of the Sunflower Living Well Centre (SLWC).



East Cheshire Hospice Dementia Team

Dementia Referral 2023/2024

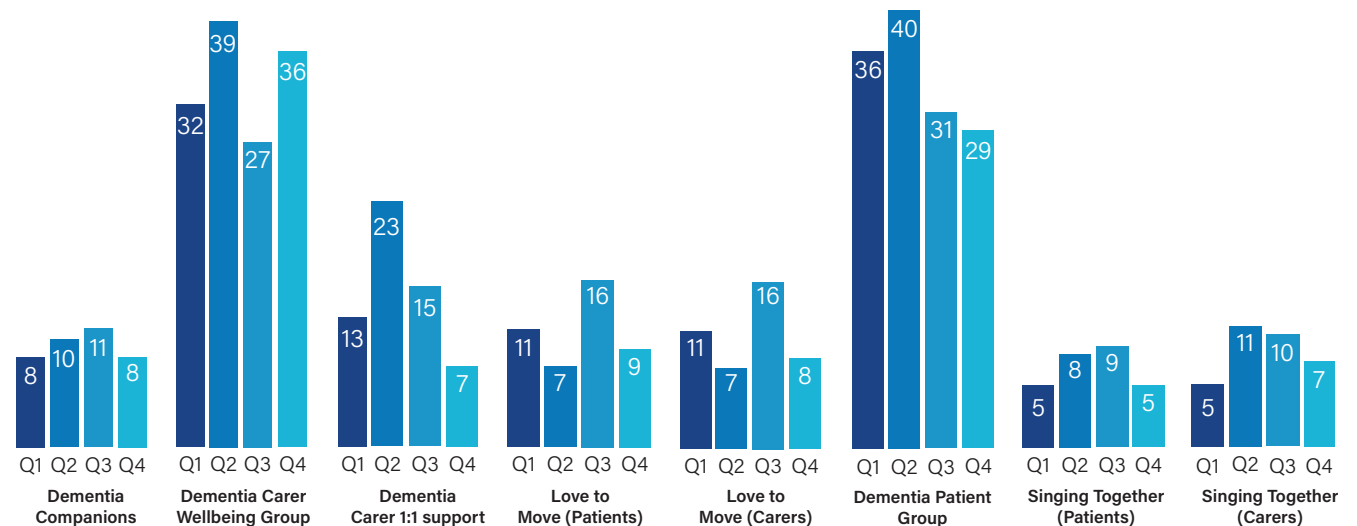


Figure 2.2. Referrals into our Dementia Services



Change Programme 2 - Hospice Sustainability and Continuous Improvement Expansion of H@H

Regionally, we are an active member of the Cheshire & Merseyside Hospice Provider Collaborative, representing East Cheshire patients to ensure equal access to high-quality care. Our plans in Cheshire East Place are guided by population health data and local health and social care strategies to strengthen the Integrated Care System and meet local needs.

Our Community Engagement work evolves to understand community needs and develop responsive services.

The Health Care Act 2022 redefined UK health and social care delivery, offering ECH an opportunity to provide integrated end-of-life support and expand its influence in the local health and care economy. In 2023/24, we invested in building networks and being a flexible partner.

Key connectors in 2023/24 have been: -

The Palliative End of Life Care Clinical Network Group

The Palliative End of Life Care Clinical Network Group is the hub for expert insights on palliative and end-of-life care, offering guidance on clinical matters. Using evidence-based practices, the group integrates national guidance into local practices to ensure consistent care standards and pathways, promoting uniformity across Cheshire & Merseyside (C&M).

This includes:

- Identifying population needs
- Monitoring services and outcomes
- Enhancing workforce development
- Boosting research capabilities
- Implementing clinical guidelines
- Crafting local pathways and service specifications
- Addressing concerns or inequalities
- Advising on service reconfiguration

C&M Hospices Collaborative and Community of Practice committees.

Members of the Community of Practice have collaborated, exchanging information and support, resulting in a shared pool of resources, experiences, tools, and strategies.

Objectives of the Community of Practice include:

- Establishing peer support through a buddy system for Hospice Registered Managers in the C&M locality.
- Sharing good practices across the Hospice Group.
- Facilitating innovation and a solution-focused approach.
- Improving the quality, safety, and patient experience of hospice care.
- Contributing to the strategic development of hospice care

Cheshire Hospices Collaborative

The C&M Hospice Collaborative have been successful during the past year in bringing together good practice, considering shared resources and facilities. A significant achievement has been the delivery of a 10-bed Inpatient Unit costed model, which gives a comparator bed cost and identifies NHS underfunding for the sector. This work has underpinned the request for additional NHS funding in C&M, the outcome of which is awaited.

Collaboration within the five care communities in Cheshire East Place

ECH ensures a senior clinician attends Palliative and End of Life Care (Gold Standard Framework) meetings in our five Care Communities whenever possible. Despite varying progress and primary care strain, we collaborate with these communities to support end-of-life patients and promote ECH services.

The recruitment of a Community Palliative Care consultant will strengthen partnerships across the five Care Communities, reducing system gaps and improving access to support. This allows us to offer a dedicated coordination point for specialist palliative care advice 24/7 and assessment services 7 days a week.

Our focus aligns with the Ambitions for Palliative and End of Life Care to ensure:

- Individualised care
- Fair access to care
- Maximised comfort and wellbeing
- Coordinated care
- Well-equipped staff
- Community readiness to assist

Palliative Care in Partnership

As we near the end of our second year, the H@H team continues to receive steady referrals. Our systems are well-established, and regular meetings with other Cheshire Hubs confirm we meet our Key Performance Indicators.

The East Cheshire H@H team remains adaptable to the diverse needs of end-of-life care patients at home, offering carer breaks, night care, and rapid response. This year, over 200 patients achieved their preferred place of care at home. However, there is a need for expansion to meet the demands of those requiring Continuing Health Care Fast Track funding.

Contracts for 2024/25 have been renewed with the Central Cheshire Integrated Partnership. Discussions with the Integrated Care Board are ongoing to ensure our service plan aligns with evolving healthcare needs.

End-of-Life Partnership

In 2023/24, ECH maintained its collaboration with the End-of-Life Partnership to improve the experiences of individuals receiving palliative and end-of-life care.

Staff training and education initiatives included:

- Advanced Communication Skills
- Dementia and End-of-Life Simulation Days
- Principles in Palliative Care Course
- Face-to-Face Induction Training Programmes for new Healthcare Assistants



Change Programme 3 - Evolution of Coordinating Care

Our Coordinated Care Service, launched in 2021, supports families during the last 3 months of a loved one's life by providing assistance from highly trained palliative care professionals. This service coordinates care from multiple specialist healthcare organisations, ensuring seamless support through a single contact number. By simplifying the healthcare system and reducing stress, the service allows families to focus on spending quality time with their loved ones. This initiative has been a great success, providing much-needed reassurance and expertise at a critical time.

Based on evidence and experience, we are aware of unmet needs of patients in the last 12 months of life, and we are at the early stages of development of PACE (Palliative Advice Centre – East), which will expand our support to cover this extended period, ensuring comprehensive care throughout the entire final year of life.

Our aim is that PACE will ensure continuity of care in the last 12 months of life, providing patients and families with access to a multi-disciplinary healthcare team with the necessary tools, knowledge, and expertise. This will relieve stress, reduce crises, and support a peaceful death in the place of their choosing.

We anticipate that PACE will be a fully integrated person-centred way of providing high-quality, compassionate, and coordinated palliative and end-of-life care for people with life-limiting illnesses and their families in East Cheshire.

Notable achievements and ongoing developments:

- Daily 'huddles' extended to include district nurse teams from all Care Communities to ensure seamless working across hospice, community, and hospital.
- Developed single joint referral form for all specialist palliative care services to make it easier for the patient, carer, and/or healthcare professional to access hospice and Specialist Palliative Care services.
- In collaboration with East Cheshire NHS Trust, recruitment of a new Community Consultant to provide



expert clinical support. A senior specialty doctor from the Hospice has provided community support in the interim, which has enabled timely specialist medical input and improved continuity of care for patients.

- Working with multiple external partners to strengthen relationships and establish pathways of care, to ensure the person receives the right care, delivered by the right people in the right place at the right time.
- Recruitment to expand the senior clinical workforce to ensure an experienced clinician is available to give advice, support, and coordinate care, including evenings and weekends.
- Processes established to enable timely prescribing of end-of-life medication in the community.

Change Programme 4 - Facilities Redevelopment / Build

The newly refurbished Sunflower Living Well Centre opened on 20th March 2024. The centre provides a welcoming, flexible, and dementia-friendly space for the Hospice team to provide care to multiple groups of patients and carers in a light-filled room. The new roof has skylights and solar panels and the installation of bi-fold glazed patio doors, with integral blinds, allows patient access and views to the garden.

The SLWC Manager and Nurse offices are moved to be directly off the main space and have all modern IT facilities. Moveable walls, integrated audio visual, lighting, and blind controls provide simple ways to set the scene for different types of service delivery. New furniture has been fitted throughout the centre including recliner chairs and dining room furniture, and a coffee bar is available for patients and carers to use.

The information hub provides access to online services for patients and carers with support from the team along with the construction of a link corridor to provide access to the Outpatient Unit and SLWC Nurses' Office without disturbing patients and carers attending the centre.

The external roadway has been redesigned to provide safe patient drop off and additional parking spaces, and a new welcoming reception space has been created.



3

Outcomes and Quality Improvements - Support Services 2023/24

Understanding the vital role of our work and service provision, we acknowledge its breadth beyond mere clinical outcomes. The triumph of our organisation is intricately linked with the efficiency of our business operations and the meticulous efforts behind the scenes.

These collaborative endeavours of various teams play a pivotal role in maintaining the exceptional standards of clinical services and the quality we consistently deliver. We wholeheartedly appreciate and recognise the invaluable contributions made by both our dedicated volunteer and business teams.

Information Technology

In 2023 phase two of the East Cheshire Hospice (ECH) IT and Digital Strategy was completed, by modernising our IT infrastructure, becoming digital first and driving productivity.

Key achievements:



Conor Stubbs (left) and Paul Jones (right)



ECH is now fully cloud hosted, since migrating on premise servers to Microsoft Azure in April 2023.



Conor Stubbs is now promoted to Head of IT, Data Security Lead (IG & GDPR) and Senior Information Risk Owner (SIRO).



Paul Jones successfully promoted to IT Technician, responsible for implementing systems and supporting IT help desk.



Recruitment of Sam Cooper as an IT Placement, part of a supported working programme.



Implemented Risk Management and Subject Access Request modules on our Vantage data compliance system.



Implemented a Cyber Security Policy and Cyber-attack response group, and developed resources regarding Cyber Awareness for staff. Achieved Cyber Essentials Plus, security accreditation.



Implemented Microsoft Defender and Multi factor Authentication, to provide better security and protect data and AI insights into our Microsoft environment.



Planned and implemented digital and immersive technologies for the SLWC.



Designed and implemented a Digital Clinical Board to provide a live overview of the IPU, Sunflower Living Well Centre, and H@H.



Developed in-house Recruitment Manager and Training tracker apps for Workforce and Team Leaders.



Data Project - identified reporting requirements and processes for Clinical and Workforce data. Begun testing Power BI data analysis and report dashboards.



Begun planning phone system upgrade for Q1 2024.



Data Analysis Programme

We continue to work on our Data Analytics programme to improve the data provided by EMIS. We have begun work with APEX to develop and adapt their system to provide a Hospice-focused dashboard. In collaboration with Cheshire and Merseyside hospices, we provide Inpatient data reporting, measuring like-for-like metrics across the hospices.



Reporting for Palliative Outcome Scales

We continue to improve our reporting for Palliative Outcome Scales to show how the care provided at the Hospice positively benefits our patients. We have shared this work with many other hospices and clinical organisations locally and nationally.



New Hospice Services

We have added new Hospice services into EMIS and reconfigured some existing services to improve the patient flow and reporting. We continue to improve the data entry templates used in EMIS. Over the coming months, EMIS will be introducing more features, which we will integrate into our daily practices at the Hospice, including:-

- EMIS Mobile
- Version 2 of the Bed Management module
- Electronic prescribing for H@H patients

90

Around 90 new suppliers added during the year.

1200

Over 1,200 individual shop reconciliations and postings to Sage.

250

Approx. 250 individual Reception Till reconciliations.

150

C. 150 sales ledger invoices raised.

£27k

C. £27k of bulk coin counted in the Finance Office.

1610

Approx. 1,610 batches of data extracted from Raiser's Edge and processed into Sage.

“The Finance team has experienced significant challenges in 2023/24. Staffing resource has been impacted following the resignation of the long-standing, part-time Finance Manager and spells of long-term sickness within the team. As the organisation continues to grow, so do processing volumes with the department, which has been exacerbated by the staffing issues. The effort of the remaining Finance staff and support team in the interim period was considerable and ensured that crucial tasks continued to be completed. However, longer term solutions to the issues have been implemented in the year. A new, full-time Finance Manager was recruited in November 2023, along with a Finance Apprentice in September 2023, increasing both capacity and stability within the team. Further challenges will happen in early 2024/25, when the current Payroll Officer will retire in May 2024. A significant handover period is currently underway with the new Finance Manager, to ensure successful integration of the payroll function into the restructured Finance team.”

Fundraising activities and supporter engagement this year included:

The Hospice's fundraising activities appear to be settling down after an unstable few years, although the way that we raise money seems to have been permanently altered by the COVID pandemic.

Fundraising income of
£2.358m

against an original budget of £2.152m



Our calendar included both Hospice-led and Community Events, including our Starlight Walk, Pie & Pint, and Light Up A Life, as well as our usual impressive collection of coffee mornings, open gardens, plant sales, cake sales, quiz nights, golf days, balls, and more.

£150k

Our Christmas Tree Collection started the year with a bang, generating £152K thanks to our amazing team of volunteers who collected more than 7,000 trees over the weekend. Our lead volunteers are Pete Chapman and Richard Raymond, who celebrated his 25th year of the collection this year.



18

intrepid trekkers took on the famous Camino de Santiago walk for the Hospice this year.



Our Camino Trekkers raised an amazing £70k while coping admirably with some incredibly challenging weather conditions and flooding.

£70k



Handmade goods brought in more than

£16k for the Hospice. The team also created more than 100 'pairs of bears', matching mementos that are shared between someone nearing the end of their life and their family/carer as a sign of their ongoing love.

£16k

Legacies continue to be a vital income stream for the Hospice, helping to provide care for around 1 in 3 patients and families. We were humbled to receive £1.9m this year in gifts from wills.

£1.9m

We are immensely thankful for the remarkable generosity of our long-time supporter and Patron, Dr Michael Oliver OBE, who made another extraordinary donation of

£700k

this year, which has been set aside to fund a special project: Knutsford Home First.

56

dedicated handmade goods volunteers knitted, sewed, crocheted, carved and lovingly created items.



We were delighted to be successful in our application for funding from the National Lottery, who awarded us a £250K grant over the next 5 years to help fund our dementia services.

£250k



£975k

Our Major Donor activity re branded itself as Philanthropy this year, and continued its amazing success, completing its target to raise £975K over the next 5 years for specialised dementia services. We held a number of special events this year, including a memorable Meeting of the Minds at the First Light Pavilion, Jodrell Bank, a thank you event at Arley Hall, and our traditional Christmas Carol Concert at Capesthorpe Hall.

71

leaves placed on our newly launched Memory Tree.



Our Memory Tree has been a way of providing supporters with a way to leave a lasting tribute to their loved ones in the form of an engraved leaf on our beautiful tree sculpture and generating an annual income of

£8.5k



20 years

Our Fundraising work throughout the year was only possible thanks to an amazing group of volunteers, including our invaluable cake bakers and our three office-based volunteers, one of whom celebrated his 20th year of supporting the Hospice.

40 schools/nurseries took part in Santa Dash this Christmas, raising over £59K.

£59k

£41,374

We were proud to be one of AstraZeneca's named Charity Partners this year. As well as providing us with invaluable resources and advice, AstraZeneca also donated a total of £41,374 to the Hospice in 2023.

8

We have 8 Fundraising Support Groups that fundraise on behalf on the Hospice, including our Quiz Night team, Goostrey Open Gardens Support Group, and What Women Want, all of whom have held highly successful events.

£22k

This year we also received almost £22K from our Sunflower Tribute Pages, created in honour of loved ones who passed away whilst under Hospice care.



Retail

Despite a considerable shift in donations towards Ukraine earlier this year, our retail outlets still ended the year surpassing income targets. This achievement is a testament to the commitment and diligence of our exceptional team, comprising both staff and dedicated volunteers across our shops and those aiding our furniture delivery service. They have diligently seized every opportunity to maintain crucial income levels.

The introduction of our second boutique-style shop in May 2022 at our Chestergate location has been a resounding success, leveraging the gentrification of the area and harnessing the power of social media and influencers to maximum effect. Our other shops are also effectively utilising social media platforms to promote specific items, particularly furniture, and drive foot traffic to the stores.

Each shop operates under the guidance of a dedicated manager, supported by two full-time assistants evenly distributed among our four locations. Additionally, we employ a full-time furniture coordinator who oversees operations across all outlets and manages our volunteer van drivers. Moreover, our shops benefit immensely from the unwavering support of a dedicated group of volunteers who passionately champion the cause of the Hospice and its profound impact on our local communities. Their compassion and unwavering dedication are truly inspiring.

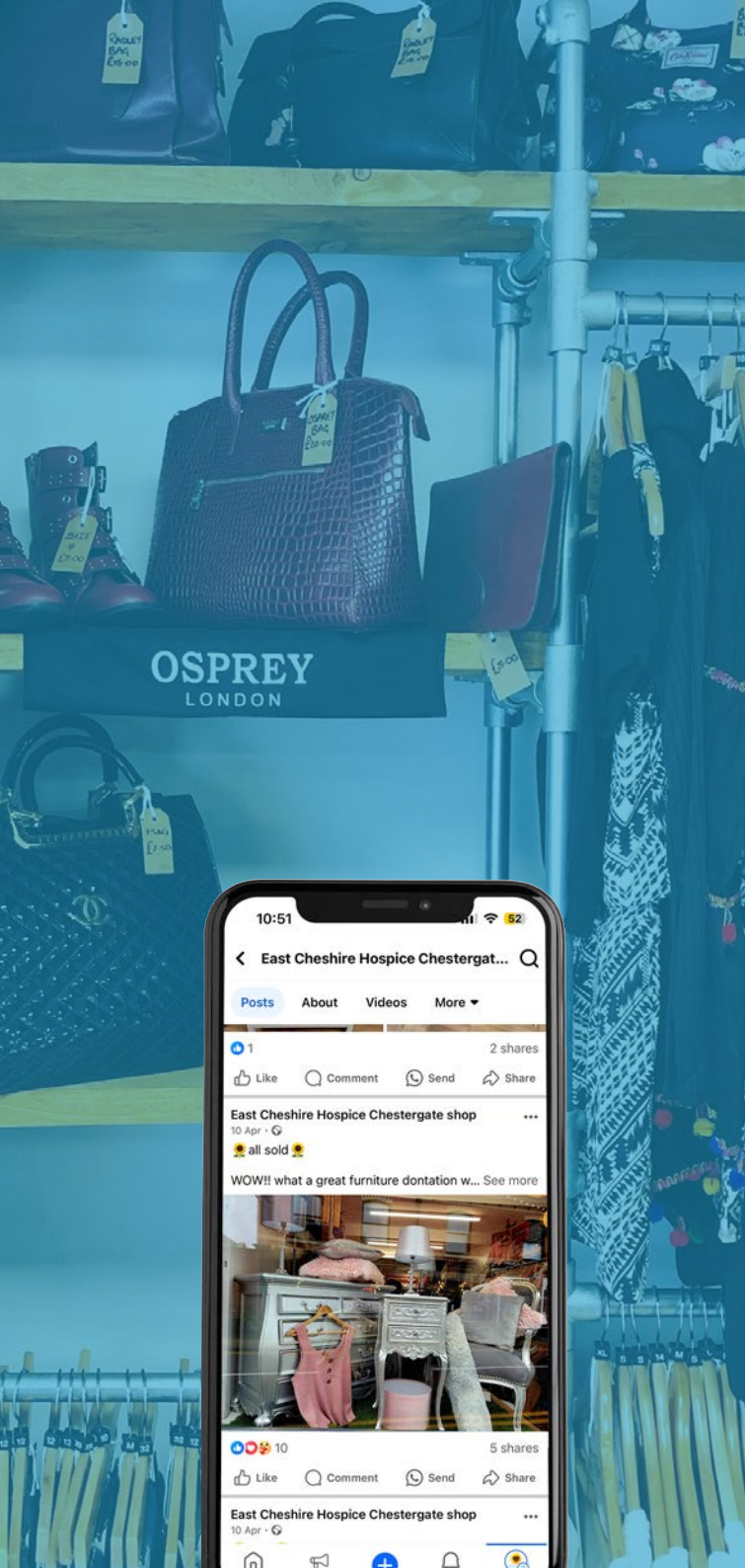
Thornton Square		
	Budget	Actual Achieved
Income	£198,480	£245,896
Costs	£128,839	£119,984
Net Contribution	£78,496	£117,057

Chestergate		
	Budget	Actual Achieved
Income	£93,000	£100,239
Costs	£65,920	£62,541
Net Contribution	£27,080	£37,698

Poynton		
	Budget	Actual Achieved
Income	£183,900	£193,350
Costs	£106,514	£97,076
Net Contribution	£82,786	£96,274

Handforth		
	Budget	Actual Achieved
Income	£153,300	£164,586
Costs	£92,014	£89,197
Net Contribution	£61,286	£75,389

Overall Retail			
	Budget	Actual Achieved	Last Year
Net Income	£261,248	£334,849	£260,726



Facilities

Effective facilities management and meticulous cleaning are vital for maintaining a safe and comfortable environment at ECH. In this sensitive setting, where patients often have compromised immune systems and are receiving end-of-life care, cleanliness and facility maintenance are paramount. A well-maintained and clean Hospice creates a sense of peace and tranquillity and a supportive atmosphere for patients, their families, and our dedicated healthcare staff. Our exceptional Housekeeping team prioritises cleanliness and efficient facilities management, ensuring an environment that promotes healing, comfort, and respect, thereby enhancing the quality of care for those who need it most.

We are committed to the continuous development of our Facilities, Housekeeping, and Catering teams through personalised learning journeys.

In 2023/24, our staff acquired new skills and knowledge in Level 2 and 3 Food Safety, First Aid at Work, Fire Marshal at Work, Nutritional and Menu Analysis, and the NEBOSH General Certificate in International Occupational Health and Safety.



Catering

During 2024/25, the Hospice has diligently ensured that the Catering team plays a crucial role in collaborating with other members of the Hospice care team to monitor and address any changes or challenges in a patient's appetite or dietary needs. They are an integral part of the interdisciplinary team, sharing valuable insights and observations about a patient's eating habits and collaborating on adjustments to meal plans when necessary. Balanced menus are provided to meet the diverse cultural and religious needs of our patients, with nutritional analysis and allergen data available for every meal produced by our chefs.

We have recognised the importance of serving meals with compassion and sensitivity, acknowledging the unique needs and challenges of patients in Hospice care. The dedicated team contributes to the overall comfort and wellbeing of patients by delivering meals that are not only nourishing but also appetising and enjoyable. They understand that mealtimes can provide comfort, normalcy, and social interaction, which are invaluable to patients in our care.

The Hospice catering team plays a significant role, especially on special occasions throughout the year. During these memorable moments, they go above and beyond to provide delicious lunches and special afternoon teas. By offering these exceptional meals, the team enhances the overall wellbeing and happiness of everyone involved, ensuring that these special occasions in the Hospice are cherished and precious memories are made.



Over 28,000 facilities inspections conducted by a team of 8 dedicated individuals.



2,272 environmental risk assessments completed.



291 maintenance and housekeeping issues identified and addressed throughout the year.



An average performance score of 99%.

Total:
38,480 meals served!



Approximately 21,900 patient meals and snacks served.



Approximately 730 visitors served breakfast, lunch, and dinner.



Approximately 12,700 staff meals provided.



Approximately 3,120 meals for patients attending SLWC services.

Volunteering

We are blessed to have 400 volunteers that give their time to us on a regular basis – this can be in the Hospice itself, out in the community or in our Retail team. We estimate that without our volunteers giving us their time for free, we would have to employ staff at an annual cost of over £600K to run just our essential services. This figure would be double if we include the additional services our volunteers help us deliver, such as our Befriending services, Daycare activities, or fresh flowers filling our rooms.

Our volunteers also play an invaluable role in helping strengthen the strong bond we have with our local community. They bring us their skills, talents and fresh perspectives to enhance our work in so many ways, and we are unbelievably grateful.

365
days

Covered on the Hospice Reception - over 3,500 hours.



East Cheshire Hospice Volunteer

1,000

Over 1,000 hours volunteered by the gardening team leading to the Britain in Bloom award.



East Cheshire Hospice Gardening Team

During 2023/24 the Workforce Team have recruited 51 new volunteers, over 10 roles:

10

Community Befrienders

8

Dementia Community Companions

4

Flower Arrangers

4

Gardeners

2

Daycare Volunteers

2

Reception Volunteers

1

Volunteer Admin Support

1

Ward Volunteer

During 2023/24 the Workforce Team had success in recruiting Retail Volunteers as below:

11

Retail Shop Assistants

12

Retail Van Drivers

18

Chestergate Shop Volunteers

32

Thornton Square Shop Volunteers

29

Handforth Shop Volunteers

34

Poynton Shop Volunteers

Environmental and Sustainability Group

In March 2023, the Hospice's Environmental and Sustainability Group received a nomination for the East Cheshire Chamber of Commerce's Award for Progress Towards Carbon Neutrality.

As part of the nomination process, the group submitted a presentation to the Chamber of Commerce and participated in interviews with judges. Members of the Environmental and Sustainability Group attended the presentation at Cranage Hall and were thrilled to win the award.

The East Cheshire Chamber of Commerce praised the management's innovative strategy, which focused on reducing costs while maintaining valuable services for the community. The judges also commended the team's passion and commitment to achieving exceptional progress in reducing their carbon footprint.

Another key success was the receipt of the Partnership Cup from Peter Aston, Chair of Congleton Partnership in Congleton. Peter's goal is to raise awareness about the significant challenge of climate change. He introduced The Partnership Cup as an award to recognise positive steps toward carbon neutrality, with the hope of inspiring other businesses to follow suit.

Adding to our success, we were nominated for Britain in Bloom and awarded a Level 4 "Thriving Gardens Award." The RHS honour is reward for the hard work from the volunteer gardeners, corporate volunteers and the Facilities team at the Hospice. Every category is highly competitive, so we are thrilled to get this acknowledgement for the terrific efforts from volunteers, and staff. We placed emphasis on sustainability, creating planters from old Hospice at Home car tyres, growing vegetables, herbs, and strawberries in empty laundry detergent tubs and old sinks. Our home-grown produce is utilised by our chefs in the patients' daily menus. We recycle tomato and bean tins from the kitchen and use them as decorative table and screen planters in the

gardens. Extra water butts were installed to reduce our water usage.

Rachel Allcock, Income Generation Director and Chair of the Environmental and Sustainability Group was asked by Hospice UK to attend their Fundraising Leaders conference in London, where she took part in a panel on sustainability within Fundraising, talking specifically about the solar panel appeal. This led to a number of meetings and discussions with other hospices who are planning similar campaigns moving forwards.

The recent refurbishment of the SLWC saw the instalment of the solar panels which we fundraised for in April 2022. The design team was supported by the Board to make sure the build is environmentally sustainable. This includes using as many sustainable materials as possible.

The Environmental and Sustainability Group meets quarterly, and reducing our carbon footprint is as important to us today as it was when we set the group up. We aim to have all our innovations embedded in our 'business as usual' way of working.

We have been working in collaboration with many of our corporate supporters and learning from their best practice, especially around workforce sustainability.



Environmental and Sustainability Group members



4 Quality Performance and Activity 2023/24

Workforce

ECH recognises that our greatest resource is our workforce. We are proud to employ 162 members of permanent staff, 19 bank staff, numerous multi-disciplinary contracts for service workers, approximately 400 who volunteer regularly and 450 adhoc fundraising volunteers. We pride ourselves in prioritising both the wellbeing and development of our workforce and are committed to comprehensive and tailored learning and development programmes for all staff and volunteers, to ensure consistently high-quality services and compassionate, comprehensive, and specialised care delivery.

The Hospice continues to evolve in the context of the external environment, adapting to developments in technology for example, and consistently striving to achieve efficiency in systems and processes. Investment has been made in the development of our support teams to maximise effectiveness. This can be demonstrated through copious learning and development interventions including Communication, Resilience, Presentation Skills, Conferences, Desk Fit, Colourful

Insights, Finance, Moving and Handling, Food Hygiene, Marketing, Chaplaincy, and Event Safety. We have also supported four apprenticeship qualifications in HR, Finance, Fundraising and Management, and facilitated a Supported Internship within our IT team.

Alongside ensuring mandatory training compliance across the Hospice, the Workforce Team are also responsible for DBS checks, driving compliance, car insurance requirements, monitoring NMC PIN and revalidation, professional accreditation, and insurance.

September 2023 gave the Hospice another opportunity to work in partnership with the local Andrews Pharmacy, enabling staff to attend sessions made available exclusively for Hospice staff.

Due to the successful roll-out of the Flu and COVID vaccination programme:

- 71% of Hospice staff responding to our survey received the COVID booster.
- 76% of Hospice staff responding to our survey received the Flu Vaccination.

At East Cheshire Hospice (ECH), a highly skilled clinical workforce remains essential in delivering compassionate and specialised care to patients in the final stages of life. These dedicated professionals possess the expertise, sensitivity, and experience needed to address the multifaceted needs of both patients and their families during this critical time.

Our Hospice staff are committed to providing comfort, dignity, and support throughout this delicate journey. With extensive training and experience, they ensure effective symptom management, pain relief, and delivery of palliative care interventions, thereby enhancing the quality of life for patients and facilitating a peaceful transition.

Furthermore, their proficiency in end-of-life care enables them to navigate complex ethical dilemmas, facilitate difficult conversations, and make meaningful connections with patients and families. This ability to offer guidance and emotional support builds trust and reassurance, contributing to the overall wellbeing of those under our care.

The well-trained workforce at ECH epitomises our fundamental values of compassion, empathy, and professionalism, which are integral to our 'CARE' principles. Their commitment and skill enable us to offer comfort and support to individuals and families in their times of greatest need, uphold professionalism, interact with community members and fellow healthcare professionals, raise funds, and advocate for our services.



The Hospice's achievements have also been recognised externally; through the North Cheshire Business Awards, where HR Apprentice Hannah Bentham received 'Apprentice of the Year', and Macclesfield College where again Hannah celebrated with 'HR Apprentice of the Year.'



During 2023/24 the Workforce Team have celebrated the achievements of staff and volunteers through a staff long-service awards in the autumn and a further volunteer thank you event/introduction to the refurbished Sunflower Living Well Centre (SLWC) in spring.



Over the past few years, we have seen a steady decline in sickness absence within our contracted staff cohort, and this year is no different, with 2.5 days less average sickness per employee during the 12-month period. (2022/23 1843 days absent with 145 employees, 2023/24 1865 days absent with 162 employees).

Training and Development

In October 2023, the Hospice appointed a Practice Education Facilitator role to specifically support clinical learning and development, to drive our ambitions to provide gold standard end of life care to our patients, their families, and the community. This year we have established a skills lab where clinical colleagues can undertake practical skills in a safe and controlled environment, utilising mannequins to carry out several competence related procedures. We continue to collaborate with the End-of-Life Partnership and have access to their specialised training courses. We have developed further relationships with universities and colleges, facilitating student placements in nursing and physiotherapy, and in September 2024 we intend to continue our commitment to staff development through the Nurse Apprenticeship scheme run by Staffordshire University.

To ensure the safety and up-to-date knowledge of our staff and volunteers who provide an invaluable service to our Hospice in various capacities, it is crucial that we offer them comprehensive induction, education, and training. Effective induction and training will equip them with the necessary skills and information to navigate their roles while adhering to the latest guidelines and best practice.

During 2023/24, ECH delivered a number of bespoke face-to-face training sessions for our volunteer workforce specific to their volunteering role including Moving Around Safely, Scams Awareness, and training to be a Befriender. Volunteers also had the opportunity to attend Dementia, LGBTQ+, and Anticipatory Grief Training, alongside their need to undertake our annual online volunteer mandatory training:

- 168 volunteers completed ECH's online volunteer training package.
- 11 new volunteers completed our bespoke Retail Health and Safety online training.
- 28 volunteers completed a total of 68 modules on Bluestream e-learning platform.



Clinical Mandatory Training (CMT) and Essential Skills

 **13** CMT sessions with trainer James

 **100%** attendance

 **96** clinical staff attendees for CMT

 **x8** essential skills training sessions for HCAs

 **100%** said this training met their expectations

 **13** mandatory topics covered

 **x4** essential skills training sessions for nurses

 **36** Nurses legally compliant

 **40** HCAs legally compliant



644

Training course places attended

4

Apprenticeship qualifications

15

HCAs recruited to Band 3

54

staff undertaken new starter inductions

6464

CPD hours completed on training courses

2868

Bluestream modules completed

6

HCA Forums held

29

Fire Marshal's trained

24

bespoke (non mandatory) training courses delivered face to face at ECH

11

Workplace First Aiders trained

26

staff attended face-to-face Medicines Management training

23

staff attended LGBTQ+ training

95%

Mandatory compliance

Grants of over

£12k

received to subsidise training

100%

Training evaluation feedback rated as 'Very Good' or 'Good'

21

Staff attended Colourful Insights

15

staff attended Desk Fit training

Quality Performance – Clinical Activity

Over the past year, ECH has remained steadfast in its commitment to maintaining a safe and healthy environment for patients, families, staff, and volunteers. Infection prevention and control procedures have remained of paramount importance as we strive to deliver the highest quality of care.

During the period of 2023/24, we continued to implement stringent infection prevention and control protocols. These measures are carefully designed to minimise the risk of healthcare-associated infections within our facility, in alignment with the latest guidelines from national and international healthcare authorities.

Our infection prevention and control strategy encompasses several key areas:

Staff Education and Training

Our staff receive ongoing education and training to stay updated on the latest practices, including proper hand hygiene, use of personal protective equipment, and adherence to standard precautions.

Comprehensive Policies and Procedures

We have established robust policies and procedures outlining specific protocols for infection prevention and control.

Enhanced Surveillance and Monitoring

We maintain a vigilant surveillance system to quickly identify and respond to potential outbreaks or incidents, allowing for targeted interventions to prevent the spread of infections.

Regular Audits and Assessments

Routine audits and assessments are conducted to evaluate the effectiveness of our measures.

Collaboration and Communication

We prioritise open communication and collaboration with healthcare partners to stay informed about emerging infectious diseases and share best practices.

Patient and Family Education

We empower patients and families with knowledge about infection prevention and control through tailored educational materials and clear communication.

Through these comprehensive strategies, our goal is to establish an environment with minimised risks of healthcare-associated infections, ensuring the health and wellbeing of all individuals involved. We are committed to ongoing enhancement, vigilantly monitoring emerging trends, and integrating evidence-based approaches to uphold the highest standards of infection prevention and control at ECH.

Guidance on COVID-19 controls and patient safety has reverted to pre-pandemic norms. Patients with infections or transmissible diseases are treated following standard infection control protocols. We continue to receive support from the Health and Safety Executive, who provide regular updates to hospices, along with our local Community NHS Infection Prevention and Control Team.

Infection Prevention and Control nurses within clinical departments facilitate audits to ensure adherence to the latest evidence-based infection control practices. This enables us to operate more efficiently and flexibly. Visitor

restrictions have eased, allowing patients to benefit from increased contact and support from family and friends. Additionally, Personal Protective Equipment regulations for staff have been relaxed.

During 2023/24, 768 patients received our essential Hospice care. These services include attending the SLWC for day support, receiving specialised assistance from the Hospice @Home team within the comfort of their homes, or being admitted to our Inpatient Unit.

Additionally, both patients and their unpaid carers have access to a range of supportive therapy services aimed at sustaining and enhancing their physical and mental welfare. This comprehensive support ensures that each individual receives personalised care. Embracing a holistic approach, patients can and do engage with one or more of these services, thereby enhancing their overall wellbeing.

Surveillance Data April 2023 - March 2024

Clostridium difficile	1
Norovirus/Diarrhoea	0
Methicillin-resistant Staphylococcus aureur	1
Vancomycin-Resistant Enterococci/Carbapenemase-producing Enterobacterales	6
COVID-19	10 admitted with COVID, 2 admitted with Influenza





Improving Patient Experience and Outcomes

At our Hospice, patient quality and safety are paramount. We're dedicated to delivering exceptional care that meets the needs and expectations of our patients and their families. To prevent harm and errors, we follow evidence-based practices, regularly monitor performance, and actively refine processes to ensure patient safety and satisfaction.

We understand the importance of candour in patient safety and trust-building with patients and carers. By prioritising transparency and accountability, we strive to improve patient outcomes, enhance communication, and cultivate a culture of continuous learning and improvement in clinical practice.

At ECH, we highly value feedback regarding our services and patient experiences. We encourage input from patients, visitors, and staff alike as it provides invaluable insights into understanding patient needs and improving care delivery. This feedback helps us identify both strengths and weaknesses in our practices, enabling targeted improvements. Additionally, it offers opportunities for staff professional growth and development.

When patients and families feel heard and valued through our responsiveness to feedback, it builds trust and confidence in our healthcare services.

All individuals cared for by the Hospice from April 2023 - March 2024

Individuals	Female	Male	Total
Carer	320	154	474
Patient	415	353	768
Total	735	507	1242

24-hour Advice Line

The number of calls that we are receiving through our 24/7 advice line has been steadily growing over the last few years. Over the last 12-18 months we have reviewed and analysed the calls and identified that there are a significant number of callers, especially those who call outside of usual working hours, who would benefit from having a clear single point of contact, answered by a senior clinician to advise, support, and coordinate care. In close collaboration with other palliative care services across East Cheshire, we are developing a Palliative Advice Centre where enhanced palliative care support and coordination is accessible 24/7 for people with a life-limiting illness, with the aim of avoiding unnecessary and often unwanted admissions to hospital.

Our Medical Director is currently working with other hospices across Cheshire & Merseyside to peer review our advice given, to ensure it is consistent and evidence-based.

24-hour advice line	2021	2022	2023
Total number of calls	148	187	201
Number of healthcare professional callers	64	82	98
Number of patient/carer calls	84	105	103
Symptom management (clinical and psycho/social)	97	144	155
Service information/other	51	44	46



Outcomes Assessment and Complexity Collaborative

Patient outcome measures continue to play a vital role in our practices here at ECH. Over the past year, we have continued to dedicate our efforts to utilise a suite of measures, providing a systematic and objective approach to evaluate daily the effectiveness and quality of care we deliver to our patients. By capturing pertinent information about the impact of our interventions, treatments, and services on the health and wellbeing of our patients, outcome measures enable us to assess the outcomes and make informed decisions for further improvement. Moreover, the utilisation of patient outcome measures offers accountability and transparency, facilitating comparisons with other providers and settings.

As part of a collective effort, we utilise the Outcomes Assessment and Complexity Collaborative suite of measures across hospices and specialist palliative care teams both in hospital and the community, enabling us to triage referrals, prioritise admissions, and future decision making. By analysing patient reported outcomes, we have been successful in providing the right care, at the right time, in the right place.

**Inpatient 1st April 2023 to 31st March 2024
Improvement in IPOS Scores from Admission to Discharge to Death (of patients with a >1 on 1st visit)**

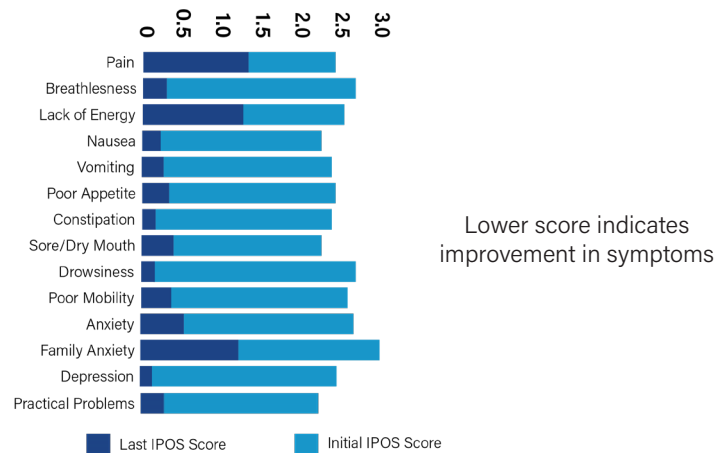


Figure 4.1. Improvement in IPOS Scores from admission to discharge or death for our Inpatient Unit.

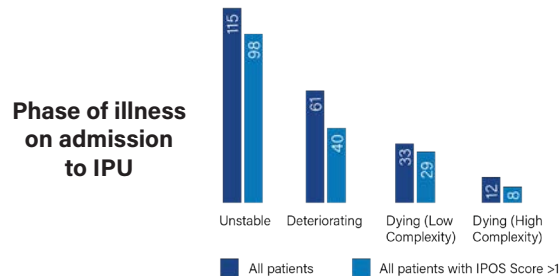


Figure 4.3. Phase of illness on admission to ECH's IPU.

**Hospice @Home 1st April 2023 to 31st March 2024
Change in IPOS Scores from 1st visit to Discharge to Death (of patients with a >1 on visit)**

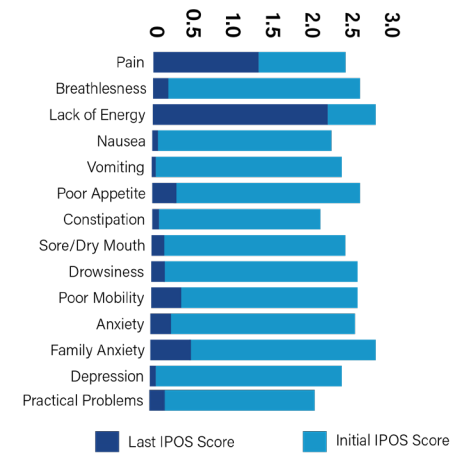


Figure 4.2. Improvement in IPOS Scores from admission to discharge or death for H@H.

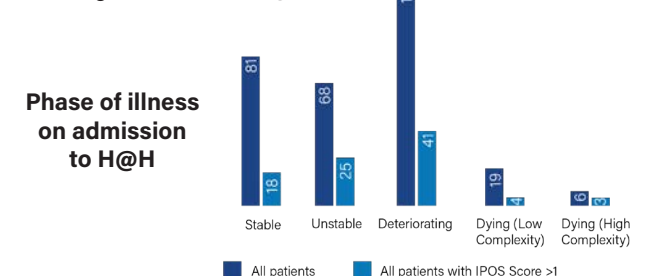


Figure 4.4. Phase of illness on admission to ECH's Hospice @Home.

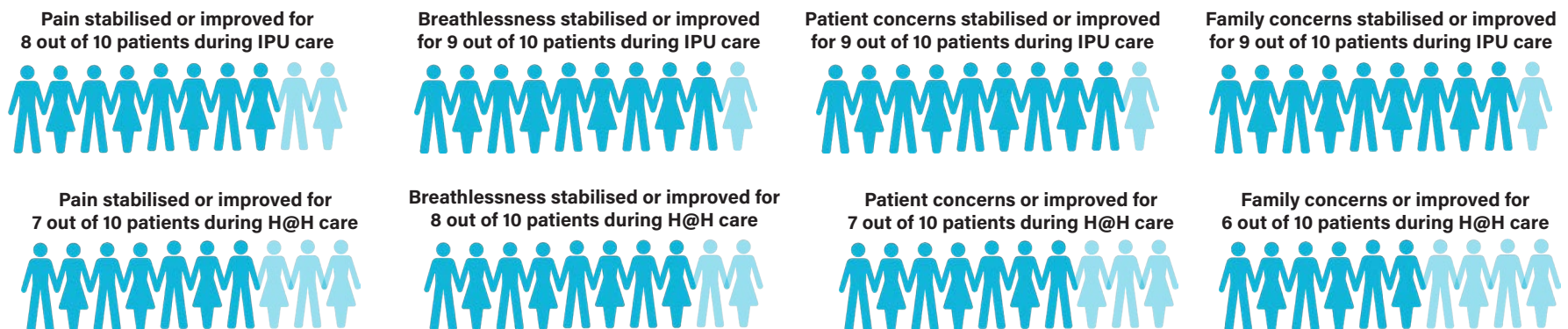


Figure 4.5. Stabilised or Improved care in the IPU and H@H.



Inpatient Unit

Referrals to our Hospice's Inpatient Unit (IPU) are welcomed from a variety of healthcare professionals. A recent audit on referral response rates has affirmed our commitment to promptly admitting all patients in need of a bed, including urgent cases within 48 hours of the request. Upon completion of a referral, our Hospice gains access to vital information stored in the EMIS shared records system, utilised by all community teams in East Cheshire. This efficient access ensures that urgent admissions or service acceptances are not hindered by unnecessary delays in the referral process.

It's important to note that while some patients referred to our IPU express a preference for receiving end-of-life care at home, they may still come in for assessment, symptom control, and optimisation before returning home with support from our Hospice @Home team. Should their circumstances change, and home-based care become impractical, we can swiftly arrange a transfer to our facility, prioritising timely and appropriate care for the patient.

The IPU at our Hospice offers support to patients with diverse palliative needs, with cancer being the most common condition treated. Additionally, we provide care for individuals with non-cancer conditions such as neurological disorders, dementia, respiratory issues, cardiac conditions, and frailty. Our dedicated team is adept at addressing the varied needs presented by these conditions, ensuring that each patient receives personalised and comprehensive care during their time in the IPU.

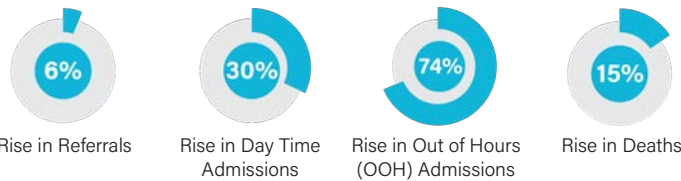
During their time in the unit, patients have access to a variety of services providing a holistic approach, such as physiotherapy, occupational therapy, and comprehensive family support services. These offerings include complementary therapy, pastoral care, psychological support, and a specialised pre- and post-bereavement team, ensuring that the needs of individuals of all ages are met. Our commitment to a holistic approach to care and

wellbeing extends not only to patients but also to their families and carers.

The team collaborated with the Integrated Care Board to alleviate winter bed pressures within the local trust by admitting palliative patients who were ready for discharge but awaiting placement in a long-term care facility. Between December 2023 and March 2024, the Hospice facilitated seven admissions beyond standard referral criteria, supported by additional funding to accommodate these patients. This initiative successfully relieved bed congestion at the hospital.

All patients receiving care on the unit have daily access and support from all allied health professionals delivering family support services that are available in the SLWC.

Increase in Referrals Admissions and Deaths since 2022/23:



In the 2023/24 period, our IPU welcomed 262 patients, staying an average of 12.5 days.



The average bed occupancy rate was 66%. It's evident that our facility is effectively utilised. Noteworthy is that 28 patients had multiple stays, showcasing our commitment to providing continuous care and support.

IPU Occupancy 2023/24

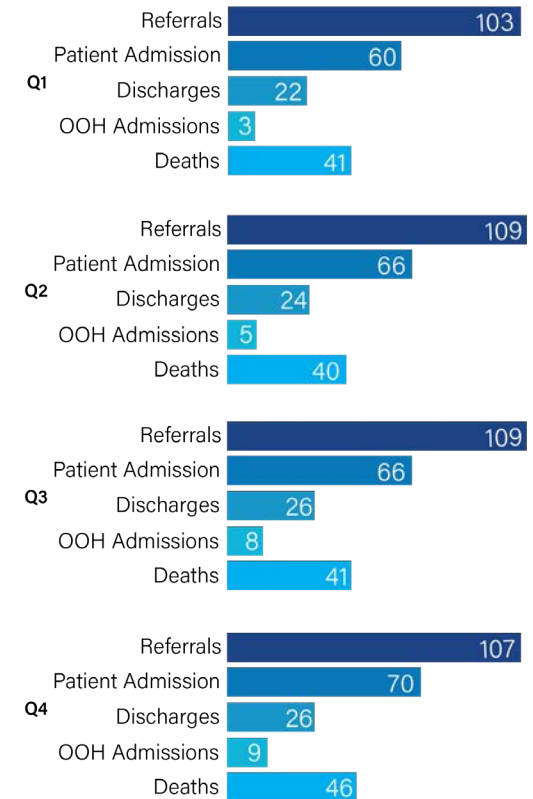
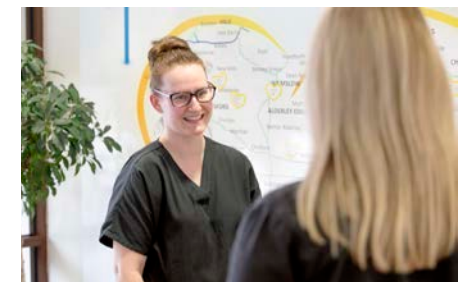


Figure 4.6. Number of patients during occupancy at ECH across four quarters of the year.



Importantly, 168 patients were able to pass away in their preferred setting, finding comfort in our unit surrounded by family and receiving dedicated care from our clinical teams.

Sunflower Living Well Centre

The Sunflower Living Well Centre (SLWC) at ECH extends a multitude of advantages to individuals and their families confronting serious illnesses, whether attending for the day or through individual Outpatient appointments. Primarily, these offerings furnish a nurturing and inclusive atmosphere, facilitating personalised patient care, symptom control, and emotional solace.

They empower patients to uphold their autonomy and enhance their quality of life, allowing them to make changes that will help them at home.

Additionally, these services promote social bonds and a feeling of belonging, enabling patients to participate in activities and exchange insights with fellow individuals navigating comparable difficulties.

Over the past year, Living Well programmes have transitioned to the core of the hospice as part of a comprehensive space renovation of the SLWC. Unfortunately, the redevelopment has exceeded the anticipated time frames, and has caused some disruptions to wellbeing programmes and outpatient services. Nevertheless, staff have shown resilience, adjusting to the circumstances and persevering with programmes in limited spaces, albeit with reduced capacity. Their commitment stems from the recognition of these programmes as vital lifelines for many patients, ensuring continued support and accessibility during this period of transition. Even at reduced capacity, the services have delivered exceptional care and support to those who have been able to attend. These services have been relaunched in the renovated Centre.

During the 2023/24 period, despite service availability constraints, we managed to accommodate 206 referrals for Wellbeing services, including Fatigue, Anxiety and Breathlessness, Live Well Feel Well, and MND wellbeing days (excluding Dementia Services and Therapy Sessions).



Number of patients attending services within our SLWC

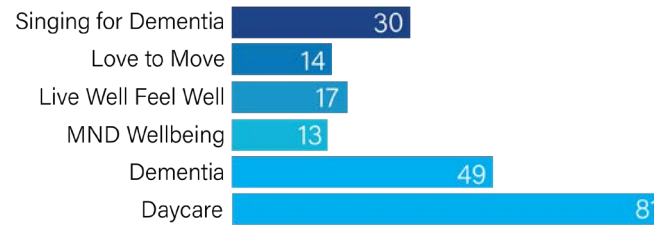


Figure 4.7. Number of patients who attended services within the SFC.

Family Support Services

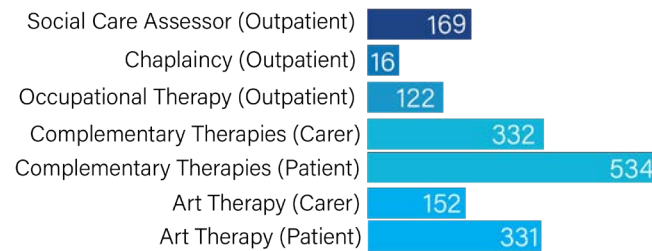


Figure 4.8. Number of patients who attended Family Support Services in the SLWC.

Carer Wellbeing

Furthermore, our palliative day care services play a crucial role in providing carers with essential respite, granting them precious opportunities to rest, rejuvenate, and replenish their energy. These services not only offer carers much-needed time off but also provide them with comprehensive support in various forms.

Carers have the option to participate in support programmes alongside their loved ones or attend sessions tailored specifically for them, including one-on-one psychological support sessions.

Notably, during this period, we have accepted 404 referrals into a multitude of services specifically aimed at supporting carers, underscoring our commitment to their wellbeing, and ensuring they receive the necessary assistance they require.



Our team handled 733 telephone calls, providing direct support to patients or their carers.



70 calls were directed to our Advice line, with follow-up advice and support provided as needed.



We conducted 75 virtual consultations for individuals unable to physically attend our services, ensuring continued access to care and assistance.

Hospice @Home

Our Hospice @Home (H@H) Service delivers specialised palliative care to patients within the familiar surroundings of their own homes. Our goal is to minimise hospital admissions and enable patients to stay in the environment where they feel most comfortable. Through this tailored care, we aim to respect our patients' preferences and improve their quality of life throughout this difficult period.

Our H@H team continues to deliver the Palliative Care in Partnership (PCIP) care provision and continues its mission to aid the most vulnerable patients who choose to spend their final days at home. Supported by the Integrated Care Board, this innovative endeavour has encompassed a comprehensive array of services designed to deliver exceptional care to patients during their last 12 weeks of life, following the national guidelines for Continuing Healthcare. Our around-the-clock H@H service ensures personalised care tailored to each patient's needs. Our services include hands-on assistance, psychological support, symptom management, and carer respite. Collaborating closely with Marie Curie and the community District Nursing team, we ensure continuous support and guidance, minimising the need for hospital admissions. Through our collective efforts, we uphold the highest standards of care for our patients.

While the H@H service has consistently delivered exceptional care since 2017, continually adapting to meet community needs through collaboration and integration within the broader healthcare system, we acknowledge that certain needs within this population have remained unmet.

In 2023, the ECH Board approved the expansion of the H@H service by introducing a third team dedicated to enhancing and reinforcing the PCIP project. Despite recruiting more staff and expanding our fleet of vehicles within the local community, the demand for care has surpassed projected numbers.

In late 2023, an opportunity arose to revolutionise the provision of palliative care in East Cheshire. New collaborations were formed within the local care community of Knutsford, leading to the development of a pilot service. Building upon the successful policies and practices of H@H, a recruitment drive was initiated for Team 4.

Knutsford Home First commenced its phased approach to success in January 2024. H@H nurses are now working in Knutsford, coordinated by the District Nursing Team, and fully integrated as part of the care community team. Their focus is on supporting early discharge, intervention, crisis prevention, and end of life care for patients in their final year of life. This community-centric approach has reduced travel time between patient visits, allowing for more efficient care delivery.

H@H Care Provision

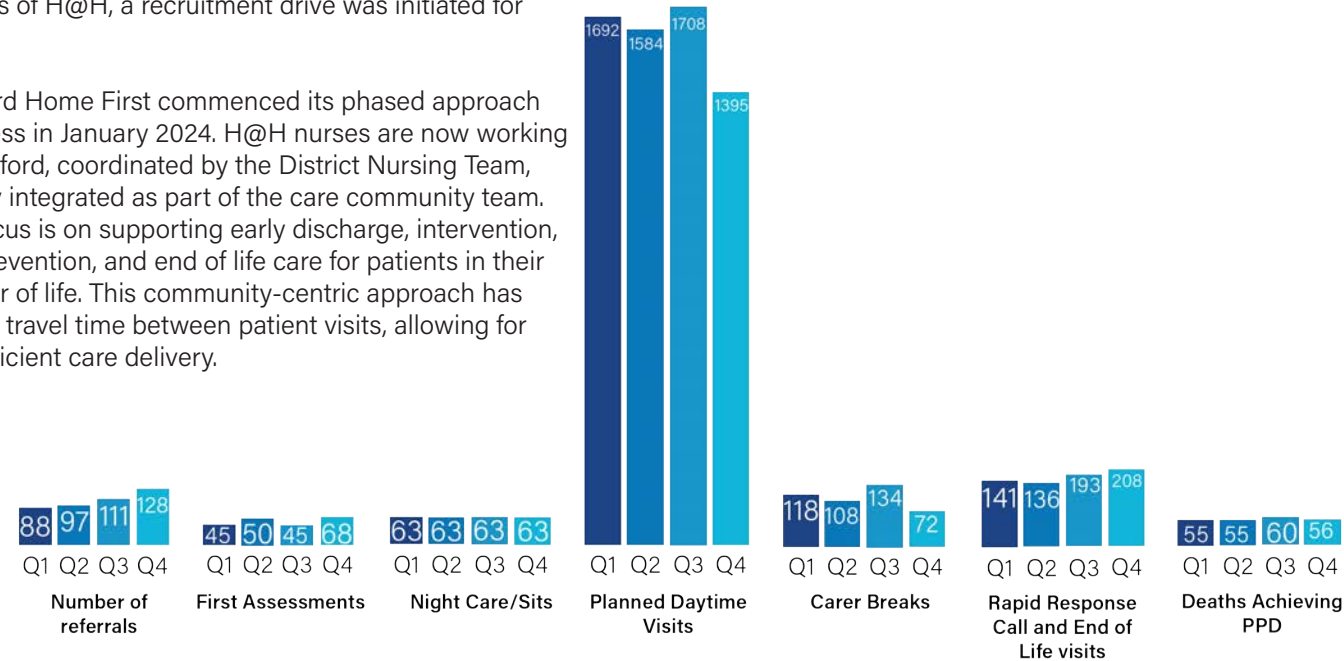


Figure 4.9. Care provided by H@H.



Small (3%) reduction in referral numbers but an 8% increase in the number of patients supported in 23/24.



50% rise in face-to-face patient assessments along with an 11% rise in day visits and an 94% rise in provision of supportive carer breaks.



9% rise in patients achieving their Preferred Place of Death (PPD).

Bereavement

ECH bereavement support plays a vital role in helping both adults and children navigate the challenging journey of loss and grief.

As predicted, the Adult Bereavement Counselling service has seen another busy year. The Adult Service offers both pre- and post-bereavement counselling. The most popular option has been one-on-one therapy sessions, with many clients choosing face-to-face meetings at ECH.

Bereavement Sessions

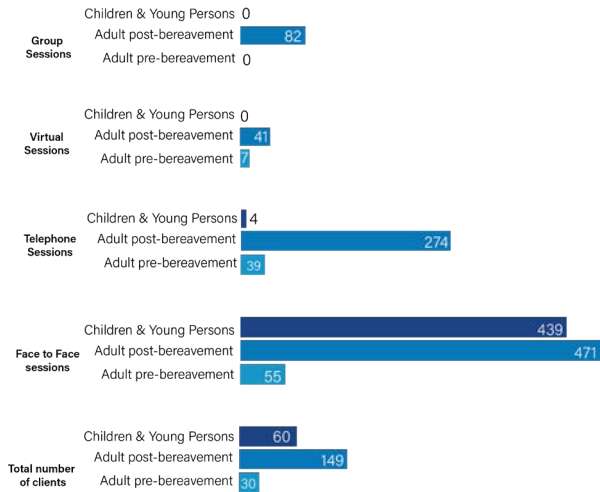


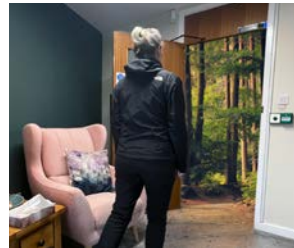
Figure 4.10. Number of bereavement session delivered by ECH. The Children and Young People's Bereavement service accepts referrals for anyone aged 4-18 years in East Cheshire. The bereavement team provides age-appropriate resources and a supportive environment to help children understand and process their grief. They support children anticipating loss by encouraging them to express their emotions, ask questions, and receive reassurance. The care offered meets the unique needs of grieving children and their families, helps them navigate complex emotions, and adjustments that come with the loss of a loved one. Therapeutic interventions, counselling, and tailored group activities support children educationally and developmentally, and enables healing, emotional resilience, and coping skills. We offer family events, 1:1 counselling, youth group events, and parent education and support.

The new Forest Therapy counselling group commenced as a pilot in March 2023 and continues to receive 100% 5-star feedback from its bereaved participants in its first year. The Forest Group Abstract was also shared at the Hospice UK Conference and published in an online supplement of BMJ Supportive & Palliative Care medical journal. As the need and resource for this service grows, its value can be shown from qualitative and quantitative feedback from counselling clients.

Feedback from the forest:

"Being in the forest and reflecting on everything around me gave a sense of calm and peace which has been missing." - Anon

"Surrounded by beautiful scenery, trees, flowers and appreciating nature while at the same time walking and talking to others grieving, I felt comfortable in their presence along with the professional counsellors" - Anon



"It is a different kind of counselling which you can't attain sitting in a building. It allows you to breathe slower and realise the beauty of nature when your mind is so dark in grief!" - Anon

The Core-10 is a 10 item self-report measure of psychological distress for adults (and young people aged 16+). It has shown to be a valid and reliable measure of clinical change.

The graph shows the positive effects that adult counselling at ECH has. It shows that a very high percentage of adult clients lower their psychological distress levels to much healthier outcomes after receiving counselling.

Adult Bereavement Core-10 Initial to Final score by year

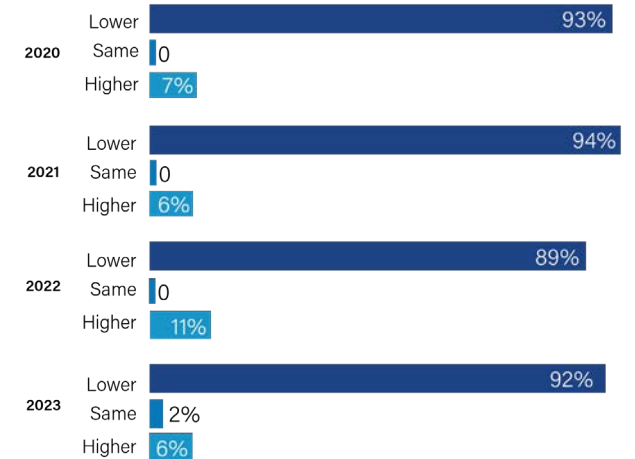


Figure 4.11. A graph showing changes between the Initial and Final scores for Adult Bereavement Core-10.



239 new referrals - a significant rise in referrals into bereavement services in 2023/24



Parent quote: "Thank you. You were able to help my child in ways I could not."



34% rise in 1:1 sessions - 1330 delivered in 2023/24



5 Patient Safety

Patient Safety

This year, East Cheshire Hospice (ECH) has overhauled its approach to learning and enhancing processes after incidents. We've adopted the Patient Safety Incident Response Framework (PSIRF), aligning with the NHS's commitment to robust systems for handling patient safety incidents. This shift aims to support ongoing learning and elevate patient safety standards.

To ensure thorough oversight and swift responsiveness, the Patient Safety and Quality Management Forum and Patient Care and Clinical Governance Committee convene quarterly. In these gatherings, they meticulously examine reported incidents, extract valuable insights, and craft tailored action plans. Their proactive approach includes facilitating practice changes as needed to continually enhance patient care.

Audits

The annual clinical audit programme at ECH plays a pivotal role in the continual evaluation and enhancement of our clinical practices. It ensures adherence to Care Quality Commission regulations and the delivery of exceptional patient care. Our programme is meticulously crafted to pinpoint areas for improvement, mitigate risks, and nurture a culture of excellence within our Hospice environment.

Each year, the ECH audit programme evolves to drive improvements in patient care, organisational performance, and quality assurance. In the current year, we have undertaken six re-audits, ensuring that recommendations from previous audits have led to enhanced processes and outcomes. Additionally, we have completed six new audits focused on auditable standards related to policy and practice, with action plans in place to elevate the care and services we offer. This ensures that ECH remains a leader in excellence in end-of-life care.

In the latest audit cycle (2023/24), several notable achievements have been realised:

- **Medications and Controlled Drugs:** Through quarterly audits assessing safe handling, storage, and documentation of medication allergies, we have upheld compliance with guidelines, policies, and legal obligations, thus minimising the risk of non-compliance and associated penalties.
- **Infection Prevention and Control:** Audits focusing on pre-admission infection assessments, hand and cough hygiene, and occupational safety have been integral to our infection prevention and control programme. These audits enable us to identify and mitigate risks associated with infection, patient assessments, and other critical care aspects.
- **Transparency and Accountability:** Annual and customised audits covering areas such as Duty of Candour, Capacity and Consent, Patient Outcome Scores, Incident Reporting, Nutrition and Hydration, and Preferred Place of Death have been conducted. By documenting findings and implementing corrective actions, ECH has demonstrated its commitment to quality care and ethical practices, encouraging trust among patients, families, and stakeholders.

East Cheshire Hospice Clinical Reporting Data			
	21/22	22/23	23/24
Clinical Incidents (IPU and H@H)	51	26	30
Drug Incidents (IPU and H@H)	30	24	43
Information Governance (internal)	7	4	8
Information Governance (external)	13	8	10
Pressure Ulcers (acquired at ECH)	40	15	30
Pressure Ulcers (identified at home or on admission)	45	37	72
Safeguarding (all services) - patients where concerns have been reported	4	7	7
Falls on IPU	36	30	31
Falls attended to by H@H	6	12	31
Clinical Complaints	2	2	0

2023/24 Reportable Incidents Care Quality Commission/ Cheshire and Merseyside Integrated Care Board - Patient Quality Team / NHS Controlled Drugs Reporting	
Deprivation of Liberty	15
Safeguarding 1st Account and Care Quality Commission	7
Pressure Ulcers - Cat 3 and above/Deep Tissue Injury/Ungradable (if acquired at ECH)	3
Serious Adverse Events	0
Controlled Drug (CD) NHS Incident Report	2 low risk and 1 no harm CD reports submitted

Clinical Audits and Review Completed 2023/24

Q1

- Quarterly Controlled Drugs Audit
- Quarterly Infection Control - Occupational Safety / Sharps Management - IPU
- Preferred Place of Death - IPU/SLWC/H@H
- Capacity and Consent
- Outcomes Assessment and Complexity Collaborative & Integrated Palliative Outcome Scores
- Nutrition and Hydration

Q2

- Quarterly Controlled Drug Audit
- Safe and Secure storage of medicines
- Quarterly Hand washing – all clinical areas.
- IPU Duty of Candour
- Incident reporting – Vantage
- Re-review Medication Allergies
- Respite Review

Q3

- Quarterly Controlled Drug Audit
- SLWC Referrals
- Quarterly Infection Control – Infection Screening
- Medication Allergies

Q4

- Quarterly Infection Control - Hand washing all areas
- Quarterly IPU - Controlled Drug Audit
- IPU – Management of Pressure Ulcers
- Re-audit - Preferred Place of Death Audit
- Re-audit Non-Med Prescribing
- Re-audit Response to Referrals

In our pursuit of excellence, we harness the expertise of Hospice UK to benchmark our data, setting a gold standard for performance evaluation. This empowers us to gauge our progress against industry benchmarks, pinpointing opportunities for enhancement. Moreover, we meticulously communicate our findings to esteemed entities such as the Cheshire and Merseyside Integrated Care Board and Patient Safety Team. Our commitment extends further as we share our invaluable learnings with fellow Cheshire hospices, reinforcing a collaborative environment of continuous improvement.



For all Figures on this page: approximately 100 hospices submit data to Hospice UK each quarter. East Cheshire Hospice is benchmarked against other hospices of the same size, collectively providing approximately 360 beds.

Patient falls

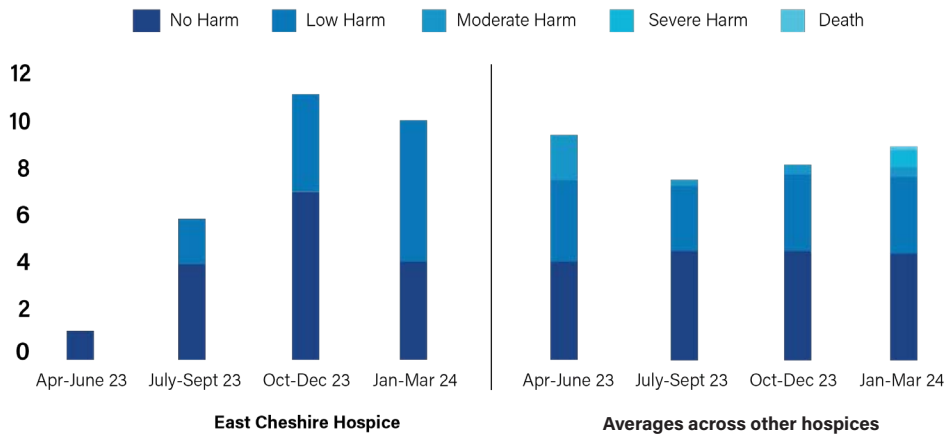


Figure 5.1. Number of patient falls at ECH compared with other Hospice averages.

Pressure ulcers on arrival to Hospice

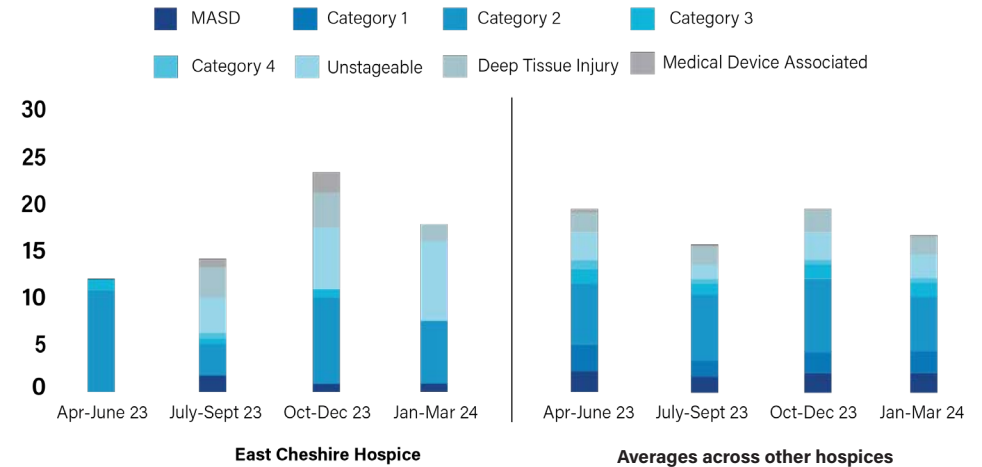


Figure 5.2. Number of pressure ulcers on arrival to ECH compared with other Hospice averages.

Medication incidents

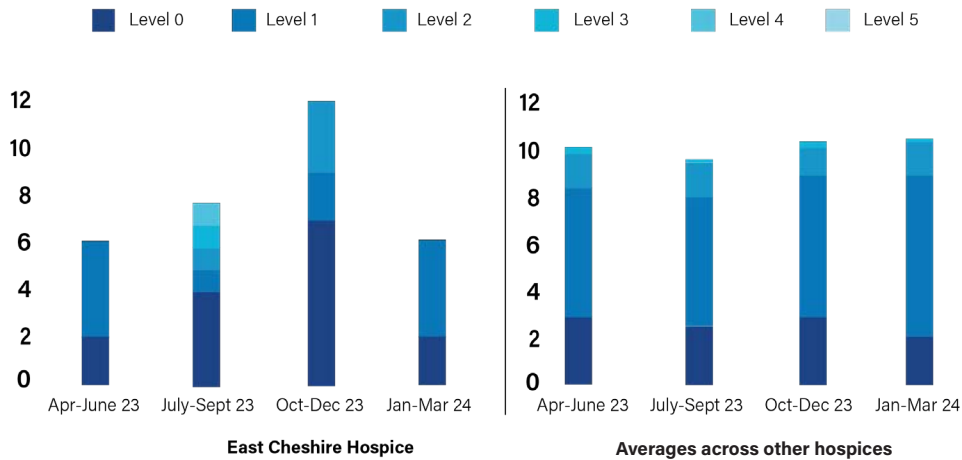


Figure 5.3. Number of medication incidents at ECH compared with other Hospice averages.

New pressure ulcers

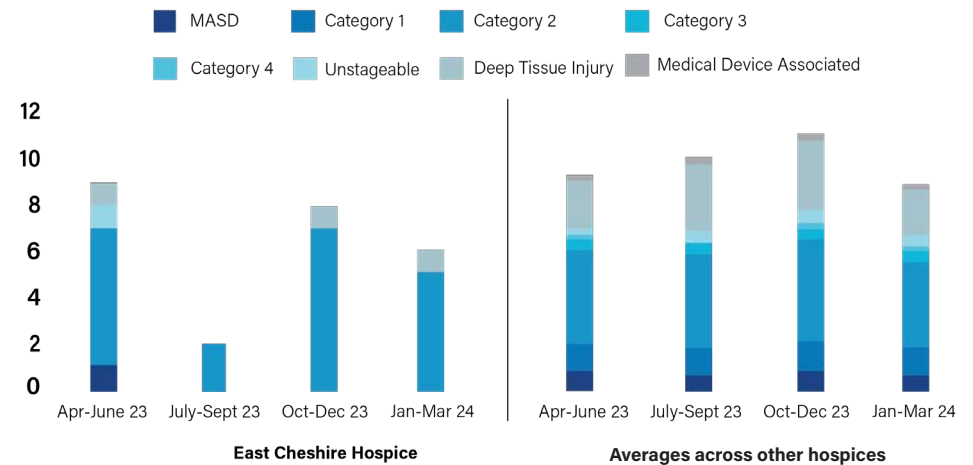


Figure 5.4. Number of new pressure ulcers at ECH compared with other Hospice averages.



6 Feedback

"The counselling I received afterwards was after you convinced me I needed it - Brilliant. You were brilliant, and most caring and supportive group of people that I have ever met in my life."

"Thank you for all the care given to D which allowed us to fulfil his wishes of remaining at home and allowed us as a family to spend his last days comforting him rather than trying to juggle caring and spending quality time with him. As a team you helped us as a family so much - it's difficult to put into words."

"Thank you from the bottom of my heart for the tender loving care you gave to my father as his end-of-life was beyond all my expectations. There are not enough words to express my gratitude for the comforting words and kindness shown to me, and remembering these words are a great comfort. The last morning with him was wonderful which I will always cherish. I have huge admiration for all the caring and working staff at the Hospice."

"Tuesday Sunflower Club was the best thing that could have happened to Mum since being diagnosed with Cancer. It brought true happiness every week into her life, and I loved seeing the pictures of the activities Mum had done each week or the meals she had eaten or the guide dog she had met or the things she had made. I firmly believe that without this we would not have been treasured with Mum's charm for as long as we did, thank you."

Supporting Statements

"East Cheshire Hospice as a key member of the Cheshire and Merseyside Hospice Provider Collaborative and East Cheshire Place continues to use their knowledge and expertise to support and enhance the quality of care received by patients and those around them. Patients remain as the focus of all they do, continuing to develop services underpinned with 'good governance' systems and processes."

Helen Brown

Chair & SRO, Cheshire & Merseyside P&EoLC Programme Board



"Cheshire and Merseyside Integrated Care Board (ICB), Cheshire East Place, are pleased to comment on the East Cheshire Hospice Quality Account 2023-24. NHS grant funding forms only a small part of the funding required by hospices to operate, but the ICB recognises the contribution this makes to the services you offer.

East Cheshire Hospice continues to demonstrate their commitment to improving services using service user feedback, incident reports, and front-line experiences to change the way they deliver services to achieve better outcomes for those who need their support.

We congratulate the progress made during the first year of your five-year Delivery Plan particularly the estate works and reopening of the Sunflower Living Well Centre, and enhancements in dementia services, both of which benefit a growing number of Cheshire East Residents and their families.

We also recognise the partnership working you continue to undertake to learn from and contribute to the local and regional networks for palliative care. Similarly, the sustainability and biodiversity in your estate makes the Hospice a leader in the local community. Having a good death is just as important as having a good life, and your responsiveness through the Hospice@Home service to provide a preferred place to die and avoid hospital admissions supports the NHS as well as families going through this emotive time.

Your culture of continuous learning and safety is seen throughout the report as well as delivery of high-quality and compassionate staff. This is particularly evident in the newly formed Forest Therapy counselling service for young people, responding to feedback from families and recognising a gap in service. Adjusting to the national Patient Safety Incident Response Framework has been another milestone for 2023 and the creation of additional governance processes to oversee learning from incidents will provide better assurance for your Board.

We look forward to seeing the ongoing progress for the Hospice with multiple external partners to strengthen relationships and establish pathways of care, and ensure service users receive the right care, delivered by the right people in the right place at the right time."

Josette Niyokindi

Interim Associate Director, Quality & Safety Improvement
NHS Cheshire & Merseyside



www.eastcheshirehospice.org.uk