



adding life to days  
Nottinghamshire  
Hospice

# Quality Account 2022 – 23



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Quotes throughout the document are taken from feedback from a range of patients, carers and family members.

## Part One: Statements of assurance and introduction to Nottinghamshire Hospice

# Statement of Assurance from the Chief Executive

I am delighted to introduce Nottinghamshire Hospice's Quality Account 2022-23. Nottinghamshire Hospice is a community Hospice which provides high quality, compassionate care and support for people at the end of life, and the people important to them, across Nottingham and Nottinghamshire. We have an excellent reputation in the community, driven by a shared commitment to deliver excellent end of life services which runs through our Board of Trustees, leadership teams, staff, volunteers, and partners. We are constantly striving to improve our services, communicate this to a diverse audience and raise the essential funds required to ensure our support remains free to all who need it. I am therefore delighted to report three key appointments this year: Debra Elleston as Deputy Director of Care, Claire Herrick as Head of Fundraising and Hollie Anderson as Communications and Marketing Manager. These roles are essential in driving achievement of our strategic objectives, and working with our existing teams, ensuring that our services develop with patients, carers, staff and volunteers at the heart of all we do.

Development and delivery of our Care strategy has been a highlight of the year. We have held engagement events with all of the Hospice teams to share and shape the vision and progress of the strategy. Significant achievements have been the securing of five years of funding for the Hospice Night Support Service, the launch of our new Wellbeing service, completion of a comprehensive workforce mapping exercise to provide clarity for our recruitment strategy, and expansion of our highly valued Bereavement Support services. One of the greatest joys in my role is reading the feedback and compliments we receive. Knowing the positive difference we make to people when they receive support from us is truly humbling and incredibly rewarding. I know this feedback inspires both myself and all the teams to continue to strive towards helping even more people within the diverse

communities we serve. We have also focused this year on understanding how we might improve our reach into these communities and have recently been delighted to share our five-year Equality and Diversity strategy. Whilst we are making good progress, there is always more we can do to improve accessibility and this strategy is a great tool to achieving equitable services.

Our staff have been another source of inspiration this year. Having seen first-hand the care and dignity they show our patients and their loved ones, it is apparent that our training and staff support activities are incredibly important to maintain their resilience and wellbeing. We have an Employee Assistance Programme in place, plus a successful schedule of restorative resilience supervision. To enhance this, we have also trained a number of managers on Mental Health First Aid, developed a Menopause policy and been awarded a Nottinghamshire Carers Association certificate. Further work on a wellbeing strategy in 2023-24 will build upon these achievements to ensure our staff remain well supported.

A number of people have contributed to this Quality Account, most notably the Director of Care. I am very grateful for all of their work. I want to thank our NHS and Charity partners, Commissioners, Integrated Care System and our army of fundraisers, volunteers and wonderful staff for all they do to support Nottinghamshire Hospice and our mission to add life to days. To the best of my knowledge the information reported in this Quality Account is an accurate and fair representation of the quality of services provided by Nottinghamshire Hospice. I hope you find it interesting and useful.



**Rachel Hucknall,**  
**Chief Executive Officer**



# Endorsement from the Board of Trustees

2022 - 23 has been an important year for developing the quality of services at Nottinghamshire Hospice, with much to be proud of. Significant progress has been made with our Quality Improvement Plan which reaches across the organisation, putting patients and the people important to them at the heart of all we do. The Board of Trustees have been encouraged to see the progress in achieving our strategic aims and the partnership working between the Hospice and Commissioners. Delivering

quality charitable services against the backdrop of a cost of living crisis is always going to be challenging, and we have been delighted to be able to support so many people this year and hope to reach many more in future years.



**Joanne Brunner,**  
**Chair of the Board of Trustees**





# Strategic Priorities for Nottinghamshire Hospice

1

Be a centre of recognised excellence for patients requiring community Hospice Care.

2

Build community resilience by leading and promoting positive conversations about death and dying.

3

Deliver visible and inclusive access to end of life services across all communities in Nottinghamshire.

4

Have in place a robust and sustainable business model which supports our strategy for delivery of end of life services.

## Our Values

### Care

Providing the right care, at the right time, in the right place by the right person.

### Acceptance

Accepting of all our diverse communities by growing trust and understanding.

### Resilience

Building resilience in our patients, carers, families, staff and volunteers to cope and thrive.

### Empathy

Understanding that loss, grief, and bereavement are unique to each individual and respecting their needs.

## Part Two: Priorities for improvement and statements of assurance

# Priorities for improvement 2022 – 23

## What we achieved last year

### Priority 1

Secure sustainable funding to enable us to develop the HNS offer for people needing care through the night.

**Commissioned funding secured during 2023 for the next five years.**

### Priority 2

Redesign day services to a 'wellbeing' model to allow wider access and support for people affected by a life limiting illness

**New service launched during March 2023**

### Priority 3

To review our workforce and ensure that we are able to develop a workforce that is sustainable and flexible to meet the needs of our patients and their families now and in the future.

**Workforce mapping undertaken; a recruitment plan is in place to meet the complex needs of our diverse population.**

### Priority 4

Continue to develop our Bereavement and Carer support through a blended approach of face to face and telephone support.

**Expansion plan in place for the Bereavement Team to include skilled counsellors to help us meet the demand for services.**

**A new software caseload management package is being implemented to enable timely outcome evaluation.**





# Priorities for improvement 2023 – 2024

What we will achieve next year  
(Care Strategy 2022 - 2027)

We will commence the implementation of our new Care Strategy:

## 1 Be a centre of recognised excellence for patients requiring community Hospice Care

- Care Services will develop the workforce to enable us to continue to provide outstanding palliative care.
- Rapid response will be incorporated to support patients and their families when they are most in need throughout the night.
- Provide 'Palliative Care Rehabilitation'.

## 2 Building community resilience by leading and promoting positive conversations about death and dying

- Training and Development of our teams.
- Skill up our workforce and review terms and conditions to ensure that we are provider of choice.
- Support our team to progress their career development





### 3 Deliver visible and inclusive access to end of life services across all communities in Nottinghamshire

- Develop bereavement services.
- Enable access for people and their families with cancer and non-cancer conditions impacting life expectancy.
- Our care will reflect the needs of the population of Nottinghamshire by engaging with communities and groups who are not currently using our services.
- Focus on improving access for people requiring palliative care regardless of their age, race, gender, sexual orientation or disability.

### 4 Build community resilience by leading and promoting positive conversations about death and dying

- Implement the Digital Strategy to improve access to services and support the clinical teams to deliver care: email access/use devices at the bed side to include patients and their families in care planning and care delivery/provide contemporaneous updates onto shared systems.
- Increase partnership working opportunities to break down barriers to care and improve access to services. Explore partnerships with cancer and non-cancer charities, providers (GP's/ Community Nurses/Clinical Nurse Specialists) and the ICS.
- Develop patient pathways with CHC Fastrack, hospital discharge teams and out of hours services.



## Part Three: Review of the quality of our performance in 2022 – 23

# Internal Assurance and Clinical Audit

### Internal assurance is reviewed through the following assurance structure:

- Board
- Quality & Safety Committee
- Health & Safety Committee
- Incident Review Meeting
- Caseload review meetings

### In addition, care assurance is discussed through:

- Learning Points - which share lessons learnt and enable reflection for participants. Learning is then shared across the organisation.
- Quality Improvement Group – is a new group which engages staff with the implementation of our quality improvement programme.

### Clinical audit

- We have an annual audit schedule which is reviewed at the Quality & Safety Committee and then onward to Board.

### Clinical Audits completed during 2022 - 23

- Bi-annual Patient Satisfaction Survey – April and November 2022
- Annual Stakeholder Satisfaction Survey – April 2022
- Clinical Records Audit – July 2022
- Mandatory Training Audit – December 2022

### Safety

- Safety is managed using a systems-based approach that prevents errors, allows learning from errors and involves patients, staff and volunteers as well as the key partners.

### Experience

- Complaints – we received 3 complaints during 2022 - 23
- Compliments – we received 97 compliments during 2022 - 23
- Patient/carer experience – 37 emails and messages and 49 cards were received from April 2022 until March 2023.

### Effectiveness

- Outcome measures are used for wellbeing services.
- IPOS is used across care services.

### External assurance

- We are procuring a risk/incident software system 'Vantage'
- We have not received a face to face CQC Inspection during 2022/23.
- We continue to have six-monthly Infection Prevention and Control audits from an external NHS team.

# External Assurance

## Comments/Compliments

"To the overnight support team, Thank you for your assistance with overnight care for M during her illness. It was greatly appreciated by all of the family. H.F & family."

"Thank you to you all for the wonderful care and compassion you gave to our wife and mum, you are truly amazing, you made a difficult time a little bit easier."

"You are all angels, I couldn't have managed without you all."

"The support you gave her allowed the family to spend quality time with her and removed the worry of her being alone overnight. We will be eternally grateful to you all for your professional and skilled care."

"Your presence calmed both of us enough for us to concentrate on being in the moment with Mum and let her pass with the dignity her life so richly deserved. Thank you from the bottom of our hearts."

"To all the wonderful kind and caring ladies who in our time in need were there for us as a family, to keep our mother at home and gave us a chance to get a little sleep and respite."


"To all the staff and especially the night support team – thank you for the care, support and kindness you gave to looking after Dad and for the support and care you gave to the rest of the family – you helped so much!"

"Our dear friend told us how kind you had been so we would like to add our thanks to hers."

"Me and my family would like to thank you all for the support you gave my gran when she became poorly. You were all so friendly, personable and kind. We can't thank you enough."

"You are 'particularly brilliant' - thank you for your hard work and dedication to patients and the Hospice."

"I spoke to the wife of x today who you both looked after in March. x wanted to pass on her gratitude to you both and said she would not have coped those last few days without you."



"The night before Papa passed away, the DN's suggested I contact Hospice at Home who came out to help with positioning. They were great. When I called the Hospice in the early hours the following day, they offered to send a nurse to support us the following night. He passed away an hour after this call."

"We have had feedback from a patient's family. They have said you were 'absolutely brilliant'."

"B couldn't speak highly enough of you and wanted to pass on her thanks for all your support."


"X has sent his thanks for all we have done for his wife. He was pleased that he had a nurse in last night. He thanked us again for all we have done."

"You supported my cousin P in her final days at home and you were so amazing. Everyone that came to care for P showed nothing but the utmost respect and care for her. P was like a sister to me and I still can't believe she is gone. Many thanks."

"I looked after my Mum at home, last Tuesday night and I would like to 'Thank You' and A for offering this service. I can't say 'Thank You' enough as it means so very, very much!"

"D wanted to pass on her gratitude to you both and described you as 'caring and compassionate'."


"A 'thank you' for all the help you gave us when J was ill and dying. I was so grateful to the nurses who came and sat during the day but so thankful to 'D' who came those last three nights and saved me from collapsing!! You all do a great job. Telephone calls were helpful too."




"We recently used the Hospice (just for an hour) for my father-in-law. He came to live with us during his end of life. We thought he would live for six months, but he rapidly declined. One occasion in the early hours, the evening DN service asked us to contact the Hospice team to help with re-positioning. The two staff that came were brilliant. I was informed the next morning that the Hospice would send someone to sit for the whole night and we were so relieved. Papa died early hours, so we didn't get the chance to use the service but the one hour we had was great. You run a much-needed service."

"Thank you we are really grateful for the support."


"You have swept in like an angel."







“To S, K and all who helped to care for Mum in her last few days. The whole family want to extend a heartfelt thank you. You are all incredibly special people and made a difficult time so much more bearable. I know Mum appreciated so much the strain it lifted from myself. Your work is too important not to be supported. With much love and best wishes, C.B.”



“My sisters and I grew up in Gedling as my parents bought a house there when I was five years old. We have had some wonderful support from the hospice over Christmas, especially helpful as my Dad was poorly.”

“My dad died on Saturday morning and my sister and I were with him. I can’t thank you enough for the support you gave me on your nights that week. I think I would have buckled if it hadn’t have been for you and the reassurance you gave me. You made an horrendous situation much better. I needed the support. Please can you pass onto service leads that this service needs investment as I would have benefitted from more overnight support, especially the night before his death. Again, thank you so much. I will forever be in your gratitude. K.H.”

“Thank you so much for all the wonderful care you gave to my Husband during his last couple of weeks at home. Also, for your support to myself and daughter. You are all Angels!”

“My Father passed away on 4th September 2023 and we wanted to recognise the invaluable support your organisation gave my Father and the family. Thank you so much from us for your kindness and support.”

“We would like to thank everyone at Nottinghamshire Hospice for their outstanding care and support they gave to our Mother and to us as a family.  
Love the W Family.”

# Partnership Working

## Partnership project with Primary Care

“The Ivy Medical Group Patient Participation Group (PPG) represents over 7,000 patients in the area of Burton Joyce, Lowdham, Stoke Bardolph, Lambley, Bulcote and surrounding areas.

The PPG is working with the hospice to look back at patient and carer experiences for end of life care over the last two years. We hope this informs us directly of any gaps in services or information so we can improve the service offer. We hope this work will go on to support and inform all GP practices across Nottinghamshire so they can work with the hospice to offer the best possible end of life care.

The PPG includes a senior nurse and the current deputy lead nurse for end of life care at NUH. They have offered their time for free to support the registered population of Ivy, their carers and their family. We plan to report on progress during 2023.”

# Healthcare Professionals Feedback



## Community Nursing Teams

"Please let me take this opportunity to say a big thank you to all your team for the help and support you have provided our team and patients since I have taken over the role as District Nurse here in Bingham. Your team are phenomenal, and the patient care they provide to our palliative patients has made such a difference in their end of life care. The feedback I have received from patients family is so heart-warming. Without you guys we would be lost, so from the Bingham DN team to you guys: thank you."

"I feel Notts Hospice are very supportive and facilitate help and support where possible for the DN team and palliative patients. Often they are a great source of support for us when we are awaiting fast track packages of care to start. Hospice staff are always keen to assist with stock checks for anticipatory medications and syringe drivers."

"You are amazing with all the support you delivered."

"Nottinghamshire Hospice provides an invaluable service to many of our palliative patients. They enable us to help support families in keeping their family members at home where they want to be. The night sits and Hospice Night Support service are a massive help to many families allowing them to get some rest knowing their loved ones are in safe hands. So many patients benefit from wellbeing and we receive so much feedback about the benefits of this service."

"I have had so many patients and families tell me how amazing and helpful the services provided by Notts Hospice are."

"I have always found Nottinghamshire Hospice very approachable and friendly. They are responsive to our requests for Hospice at Home support and try their utmost to support clients in their time of need. They are very good at communicating any issues with us as a DN team to ensure smooth care for the person. They are very much appreciated."

"Just to say thank you for all the packs and information leaflets you gave us to support the palliative patients we may come across. I am in the process of sorting them out and sharing them with our other sites. I will let you know how we get on with them but the leaflets are clear and user friendly - Thank you."



## CEO Local Hospice

A CEO from a local Hospice: "it is wonderful that you were able to support Mum, you gave her some much-needed help. Mum said that her nurse was lovely and that she felt safe in her care."

## Clinical Nurse Specialists

"Nottinghamshire Hospice are a phenomenal service, they help me in my job as a Macmillan nurse on a regular basis and help keep patients at home when this was their preferred place of care. They also helped me with a personal experience and were efficient, kind, compassionate, caring and an all-round exceptional service. Thank you Nottinghamshire Hospice!"



## Response from Commissioners

“Nottinghamshire Hospice is a founder member of End of Life Care Together, a provider collaborative in Mid Nottinghamshire (Mansfield, Ashfield Newark and Sherwood) with a focus to develop services for our local population and mutually reinvest our resources to create greater value for our local population. My name is Carl Ellis and I lead the local provider collaborative in Mid Nottinghamshire, Nottinghamshire Hospice is vital to our local collaborative both as a local provider of services to patients but also as a knowledge and skill base to support innovation.

Nottinghamshire Hospice has led several initiatives to improve care for the people of Mid Notts including the introduction of the Hospice Night Support service that was launched in 2019 providing access to a hospice team at night for local people who needed help, who felt vulnerable and in some cases, had symptoms that without this service may have led to an ambulance call and possible admission to hospital.

The Hospice also plays a role in the leadership of End of Life Care Together as a key member of the provider collaborative board, supporting the development of end of life care services across the locality and has voted in favour on several occasions on initiative that have led to improvements end of life care services, agreeing to share resources, knowledge skills and experience across multiple providers to ensure success.

Locally Nottinghamshire Hospice delivers over 800 hours per month of night care to the people of Mid Nottinghamshire. Without this service more patients would ultimately be admitted to hospital and would not have died in their preferred place of care – at home.

Nottinghamshire Hospice continue to instil the principles of the hospice movement and share this with other partners within the alliance and together we hope to drive the service forward and demonstrate our combined value as a collaboration to share our success both locally and nationally as we support other areas and hospices how to tackle inequalities and improvements in end of life care.”

### **Carl Ellis**

Head of Service for  
End of Life Care Together

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