



Welcome to this year's Quality Account

2019/20 has been an incredible year with various challenges and developments but we are incredibly proud to share our significant successes in this account.

As reported in our 2018/19 quality account, we received approval in April 2019 for our ambitious plans to build a new Inpatient Unit and redevelop our existing building and Day Hospice. This year has seen detailed planning work start in preparation for a Capital Appeal to raise the funds needed to build the new facilities.

In the meantime we continued to provide excellent local services and are always looking to achieve our main objective to reach out to more people.

We are seeing more people than ever in Day Hospice and continue our excellent end of life care in our Inpatient Unit. We have worked hard to expand our current services to reach out to more people at different stages in their diagnosis.

We have introduced new services under the 'Time To' banner, offering specialist support for dementia patients, a new drop-in bereavement service and a wellbeing drop-in session.

We have continued to deliver education and training in the community which included a very successful study day focused on palliative care in homelessness, alcohol and substance misuse.

All of the above are some of the examples of how we continue to reach out to more people and address the need to improve accessibility to everyone in our community.

The recognition we have received from the wider community this year has been overwhelming. We were also over the moon to celebrate one of our young volunteers, Alex Ainley who won an award at a ceremony at the Royal Armouries in Leeds for her dedicated work for the Hospice.

We were delighted that one of our longest serving nurses, Liz Forster received a lifetime achievement award at the Community Foundation for Calderdale's Community Spirit Awards in November 2019. It was a well-deserved recognition for Liz who was fundamental in establishing our Day Hospice services and had recently celebrated her retirement.

The evening ended on a high with Overgate Hospice was awarded the Charity of the Year award in recognition of our continued dedication to providing the very best care to our community.

Our sincere thanks as always to all of our incredible supporters who continue to excel in their enthusiasm and dedication in raising valuable funds which allows the Hospice to continue to do what we do best – providing end of life care and support for individuals and their loved ones in all communities in Calderdale.



Janet Cawtheray
Chief Executive



Shiela Dent
Chair of the Board
of Trustees

Introduction

This Quality Account will provide an overview of our services, review provision of care and consider the quality issues within the clinical setting. The report does not take into account the fundraising and administrative functions of Overgate as these are monitored under another governance framework. Our Strategic Plan sets out our priorities from 2018-2022 as listed below:

- Service Development
- Our Facilities
- Partnership and Engagement
- Our Workforce
- Income Generation

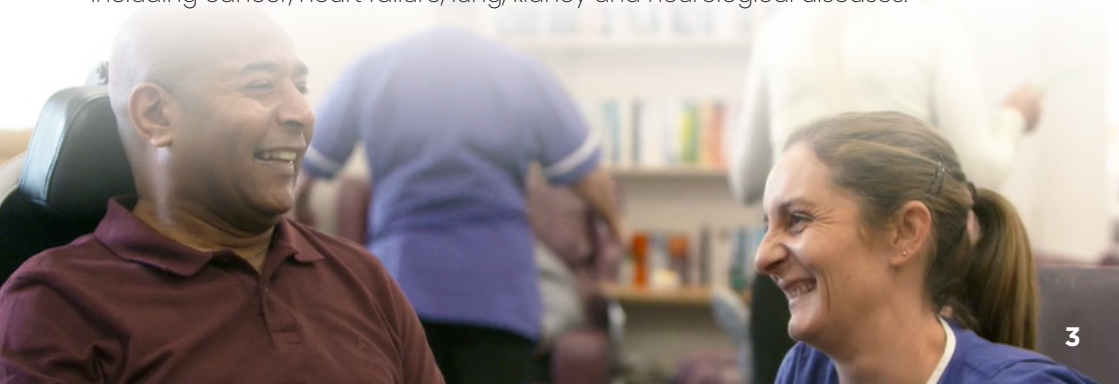
Our Mission

We are an independent charity that aims to improve the quality of life for adults in Calderdale with a life-limiting illness.

Our Philosophy of Care

Our care is centred on the patient. We respect individuality and each person's dignity and right to privacy. We care for the whole person – their physical, emotional, spiritual, social needs and goals. The care includes support for their families and carers through an individual's illness and into bereavement.

We care for people during the advanced stages of all life-limiting conditions, including cancer, heart failure, lung, kidney and neurological diseases.



Values that we live and breathe in our day to day work

- Community support
- Diversity & Respect
- Innovation & improvement
- Reputation
- Compassion
- Going the extra mile
- Team work
- Every penny
- Passion & positivity

Registration

Overgate Hospice is fully compliant with the Care, Quality Commission (Registration) Regulations 2009 and the Health and Care Social Act 2008 (Regulated Activities) Regulations 2014.

Our Services

Overgate Hospice provides expert specialist palliative care support, advice and information for patients living with life-limiting illnesses as well as their families, carers and loved ones.

Living with a life-limiting illness can affect a person in many ways. After being referred, we will work in partnership with patients to provide care and support depending on their individual needs. We offer a number of services to meet differing needs and are constantly reviewing these in order to ensure we can adapt and meet the demands of the Calderdale community. We know we cannot add days to life but we can add life to the days of our patients, making the most of the time they have left.

Day Hospice

Day Hospice is an integral part of the care we offer at Overgate. It enhances quality of life for patients by helping maximise independence through engaging activities and therapies, and provides personalised care in a relaxed environment. It also offers the opportunity for patients to meet other people who are going through a similar experience, enabling them to share concerns in a supportive environment. The team offer a wide range of medical and nursing care alongside therapies and support from our Patient and Family Support Team. Services provided by Day Hospice include:

Breath of Fresh Air

A Breath of Fresh Air is a seven week course of advice, education, exercise and information for people with a Chronic Lung Condition and their carers, aiming to help them cope and learn strategies to manage their illness more effectively. The programme includes:

- Assessing individual goals
- Planning of future care
- Education about medication and psychological approaches
- Enhancing well-being
- Talking and addressing anxiety
- Support and education for carers
- Advice on coping with fatigue
- Peer support

Time to Think

Time to Think is a six session programme which runs fortnightly over three months at Overgate Hospice. It offers a holistic approach to individual needs, focusing on person-centred care and support for people with dementia.

Time to Think provides a friendly, safe environment where people with dementia can attend with their carers and gain access to advice, information and support from a dedicated team of staff and volunteers. The aim is to improve self-esteem, encourage self expression, reduce social isolation and help lessen anxiety.

Carers' Group

This service is available for carers of all patients involved with Overgate Hospice. A carer is someone who provides help and support to a partner, relative, friend or neighbour, who could not manage without their help. This could be due to age, physical or mental illness, addiction or disability. They may be a wife, husband, partner, friend, parent, son or daughter.

Aims of the Carers' Group

- To provide information and support

- To reduce anxieties associated with caring for a loved one
- To provide a meeting place so carers can meet others in similar situations

What is available?

- Specialist nursing advice
- Peer support
- Programmed information and discussions
- Complementary therapies
- Relaxation

When does the group meet?

Our Carers Group meets every other Tuesday evening from 6-8:30pm in the Day Hospice.

Drop-In

This is a service for adults and their carers living with a life limiting illness, irrespective of diagnosis. It aims to promote a sense of wellbeing and a positive approach to living with their illness. Drop-In aims to provide support that is free, confidential and in a relaxed atmosphere. Patients and carers can attend any time between 10am and 4pm each Thursday.

Day Hospice Days

This gives people time to spend an enjoyable day in a supportive and caring environment with others in a similar situation. People can be referred for a number of reasons including:

- Pain management
- Psychological/spiritual support
- Social isolation
- Symptom control

We offer a wide range of support including:

- Symptom advice
- Advance care planning
- Emotional and social support
- Arts and crafts (e.g. pottery, painting, sewing and printing)
- Social work or benefits advice
- Complementary therapies (e.g. aromatherapy and acupuncture)
- Counselling
- Physiotherapy
- Spiritual support from our chaplains

Patient & Family Support Team

Our Patient and Family Support Team are part of the multi-disciplinary team working within the Inpatient Unit and Day Hospice. The team strive to meet patients' and families' physical, social, emotional and spiritual needs and are supported by a small number of trained and experienced volunteers.

The Patient and Family Support Team offer a range of support including pre and post bereavement counselling and emotional support. They provide group support through What Happens Next and Time to Talk, for bereaved families and also support future care planning and personal/family concerns, as well as practical problems and signposting to appropriate external agencies. Our Chaplaincy team provide spiritual and emotional support.

Our Therapy Team offer physiotherapy to help patients to maintain and maximise their independence in order to improve quality of life. We offer individualised programs of physiotherapy in order to promote dignity, enabling people to meet the goals that are important to them and help them to cope with the impact of their illness.

The Complementary Therapy Team offer a range of therapies including group wellbeing sessions through Time for Me, aromatherapy, massage and reflexology. These are designed to promote relaxation, relieve stress and tension and restore and maintain the body's natural balance.

Our Activities Co-ordinator encourages patients to take part in creative activities as Diversion Therapy. For some patients the opportunity to draw, paint and write can help them to express their feelings and bring enjoyment and satisfaction.

The team work closely across the Hospice and with outside agencies such as social services, local health care professionals, schools and advisory services.



Inpatient Unit

Our aim is to manage the physical and emotional effects of a wide range of life-limiting illnesses, alleviating pain and easing any distressing symptoms, ensuring we help our patients maintain their dignity and independence.

The care we provide at Overgate differs from a typical hospital environment in how we deliver our care. We offer a homely and welcoming environment, offering a safe place where patients can be themselves. We are patient-focussed and appreciate that the little things matter, aiming to create an atmosphere of mutual respect, gentle good humour and warmth. We strive to accommodate the needs of patients and their families by being as flexible as possible regarding visiting times and pet visits.

We also care for patients who have complex symptoms, e.g. pain or vomiting, which require intensive monitoring and nursing and medical care which cannot be given at home or in another place of care.

On our Inpatient Unit we have four single rooms, one of which is a bookable respite room and two four-bedded rooms, each of which is single sex. We also have a relatives' room where family and carers can stay. A significant number of patients are able to return home from the Inpatient Unit, with approximately 34% of people being discharged. All discharges are carefully planned in conjunction with the patient, their family and their clinical team which includes Community Palliative Care Social Workers.



Education

At Overgate Hospice we recognise that education is a key component of professional care. We hope to equip healthcare professionals with the required knowledge to improve the palliative care services of the future.

The Hospice is committed to community engagement in Calderdale through education and communication, with the aim of ensuring those affected by a life-limiting illness receive quality care wherever they are. To this end the Hospice provides a diverse programme of evidence and practice-based education. Courses offered are designed to attract professionals from different disciplines and are promoted widely to community health and social care professionals and are delivered across various sites.

Some of the fantastic education and training we have provided include:

The Horizon Group

The Horizon Group was established working with Calderdale and Huddersfield NHS Foundation Trust, Calderdale Council and the Calderdale Council of Mosques was to address the low take-up of end of life care services by Calderdale residents of South Asian background. As part of the project, three information events were held in partnership with the Council of Mosques at the Madni Mosque in Halifax with over 250 people attending. The shared project was submitted to the national Skills for Care 2018 awards where it was one of three finalists. It was highly commended in the “Most effective approach to integrated new models of care” category.

End of Life Care Champions

In collaboration with the End of Life Care Facilitator from the Calderdale and Huddersfield NHS Foundation Trust, we have developed an ‘End of Life Care Champions’ programme.

The programme is designed to develop the confidence and skills of professionals in community roles who care for and support patients in the last year of life and has been extremely success throughout Calderdale.

We remain committed to delivering a programme of education, training and communication to all health care professionals across Calderdale to improve the care our community receives. The Champion’s Programme, which is into its third year, is designed to develop confidence and skills of professionals caring for patients in the last year of their life. This has been expanded to incorporate hospital staff as well as staff from care home and learning disability settings. This has been very well received, with staff feeding back how much more confident they feel whilst caring for patients approaching the end of their lives.

Quality and Audit

Overgate Hospice recognises that audit has two main drivers – Quality Improvement and Quality Assurance. It provides the opportunity to both change practice and improve practice. The Hospice produces an Annual Audit Programme of Planned Audit Activity and reports on each audit.

Audit underpins several quality improvement areas for Overgate Hospice including:

- Clinical Governance
- Risk Management
- Quality improvement
- Benchmarking

Looking back at 2018/19

The aim of the Quality Account is not only to look at service developments and improvements in our care, but to review and provide evidence on the achievements we have made over the previous year. As a Hospice we are committed to ensuring our services meet the needs of our patients and their families. and that we are responsive to the changing needs of the Calderdale Community.



Our Priorities

Service Development

Key Achievements in 2019/20

- Continued development of Clinical Strategy and action plan to deliver
- Introduced new Specialist Support Services including Time for Me, Time to Talk and Time to Think
- Appointed a new Deputy Director of Clinical Services
- Cared for more people than ever before

Our Facilities

Improving the Inpatient Environment

In 2017 we appointed a specialist architect to begin the exciting work of designing a new Inpatient Unit. During 2019 we:

- Received planning approval for our new Inpatient Unit and Day Hospice redevelopment
- Developed a virtual 3D tour of the new building plans to engage staff and volunteers
- We also appointed a new Facilities Co-ordinator to improve the management of our facilities

Partnership and Engagement

Key achievements in 2019/20

- Participated in national campaign weeks including Hospice Care Week and Dying Matters
- Collaborated with key partners at the local authority and Calderdale Clinical Commissioning Group to develop local integrated end of life care

Our Workforce

Key achievements in 2019/20

- Updated and implemented a new pay structure
- Developed and embedded a Leadership Toolkit
- Improved internal communication by relaunching weekly Staff News bulletin and implementing monthly Meet & Mingle events
- Appointed new trustees to further strengthen the skills and experience on our Board
- Reviewed and updated our governance structure
- Completed a staff survey, sharing the results with our workforce and acting on feedback
- Developed a Business Continuity Plan to allow the Hospice to respond to a crisis
- Introduced two mental health first aiders to support our staff and volunteers

- Implemented full exit interviews for all staff leaving the Hospice to identify any

Income Generation

Key achievements in 2019/20

- Recruitment of a Capital Appeal team and development of a plan to raise the income required
- Development of key marketing materials to support the Capital Appeal
- Opened two new charity shops in Hipperholme and Illingworth as well as expanding our specialist children's shop, Little Stars, in Elland
- Strengthened our longer-term financial planning
- Successfully managed the running costs of the Hospice within the budgets set and without compromising any aspect of the quality care we provide
- Successfully partnered with our local newspaper, Halifax Courier, to raise awareness of the Hospice
- Won the Charity of the Year award at the Calderdale Community Spirit Awards areas where improvements can be made



Review of Quality and Performance 2016–2019

Regularly Measured Quality Markers

IPU	2016-17	2017-18	2018-19	2019-20
Admissions	253	261	279	275
Mean length of stay	12.3	12.0	11.0	12.0
% patients alive at time of discharge	42%	34%	33%	34%
% of pts with diagnosis of cancer vs non-cancer Dx	72% vs 28%	79% vs 21%	73% vs 27%	77% vs 23%
DAY HOSPICE	2016-17	2017-18	2018-19	2019-20
Total attendances at all services	2274	2135	2982	3875
Drop- in attendance	Service not available	198 (part year only)	1120	1525
Breath of Fresh Air attendances	140	116	120	331
% of patients with cancer vs non-cancer diagnosis	46% vs 54%	56% vs 44%	72% vs 28%	71% vs 29%

In addition to these quality markers we also measure ourselves on the following:

INDICATOR	2016-17	2017-18	2018-19	2019-20
Number of falls Inpatient and Day Hospice	41	39	34	48
Number of Pressure Ulcers (all unavoidable)	29	23	23	18
Infections (none of which were acquired at the Hospice)	8	6 <small>One infection became apparent after admission but was acquired before admission</small>	3	2
Safeguarding Alerts to Calderdale Council	2	5	7	0
DoLS Authorisations	6	5	5	5
Medicine Incidents	13	24	18	26
Concerns	1 formal complaint - Resolved	1 formal complaint - Resolved	0	1 informal complaint - Resolved

Below are some comments received from our patients and families



“The staff at Overgate were kind and attentive and always there for him, cheerful and smiling. It made his “end of days” easier for him and a great help to me, his partner, after six long months of home nursing. I can’t thank you enough for everything. God bless you all for your kindness.”

“Welcoming, friendly, fun. The staff and volunteers are so kind, it is humbling at times. When I need rest I am left alone but checked on. It has been so helpful for me after such a long time in my house alone. I look forward to Tuesdays.”

“I cannot thank Overgate and its wonderful staff adequately for the absolutely first class and compassionate care given to my mother during the several weeks she spent in the Hospice.”

“My mum and her family were cared for in the most amazing way. Her last few days were in a loving, compassionate environment and she was not alone. Added to that the care my family received was second to none. Thank you.”

“It has given me a lot of motivation, something to get up for. It has helped me in coming to terms with my diagnosis. I have had support from all the staff as well as sorting out my benefits and finances. I have made a few friends who are in the same position.”

Statement from the last inspection from the Care Quality report October

Extract from the final report following Inspection

“Everyone told us they felt the Hospice was a safe place where care and treatment was delivered by kind, compassionate and competent staff. There were systems in place to make sure people were protected from harm and staff knew how to report any concerns about people’s safety and welfare. The Hospice employed a range of medical and nursing staff, and health and social care professionals such as social workers. There were enough staff to ensure people received the right care and treatment in a timely way. The Hospice did not employ an occupational therapist but worked closely with the community based team of occupational therapists to make sure people got the support they needed. Everyone told us staff were quick to respond to their changing needs. New staff did not start work until all the required checks had been completed satisfactorily.

This helped to protect people from the risks of being cared for by staff unsuitable to work with vulnerable people. We found risks to people’s health, safety and welfare were well managed. People’s care records included information about individual risks and how these were managed.

The Hospice was clean and well maintained and equipped to meet people’s needs. Checks were carried out on equipment and installations which helped to ensure the premises were safe for people to use. There were clear systems and processes in place to deal with emergencies, both medical and non-medical emergencies.

Incidents and accidents were recorded and reviewed, and whenever possible action was taken to reduce the risk of recurrence.

People’s medicines were handled safely. However, some of the storage arrangements needed to be reviewed to make sure they were secure enough. People told us the staff were well trained and knew how to meet their specialist needs. Staff received training on safe working practices and were supported to develop their knowledge and skills. Staff received support to cope with the emotional challenges of their work. Management and staff demonstrated a good understanding of their responsibilities in relation to The Mental Capacity Act 2005 and Deprivation of Liberty Safeguards. This helped to make sure people’s rights were protected and promoted.

People were offered a choice of food which took account of their ethnic, cultural and dietary needs and preferences. Nutritional assessments were carried out and people received support from dietitians and speech and language therapists where necessary.

People received support to maintain their wellbeing from a multi-disciplinary team

and they spoke very highly about the nursing and medical staff. They told us how staff had helped to allay their fears and make their lives more comfortable.

Without exception people told us the staff were extremely caring and kind. They told us they were always involved in decisions about care and treatment and staff always asked for their consent before providing support.

The Hospice had a calm and relaxed atmosphere. We observed people who used the service; relatives and staff were comfortable in each other's company. We saw staff were kind and patient when supporting people. People's privacy and dignity was always respected despite the limitations of the shared four bed rooms. The management team had identified this as an area for improvement.

Staff knew about people's individual needs and preferences and spoke about people and their relatives with warmth and compassion. Relatives and carers were offered support when their family members were receiving care and treatment and post bereavement.

People were supported to meet their spiritual needs and were offered the opportunity to attend memorial services.

Everyone told us the service was responsive to their needs and we found care and treatment was delivered in a person centred way. However, this was not always reflected in people's care plans.

People were supported to share their views of the service and there were complaints procedures in place. There were systems and process in place to monitor and assess the safety and quality of the services provided. We found the management team was open and enthusiastic and constantly looking at ways to improve the service.

The service worked in partnership with other health and social care providers to improve the standards of end of life care across Calderdale.

Extract from Healthwatch Calderdale visit September 2019

"It was a pleasure to visit Overgate Day Hospice, and to see the excellent care that the patients had from the caring and dedicated staff and volunteers. We were made very welcome, and although we were there during lunchtime, and while the afternoons activities were being set up, the atmosphere was calm and relaxed. We saw lots of examples of person centred care, and patients being given choices about what they wanted to do. 'If I was forced to take part in something, then I wouldn't like it. It's up to me what I do, if I don't want to an activity, I can just sit or read a book' (Patient) As we spoke to patients it was clear how much they value the service, and how much pleasure they get from their visits, the way the staff and volunteers treat them, and all the activities on offer. Some patients said that if they had the choice they would like to attend the day hospice more often. 'A volunteer picks me up to bring me here, and when I get here the staff do everything,

they notice things and they are there for you.' (Patient) "I didn't know I needed this service" (Patient) Another patient said she enjoyed the activities such as making cards and jewellery, and that there were lots of things to do. When she was asked about the food she pulled a bit of a face, but said it was not too bad as they were doing it on a budget, and that 'the soup was lovely today'. This was the only feedback from a patient that wasn't 100% positive. Another told us that they had initially accessed the drop in, and had been told that there may be a wait for the day hospice service. The wait was only two weeks, but it was good that the day hospice was actively managing patient's expectations. Most of the patients we spoke to didn't remember filling in the 'Getting to know me' book, but it was evident from the way the staff treated the patients that they knew how they liked to be treated, and what their preferences were. It was also good to hear about the plans to extend the IPU, as this would eventually allow the day hospice to move into a larger unit on the same site. This will hopefully help Overgate to cope with the demand for the day hospice service. This was reflected in the comments made by staff when they were asked if there was anything they would change about the unit. 'More space more rooms for things like relaxation, craft, art, exercise storage' 'New premises- providing more space and enabling us to continue delivering quality care and support' (Staff)

Feedback from staff and volunteers was overwhelmingly positive, with plenty of scope for training and development mentioned, along with the meet and mingle sessions. 'Everyone (staff and vols) are treat equally no matter what role they have. The staff meet and mingle session gives us the opportunity for health checks and complementary therapy, as well as the chance to read thank you cards from patients and to make suggestions for improvements' (Staff) 'I enjoy every day - love meeting and supporting patients and carers. A very nice place to work' (Staff) It was also good to see the new groups and activities being developed, based on the interests and needs of the patients and their carers.

Overgate Day Hospice Patient Feedback Tree Overgate Hospice is known for its memory tree, which helps people to remember their loved ones and raises funds for the hospice. This tree illustrates the words we heard patients use most frequently when describing the care and support they get when they attend the day hospice...



Conclusion

The Quality Account provides a clear and concise summary of the invaluable work of the staff and volunteers at Overgate hospice over the past 12 months. This Quality Account will form part of the Hospice's monitoring and evaluation of services which will be overseen by the Clinical Subcommittee.





