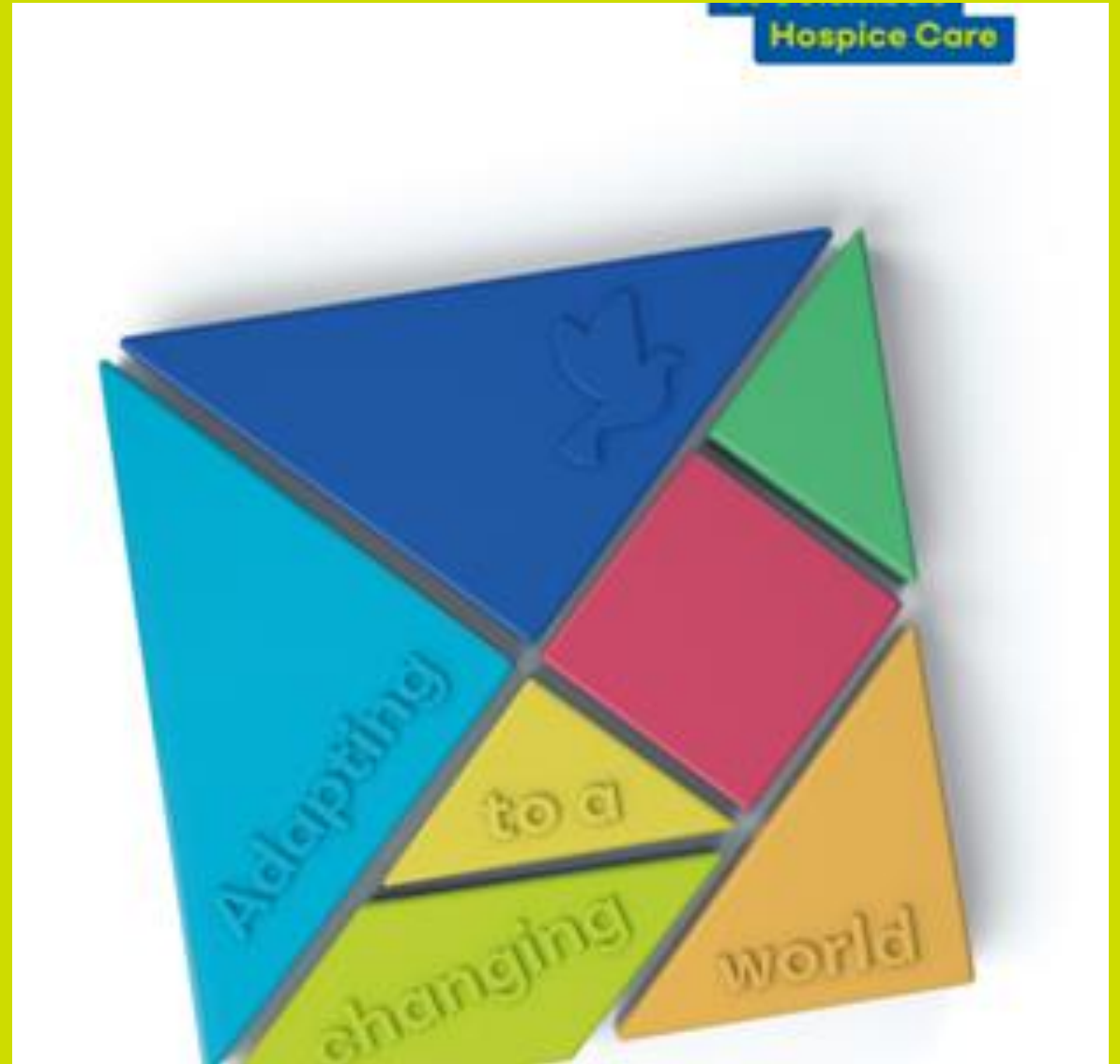




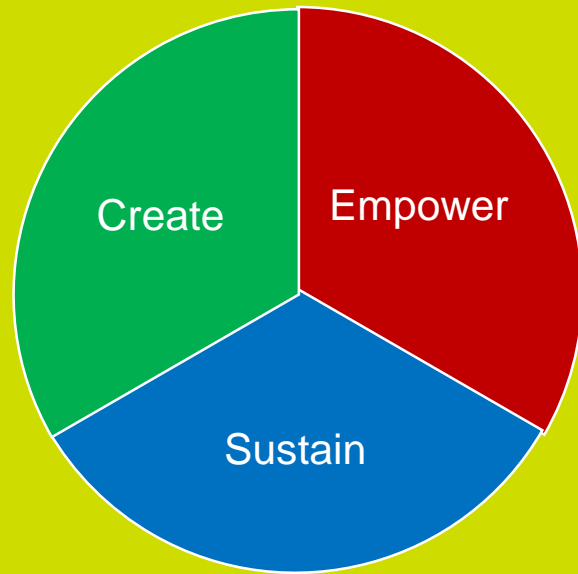
Adapting to a changing world

Interim report year 2 October 2021
– May 2022



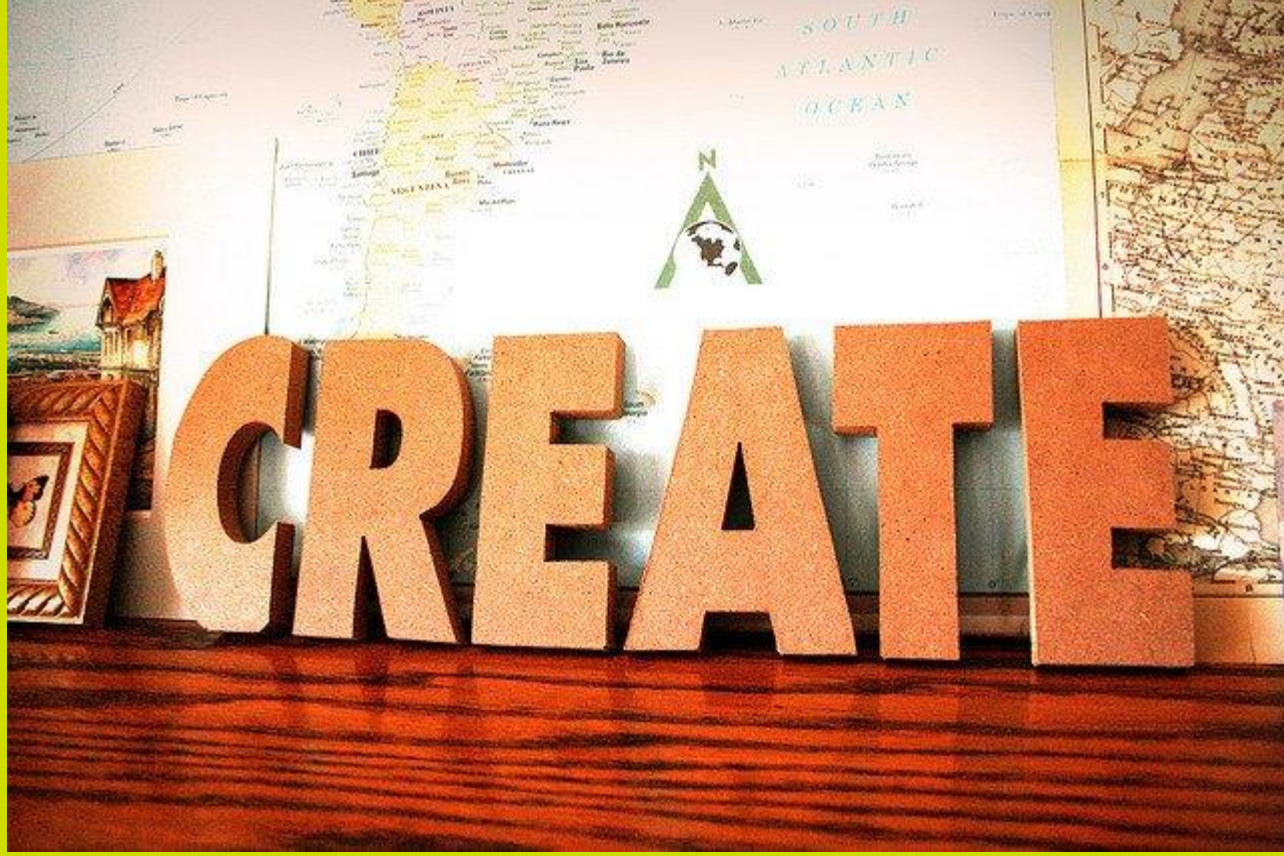
Our new strategy has been built on three key themes

- Create
- Empower
- sustain



These past 12 months have been challenging as we continue to move through the impact of the pandemic and its restrictions. Despite this we are proud to share our successes as well as the areas where we didn't manage to achieve our aims.

These will form the priorities for the next 6 – 18 months



Creating a tiered and flexible model of care which shifts the balance from hospice building based to community focused care

We have

- Extended the Hospice at Home service to East Lothian
- Launched the Wellbeing Unit and Wellbeing Hub which comprises of beds for short stay admissions and a range of activities to promote wellbeing on an inpatient , outpatient and group basis. A wellbeing studio and wellbeing therapy room have been created to delivery of the activities.
- Expanded the community hospice team following the approval of additional funding by the Board.
- Over the winter months, at the request of our NHS colleagues, we seconded a group of inpatient staff to community services to support more patients at home during the extreme pressure on acute services.

Creating new knowledge and innovative ways of working to influence the wider provision of palliative and hospice care

- In March 2022, we marked officially our collaboration with Queen Margaret University . The Hospice was recognised as the first University Hospice in the east of Scotland, and this new status formally acknowledges the quality of research and teaching carried out at the Hospice.
- We continued developing our partnership through joint posts with QMU and the delivery of the Graduate Certificate and the Master Programme in Palliative care, as well as the MSc Music Therapy programme. Our team also contributes to further integration of palliative care teaching into QMU courses, including palliative care components for radiographers and for the new master's programme for Care Homes. We continue our supervision of dissertation for undergraduates, master's students and PhD candidates.
- In October 2021 we organised, in collaboration with QMU, our second annual arts symposium which was fully booked with 100 international registrations. This event brought together arts therapists, community artists and other arts practitioners and scholars to reflect on their learning and their unlearning as they navigate through the ongoing uncertainties of the Covid-19 pandemic
- We continue to offer student placements for nursing, medical, art psychotherapy and music therapy students.
- We collaborated with colleagues from the Prince and Princess of wales Hospice, Glasgow Psychological Services and Child Bereavement UK to create a poster for the NES Bereavement Conference and received a 'Highly Recommended' award for this joint working.

Creating an environment of community engagement, support and partnership

- We completed an international songwriting project for hospice patients and school children in Scotland and Greece promoting death and dying awareness. Following our 2019 award-winning work with Fischy Music, the project brought together hospice patients from St Columba's Hospice Care and from the Galilee palliative care unit in Greece as well as children from George Heriot's School and from the Greek school Elliniki Paideia. The closing event attracted over 100 delegates primarily from the UK and Greece and evaluation outcomes were overwhelmingly positive. A legacy project video has been produced and published online.
- We are working on a music and movement study for people with Parkinson's. The arts team, in collaboration with QMU's Centre for Person-centred Practice Research, is leading a small study funded by the NRS Ageing Specialty Group focusing on Dalcroze eurhythmics for older persons with Parkinson's and carers. Implementation is scheduled for August-Oct 2022 in liaison with the new Wellbeing unit.
- We launched the St Columba's Hospice Care Palliative Care Award: This award was given to a QMU nursing student at the celebration event for the nursing division on 6th May. This is linked with the Palliative care Award that will be given to a medical student at University of Edinburgh.
- The Arts Team has offered numerous online cultural events promoting participation and community engagement.

Creating an environment of community engagement, support and partnership

We have

- Added text to donate details to our collecting cans.
- Developed new partnerships with companies across Edinburgh and East Lothian that has included virtual products customers can buy in support of the Hospice.
- Worked collaboratively with the family support team and fundraising team on a new schools mailing pack.
- Continued to develop contactless donation options including the use of Good Box terminals. We have also developed our online shop and online giving options.
- Increased corporate support across our area, including new partnerships with house builders, hotels and banks.
- Re-launched our Dragon Boat event, primarily aimed at corporate teams and supporters
- Continued to develop our In Memory giving options
- Worked with Scottish Hospices Together (SHT) to secure national hospice funding from Baillie Gifford

Creating new ways to share our message, aims and objectives with our community, and new ways to engage with our supporters and donors

We have

- Continued to develop our website to best reach our stakeholders.
- Used our social media platforms to keep families and supporters updated about COVID changes.
- Used Zoom/Teams to communicate with key stakeholders when face to face meetings have not been possible
- Created new video footage to help with recruitment, community support messaging and general awareness and understanding of the Hospice

Creating new virtual support and engagement opportunities for individuals, families, supporters, volunteers and staff

- We have developed our wellbeing website where classes can be booked by individuals, without a healthcare professional referral, and where supportive resources can be accessed.
- We have moved to a hybrid model of delivering clinical services, maintain the flexibility and accessibility benefits gained through the use of virtual technology during the pandemic whilst reinstating in person assessments and care for those who need it
- We continued the development of ECHO Network sessions. This includes the delivery of an Arts in Palliative Care Network which brings together arts therapists and artists as well as other professionals interested in the role of the arts in palliative care across UK. This Network runs since May 2021 and will be completed in May 2022. Our Network work also includes the development of a network to support the development of palliative care for homeless people and a collaboration with Astana Hospice in Kazakhstan (see next steps later).
- Our new online mandatory training programme has been designed with our own bespoke online modules which are interactive and fit for online delivery. The new programme is now hosted on the Hospice's learning hub.
- Communication skills courses ran for hospice staff in October and November
- Hospice connections - we have continued running our monthly education sessions for all staff and volunteers at the hospice online. Sessions are recorded and kept on the Learning Hub for staff and volunteers to access. We can explore in the coming months if these sessions can be open to other professionals outside the immediate hospice community.

Creating research evidence and integrating into educational and clinical services

- Stories of Covid is a narrative study of nurses' experience of caring for palliative care patients during covid. Interviews with nursing staff on their experiences of working during the pandemic have been analysed and findings are being written as an academic paper.
- The findings from our recent medical student project surrounding palliative care doctors and their experience of working during the pandemic has been accepted for publication by the journal 'Palliative Medicine'. This paper outlined difficulties with communication, decreasing morale and moral distress that doctors experienced as well as the importance of team work and support in response
- Exploring music listening practices and ecologies within an adult hospice environment: Ethics proposal drafted but the project has been delayed due team changes and competing priorities.
- We have developed a research proposal for the new Nursing Led Unit. This study will be carried out alongside the service development and we will build on the methodological learnings gained from the Hospice at Home evaluation.
- Wellbeing Hub Evaluation. We recently carried out a focus group with staff for the new Wellbeing service. There was a lovely positive atmosphere and excitement with just a little trepidation from the team as they anticipated the opening of the unit. We look forward to following up this work and getting feedback from patients and other stakeholders, about their experiences of the service once it is running full.



Empowering people to live as independently and well as possible until the end of their lives

We have

- Expanded our compassionate communities team to reach more people, empowering communities to support each other through loss, death and dying

Empowering families by providing education and support to aid their resilience in the face of a loved one with a terminal illness

We have

- Recruited an additional counsellor and additional children's and families' practitioner to extend the reach of the Family Support Team.
- Extended the family support service to people previously not known to the Hospice where appropriate

Empowering leaders across the Hospice to develop more person centred care approaches and opportunities closer to, or at, the homes of those we support

We have

- Developed a rotational medical model between inpatient services and community services, developing person centred skills across the team and providing enhanced training for GP trainees
- Supported our speciality doctors to submit evidence fro CESR application which, if accepted, would allow them to apply for consultant posts.
- Established the 'inspire' group to empower staff and provide peer support for line managers of volunteers
- Conducted 360 degree performance reviews on senior and middle managers which will inform their personal and professional development
- Revisited the scope of the Developing People & Practice Group. Agreed to focus its work on in-house, hospice staff and volunteers development, with main priorities including: Induction, Mandatory Training, Ongoing learning, Leadership training, Reflective practice, Wellbeing – underpinned by spaces for learning, reflective and wellbeing.
- Supported 8 clinical support workers to complete their SVQ training and a number of registered nurses to complete post registration palliative care modules

Empowering our dynamic and diverse workforce of staff and volunteers with the knowledge and skills to undertake their roles flexibly

We have

- Moved our Fundraising Database, Raiser Edge (RE), to a cloud based platform, enabling greater efficiency when working off site or at home.
- Supported our physiotherapy team to gain the skills required to provide acupuncture as part of their role
- Supported our family support team manager to gain the skills required in Cognitive Behavioural Therapy to enable them to role out CBT skills across the clinical teams.

SUSTAIN



Prudently managing our income and reserves to ensure sustainability for the future

We have

- Reviewed and redesigned the Hospice investment strategy to hold up to 2 years worth of short term investments to fund the operating deficit and support strategic developments
- Continued to grow new areas of income development, including opportunities in East Lothian, with corporate supporters and with major donors.
- Worked with other independent Hospices across Scotland to secure new income streams.
- Secured restricted funding to support the educational development of our staff in line with strategic priorities

Building on the established reputation of the Hospice and brand

We have

- Continued to re-brand our shops.
- Secured a new Patient Transport Vehicle which will carry new Hospice branding.
- Participated in a staff survey as part of the ongoing Investors in People review process
- We created a recruitment video using our existing workforce to articulate why the Hospice is such a great place to work
- We have presented posters and spoken paper presentations at international and national conferences. Examples include:
 - Projects presented at the Hospice UK conference in November 2021
 - The arts team presented at the Facing Death Creatively conference at St Christopher's Hospice in November 2021, and Giorgos Tsisiris has presented as invited speaker in numerous events in Austria, Italy, Turkey and Finland.
 - Paper publications include: i) Virtual Reality in a Hospice- Qualitative research of patients' experience, ii) ENeRgy and ENeRgy Q - Exercise and Rehabilitation programme for patients with cancer. Single centre randomised open label feasibility study and embedded qualitative study

Contributing to climate sustainability through engagement with green energy sources, recycling and upcycling initiatives

We have

- Conducted an environmental survey across the hospice buildings, of energy usage, which will inform the Hospice strategy going forward
- Reviewed and reduced the amount of waste sent to landfill
- Reduced the amount of photocopying through the better use of technology across the services.

Sustaining Hospice care long term by integrating with creative partnerships for joint service delivery

- We have filmed 4 short videos with compassionate neighbours talking about their own journey through personal grief and what coping mechanisms they used. These will contribute to resources for a new wellbeing website created by the Scottish Government Mental Health Directorate
- Five Compassionate Neighbours participated in a series of creative writing workshops run by the St Columba's Arts team. Benefits included team-building, sharing lived experiences, and practising creative writing as wellbeing tool. These sessions also created the possibility of using the Storii platform to enhance the relationships between compassionate neighbours and community members.
- With three new team members now in post, a key focus for the Compassionate Communities team has been establishing networks between the hospice, local communities, and relevant public and third sector partners.
- We are also working with other hospices such as Marie Curie, Strathcarron, and Highland - as well as the Scottish Partnership for Palliative Care - to build and share knowledge and resources on public health palliative care.

Embedding organisational resilience into strategic changes in order to ensure long term sustainability

- The Staff Voices group continues to run as a proactive group focusing on enhancing communication, staff engagement and the well-being of staff.
- As part of our Reflective Practice Framework, we have introduced Resilience-Based Clinical Supervision (RBCS) to staff members in small groups. We are also recruiting members of staff across all teams to undertake training to become facilitators of RBCS within the hospice.
- In December, we completed our year-long pilot of arts-led reflective practice workshops. Evaluation findings were very positive and inform future growth of this initiative as part of the hospice-wide practice development and support for clinical and non-clinical staff.
- We have supported the workforce in moving to hybrid working from both home and hospice, where the roles allow. This has supported individuals' work life balance while maintaining team support and creativity.
- We have created areas across the Hospice to support staff wellbeing and reflection supported by grant funding we have secured. This includes the introduction of a dedicated summer house, looking over the water, to aid reflection and personal space for staff.

What we didn't achieve

- Establishment of an advanced nurse practitioner clinic. This objective is currently on hold.
- Development of nurse led care within the inpatient unit due to the redeployment of staff to community services over the winter months
- Opening of the new family suites within the inpatient unit which will support families to be with their loved one and contribute to their care as they would wish. Work is almost complete with the suites due to open late spring/ early summer
- Leadership awareness sessions although we did manage to roll out 360 degree reviews for senior staff
- Exploring the opportunity for a social enterprise project in East Lothian as both an income stream and outreach site for service engagement. We have been unable to secure a suitable project manager to date
- Develop specific multi-professional clinics for young men with Duchenne's Syndrome in partnership with a local rehabilitation consultant, CHAS and Marie Curie. This work will be picked up again over the next few months.

Next Steps.....

Over the next 6 – 18 months some key priorities are:

- To source funding to support the development of a staff wellbeing lead role. This will build on the provision of wellbeing space and the development of the staff resilience training programme
- To scope the need for and benefits of a joint Consultant and AHP clinic at the Western General Hospital.
- To host a strategic stakeholder event to share the successes of our strategy so far and explore opportunities for the future
- To continue to work in partnership with our Neurorehabilitation colleagues, Marie Curie and Children's Hospices Across Scotland (CHAS) to coproduce a bespoke system of support
- To commence the launch of our nursing led care beds in Pentland Ward.
- We will launch our new patient transport vehicle, optimising patient experience through timely and person centred transport to support inpatient unit admissions and discharges
- We will introduce person centred policies to enable people to self-manage their medications when staying with us in the inpatient unit.
- We will introduce creative methods to gain real-time feedback from the people who use our clinical services using our Sentinel technology

Next Steps.....

Over the next 6 – 18 months some key priorities are:

- Carry out planned research and evaluation studies, including a small pilot project for music and movement in collaboration with QMU. Offer evaluation support for key new initiatives within the hospice, including the new Wellbeing Unit.
- Take forward 2 ECHO Networks: i) Astana Hospice in Kazakhstan, and ii) to support the development of palliative care for homeless people in partnership with Milestone House.
- Resume our Community Choir work
- Run our annual arts symposium
- Establish clear library systems and support, including potential partnership with QMU library
- Develop further our Resilience-based clinical supervision and our culture change workshops.
- The 12th European Music Therapy Conference is held in June 2022 in partnership with QMU and our arts team is hosting an international pre-conference event on “Music therapy in end-of-life care: Relational and community perspectives” at the Hospice with guests speakers from Canada, USA and Norway.
- We are considering future delivery of the specialist palliative care modules to be solely online, in line with the other modules within QMU’s Person-Centred Practice framework as well as recommendations at the 2020 validation. In addition, this will allow learners on the new Advancing Care Home Practice to access our modules as well as respond to the appetite from international enquiries.

Next Steps.....

Over the next 6 - 18 months some key priorities are:

- Install a greenhouse to grow our own herbs and seedlings
- Review the heating systems in our shops to find a more efficient way of heating these buildings
- Change the fleet of vehicles to more sustainable transport
- Review the Hospice IT servers and their use to reduce costs and enhance protection
- Review the Hospice phone system and plan for the next 5 years requirements
- Upgrade the patients' falls system in the inpatient unit utilising modern technology