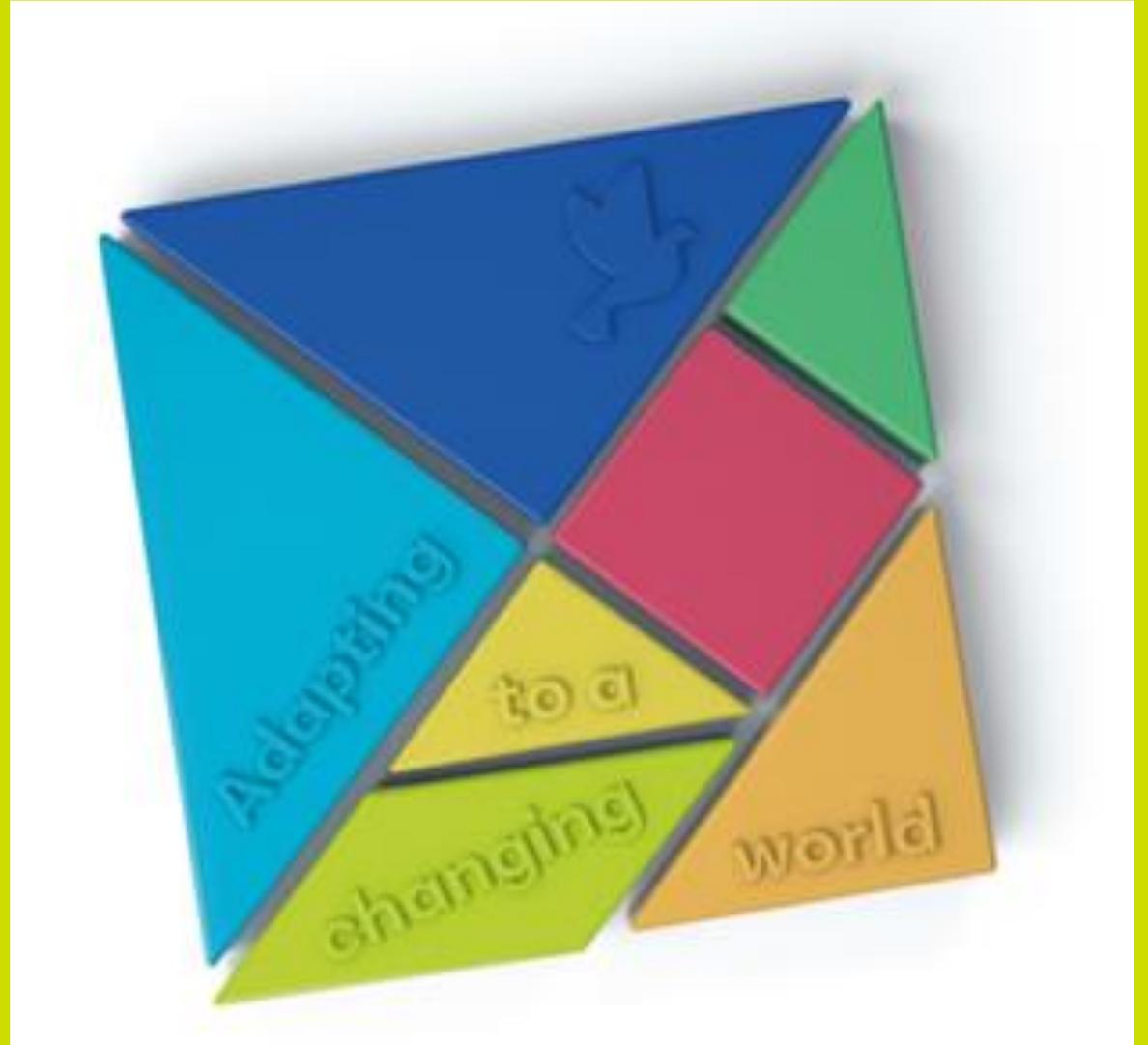
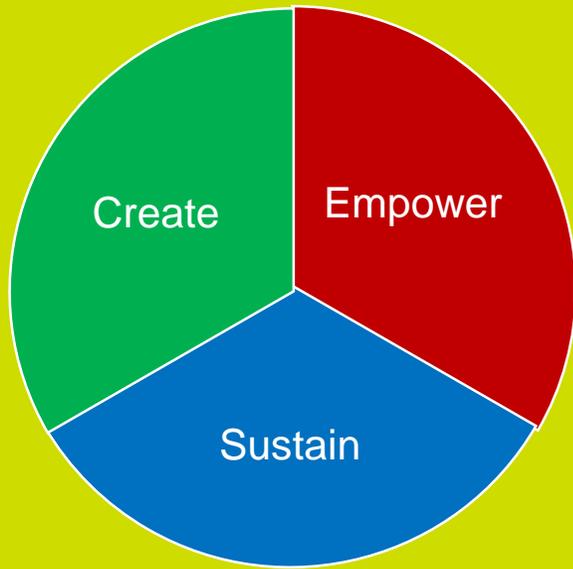




# Adapting to a changing world

Year 1 report November 2021



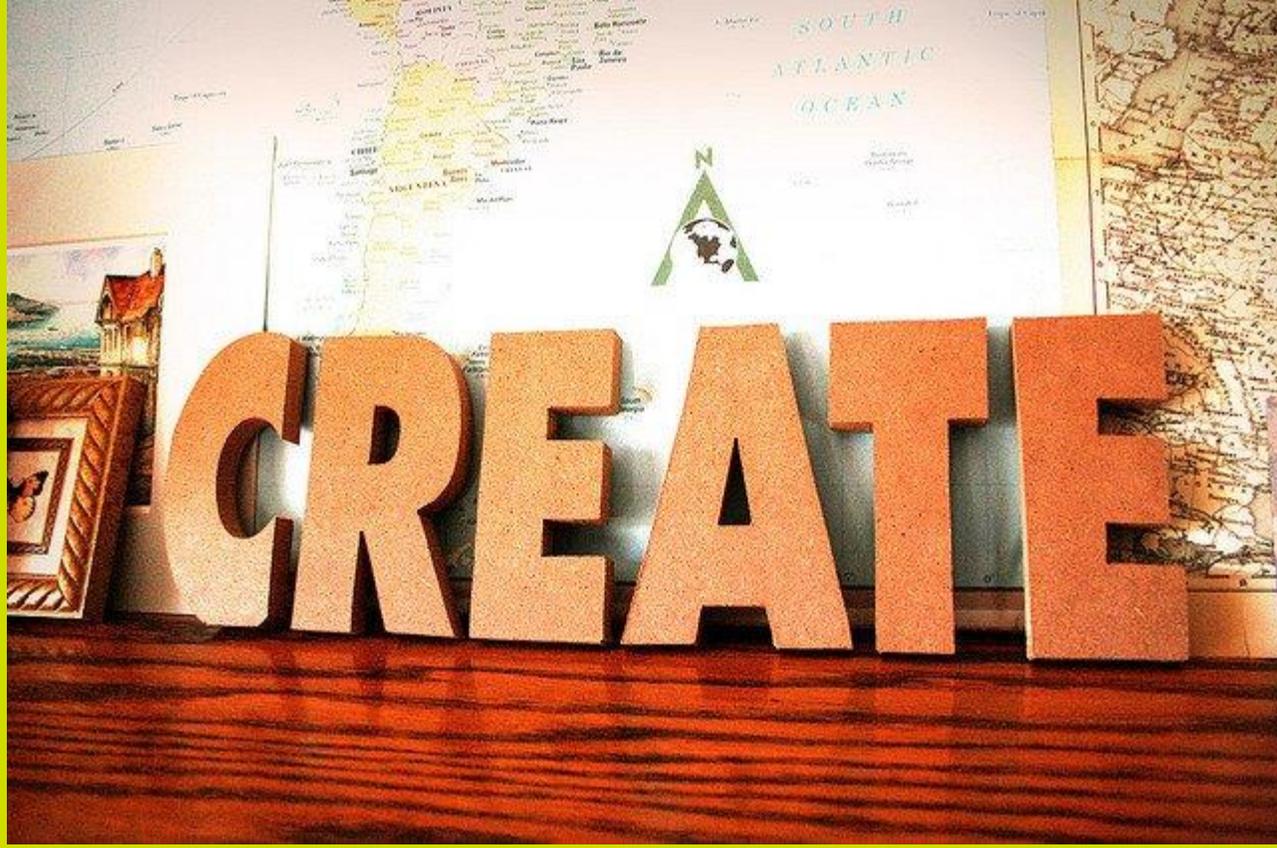


Our new strategy has been built on three key themes

- Create
- Empower
- sustain

These themes work together and often overlap but the key focus is the people we support and the workforce who make this possible.

Each of these areas are explored and evidence provided of how we are achieving our objectives.



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

We have

- Reduced the number of Inpatient beds from 30 to 22 which has released staffing resources to enhance community care. Overall activity has increased by 25% with a 43% increase in people supported to die in their own homes.
- Created a multi-professional community hospice team comprising of nurse specialists, staff nurses, doctors, clinical assistants, physio and occupational therapist. This team now provides a variety of skills to support the diverse needs of patients and families
- Established a new model of community care 'Hospice at Home' which provides hands on nursing support in peoples' own homes
- Introduced the NHS electronic patient record system TRAK, which ensures real time shared records across Lothian improving communication across patient services

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

- We hosted our 2<sup>nd</sup> annual online Arts Symposium supported by SPPC, Queen Margaret University and the Scottish Music Trust which attracted over 100 delegates across the world.
- We continue to offer student placements for art therapy students, OT, nursing and medical students.
- We are carrying out an international song writing project in partnership with Fischy Music in Greece. This is a song writing project between the hospice, a primary school in Edinburgh, hospice in Greece and a primary school in Greece.
- We have extended our partnership through joint posts with Queen Margaret University. We continue to deliver the Graduate Certificate and Master Programme in Palliative care. This has led to further integration of palliative care teaching into courses at Queen Margaret University. We were also involved in developing and designing a new master's programme for Care Homes and we will teach the palliative care component on the course.

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

- We contributed to the supervision of dissertations for undergraduates, master's students and PhD candidates. We also teach the palliative care component of the undergraduate programme for radiographers.
- We established an ECHO Network to support the development of palliative care for homeless people in partnership with Milestone House, creating a space for collaborative learning and sharing of experiences of supporting people experiencing homelessness. The network includes Milestone staff, Cyrenians Hospital InReach Team, community and acute palliative care services, Infectious Disease Team and Edinburgh Access Practice (Homeless GP).
- We created an Arts in Palliative Care Network which brings together UK arts therapists and artists as well as other professionals interested in the role of the arts in palliative care across UK. The network is led by our Arts Team who shared their experiences of service development in UK through the network as well as facilitating education sessions in collaboration with the education team.

## Creating an environment of community engagement, support and partnership

We have

- Established a Compassionate Communities team who cultivate and develop relationships with community groups across Lothian, helping to reshape attitudes and behaviours towards deteriorating health, dying and bereavement. We are currently working with 3 community groups and have circa 50 volunteer compassionate neighbours engaged with our patients and families in their own homes
- Worked in partnership with NHS Lothian and Marie Curie Hospice Edinburgh to maximise hospice support throughout the pandemic by reshaping and enhancing community based services.
- Worked collaboratively with Scottish Hospices and Public Health Scotland to generate Hospice specific pandemic guidance.
- Established St Columba's Hospice Care Community Choir running virtually during Covid
- Extended the Iona Café and reception workforce taking on volunteers aged 16+. Connection were made with Fettes College, 'Volunteer and Service Prefect' with a view to building relationship and students volunteering.

## 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

- Re-branded the Charity as 'St Columba's Hospice Care' to more fully reflect the extent of our services.
- Developed a new role to coordinate digital developments and supporting policy and public affairs work
- Developed our website to create engaging information on our Arts service
- Utilised the hospice website and social media pages to keep the public informed on the changing restrictions within the Hospice.
- Developed a weekly electronic bulletin for volunteers to keep them connected with the Hospice during the pandemic
- The Iona Café has been upgraded and launched as a social resource in the local community

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

We have

- Utilised technology to support income generation throughout the pandemic. This included promoting contactless payments in shops, creating virtual events for supporters and virtual 'in memory' opportunities for families.
- Provided comprehensive training for the Counselling and Bereavement service in order to provide virtual counselling support over the past 12 months. This has enabled us to increase our counselling activity by 66%.
- Embraced 'Zoom' technology to maintain contact and relationships with our volunteer workforce throughout the lockdown period.
- Hosted an online Time of Remembrance via social media
- Developed an online creative writing project funded by the Scottish Book Trust, with videos produced which are serving as resources on our website

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

We have

- Established the St Columba's Hospice Care Learning Hub. We invested in a new online platform to build and design the Hub. This will ensure that the sessions are interactive and easy to engage with. The platform will be a 'one stop shop' for learning and development needs, will host learning courses and resources for our staff and volunteers and complement and enhance face to face education.
- Established new monthly online education sessions '*Hospice connections*' for all staff and volunteers. Sessions are recorded and kept on the Learning Hub for staff and volunteers to access at times of their choosing.
- Complementary therapy, arts and music therapy have continued to provide both a virtual and face to face service over the past year. Through innovation and creativity they have engaged with clients via technology ensuring people felt supported throughout the pandemic.
- The website has also been enhanced to showcase the work of the compassionate communities project and act as social resource for other communities

## Creating research evidence and integrating into educational and clinical services

We have

- Completed a collaborative research study with Marie Curie Hospice Edinburgh into the use of inpatient beds in the hospice setting. The findings informed the reshaping of our models of care and will be shared nationally with other care providers, at the Hospice UK conference 2021 and in a journal publication.
- Conducted a comprehensive evaluation of the Hospice at Home service which provides an evidence base of the benefit of and use of the service, highlighting the person-centred principles that underpin the service. A report has been written and shared on our website. We will also present findings from the study at the Hospice UK conference 2021 and in a journal publication.
- Recruited a new research fellow to continue with the Biotech study 'Revolution' which is evaluating the impact of living with advanced illness on the physical body and the person's quality of life.
- Supported the compassionate Community project team with evaluating their initiative and to share their findings at the Hospice UK conference 2021 and in a report publication.
- We are currently carrying out narrative study on nurses' stories of nursing during Covid.

## Creating research evidence and integrating into educational and clinical services

We have

- Successfully completed our ENERGY trial of a nutrition and rehabilitation intervention for people with cancer. A paper has been published in a scientific journal describing the study and findings, A randomized, feasibility trial of an exercise and nutrition-based rehabilitation programme (ENeRgy) in people with cancer. We have written and will submit another paper on the qualitative findings from the study on the patients' experience of taking part. Charlie Hall who worked on the trial, and was the first St Columba's Hospice Care Medical Research Fellow, won the first prize at international cachexia meeting, where he presented this work.
- Completed a trial of Virtual Reality in the hospice, the findings of which have now been published in an academic journal.
- Collaborated with other researchers including a doctoral student at Stirling University who is examining the role of nurses in hospice admission interviews and a study with Marie Curie Care in Glasgow on carer support which has been published in an academic journal.
- Continued to support 5th year medical students carrying out medical research projects. This year a medical student was supported to carry out research on palliative care doctors' experience of Covid. The research and findings have been written up for a journal publication and submitted.

*'He really enjoyed their visits I have to say despite the fact that he was so ill. I could hear laughter coming out of the room, which was just lovely. And that happened on a daily basis until he became comatose really'*

*(wife of patient)*

*"I just thought they were there to help him die to be honest with you. They helped him live".*

*(daughter of patient)*

*'You get to see all the families and you really bond with them as well and you give them support as well because sometime you're – you think you're just there for the patient but you're there for the families as well.'*

*(clinical support worker)*



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

We have

- Established a hospitality team to provide a more person centred approach to inpatient catering. We have recruited and trained volunteers to support this service and extended the service to cover 7 days
- Secured premises in Haddington House to deliver outpatient and bereavement support closer to home in East Lothian. Due to Covid restrictions no service delivery has taken place as yet but the space supported staff as office space minimising non essential travel.
- Developed a stepped care model for improved identification and management of psychological distress. New bereavement volunteers have been recruited, trained and are working with bereaved clients who do not require counselling level support.

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

We have

- Further developed the hospice website to ensure patients, families and the public have access to accurate and clear guidance on loss, grief and bereavement. Particular tools were provided for children and young people.
- Been working with CHAS and young adults to explore ways to improve the experience of young adults transitioning to adult palliative care services
- Built children's play parks within the Hospice grounds to support family play
- Introduced a new patient journey animated film to help patients and families feel informed and empowered about the support from the Hospice. This will also be an important part of staff and volunteer induction and wider Hospice communications

## 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

- Implemented a single point of access to hospice care for patients and families. All referrals now come to a central access team of senior clinicians who triage the referral and signpost the patients to the most relevant service as quickly and simply as possible. A reactive advice service is also provided by this new team helping support people at home with a total of 756 advice calls taken in the first 10 months.
- Developed a senior clinical on call system to facilitate workplace leadership out of hours
- Moved the volunteer services database to Better Impact Enterprise Level. This enables us to have volunteers in different groupings, giving volunteer managers more complete access to volunteer details and supporting communication, connection, recruitment and support during normal working hours
- Supported key managers to participate in external leadership development as part of their own personal development

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

We have

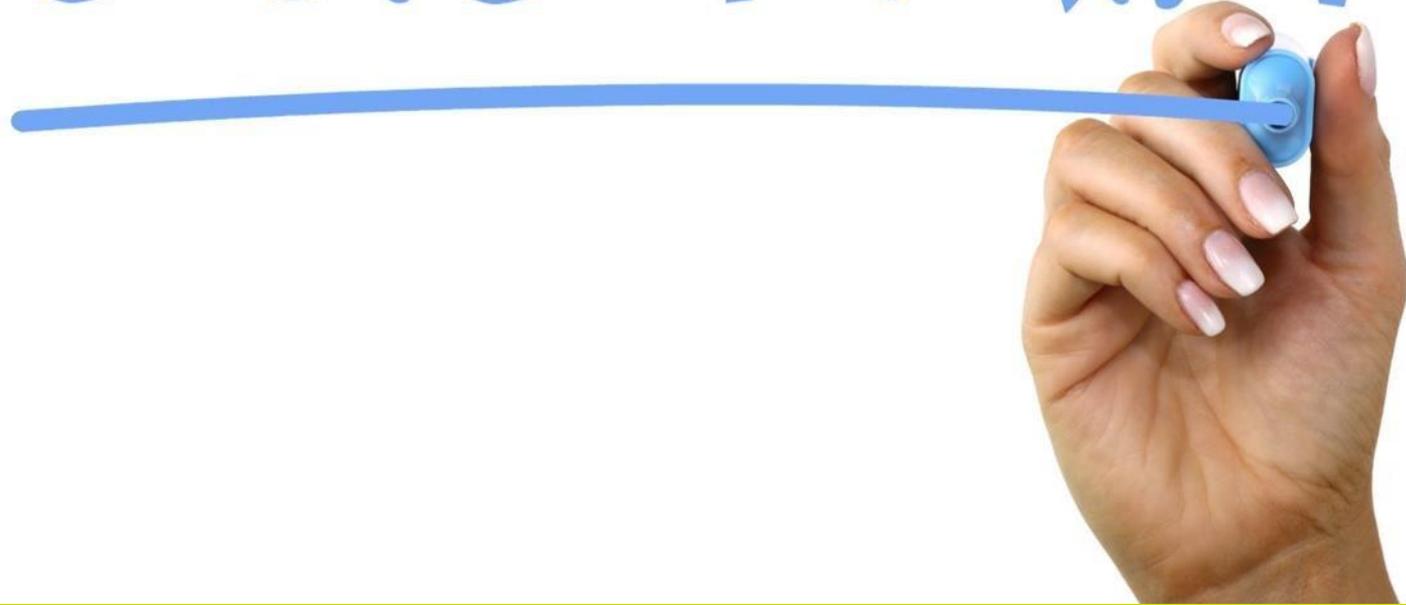
- Introduced a new structured induction programme ensuring staff feel both supported and informed through the initial weeks of starting a new role.
- We offered in-house education programme on the Impact of Childhood Bereavement for our clinical and non-clinical staff. The programme was recorded and will be on the learning hub whereby staff can have access to it as an online resource.
- Organised sessions for staff to update their knowledge of PEG feeding tube administration and care. The resources were then put onto the learning hub for easy access by staff not attending the session.
- Designed a new online mandatory training programme, with our own bespoke online modules, which are interactive and fit for online delivery. The new programme is hosted on the Hospice's new learning hub.

XXXX and I have talk often about meditation, something he does regularly and we're going to try it together soon. He's so knowledgeable about it. This helps him manage his symptoms and he'd like to share this with others in times ahead, maybe with the Compassionate Neighbours.

XXXXXs visits light up my week, I look forward to her next one the moment she leaves. She phones between visits, I struggle to hear on the phone now but just knowing she's there, even for a moment, means the world to me.

To reminisce with old friends is wonderful, to reminisce with a new friend is even nicer

SUSTAIN



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

We have

- Amended our total return Hospice investment and reserves policy to focus on growth to ensure long term financial sustainability of the Hospice
- Developed a diverse 5 year income generation strategy to ensure flexibility and spread of income pathways. In particular we have grown our online shopping presence through the website and selling through Etsy
- Embraced new technology to ensure all finance records are digital in order to comply with Making Tax Digital regulations. Moving finance systems to be cloud based has enhanced accessibility for remote working.
- Secured new sources of funding through Government Grants, Business interruption insurance and Furlough schemes to offset the reduction in fundraising income over the past 12 months
- Closed an unsustainable shop unit and focussed on successful trading from our current shops

## Building on the established reputation of the Hospice and brand

We have

- Further rolled out the new Hospice branding to our shops' signage and vehicles to enhance community awareness
- Developed new corporate and business relationships as a result of our new Corporate Fundraiser post
- Utilised the hospice values to support a programme of activities, including team workshops, designed to create a culture of person centred and community focussed care
- We had 12 papers published in scientific journals, contributed to 6 book chapters and had 6 poster presentations and 3 oral presentations at national and international conferences

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

We have

- Extended the Hospice cycle and tool shed to accommodate an increase in the number of cyclists visiting the Hospice buildings
- Secured additional funds to purchase two electric bikes to support the Community Hospice team on visits to patients and families.
- Secured funds to purchase a hospice patient transport vehicle. We are exploring the possibilities of purchasing an electric vehicle

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

We have

- Further established joint fundraising initiatives in partnership with the other Scottish Hospices in order to maximise national income generation opportunities. A significant gift of £1m was shared across the Scottish Hospices through this venture.
- Initiated an Income Generation and Communications plan around East Lothian service developments
- Celebrated the achievement of several of our volunteers who were recognised in the City of Edinburgh 'Inspiring Volunteer of the Year Awards'.

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

We have

- Further developed our domestic services to guarantee adherence to National Patient Safety systems ensuring high level infection control standards across the organisation.
- Developed a culture of reflective practice, providing opportunities for learning from and within practice, supporting emotional health and wellbeing.
- Developed and implemented a modern and robust IT system across all services which continues to support flexible and remote working.
- We established a Staff Voices group. The purpose of the group is being a proactive group focusing on enhancing communication, staff engagement and the well-being of staff, providing a channel for all staff to raise ideas and issues and support the continuing development of a hospice community.
- Carried out a staff consultation to modernise and update our staff terms & conditions; agreed a new approach to pay to simplify pay and ensure pay competitive to attract & retain staff; and issued new contracts of employment to all staff

It was evident that the presence of the Hospice at Home team provided a reassurance for the family like for Mrs D who looked after her aunt at home. *“But just knowing that they weren’t alone and knowing that in between having contact with GP, district nurses, that the hospice at home team will come in and give you that bit of extra support, and then again, obviously they left me the numbers of people that carry on call phones at the weekend and suchlike and said look, if you feel there’s anything that you want to discuss, or you’re feeling stressed, you can phone these people. So I think that’s very reassuring.”*

*(family member)*

# Next Steps.....

Over the next year we plan to:

- As a result of positive investment performance in 2020-21, the Board approved additional funding of £2.1m over the next 3 years to develop Community services
- Design and implement consultant and AHP led outreach clinic
- Design and implement advanced nurse practitioner led clinic for people in the community with highly complex needs
- Provide flexible options for inpatient care through the creation of a number of nursing led care beds
- Optimise the use of in patient beds through creation of a short stay unit
- Extend children and family support to wider Lothian community previously unknown to Hospice
- Develop our website to allow people to book their own self-management class or access wellbeing information

# Next Steps.....

Over the next year we plan to:

- Formally launch the partnership with QMU establishing the Hospice as a University Hospice with the QMU and St Columba's Hospice Care Hub for Person Centred Palliative Care on the university campus.
- Organise and deliver the European Music Therapy Conference, to be held in June 2022, in partnership with Queen Margaret University, with pre conference day on palliative care and music therapy being hosted at the hospice.
- Carry out a small study on music listening in the hospice. We were granted funding from the Music Therapy Trust to support this work.
- Develop and host a strategic stakeholder event to share the successes of the strategy so far and explore the opportunities for the future

# Next Steps.....

Over the next year we plan to:

- Develop a 'home at the hospice' space within the inpatient unit by reconstructing two of the larger triple bedrooms into a single ensuite patient bedroom with an attached bedroom and lounge for families who wish to stay and contribute to the care of their loved one.
- Explore the opportunities for a social enterprise project in East Lothian as both a new income stream and an outreach site for service engagement.
- Develop specific multi-professional clinics for young men with Duchenne's Syndrome in partnership with a local rehabilitation consultant, CHAS and Marie Curie.
- Create areas across the Hospice to support staff wellbeing and reflection supported by grant funding we have secured.
- Expand our compassionate communities team to reach more people, empowering communities to support each other through loss, death and dying
- Extend our fundraising presence in East Lothian