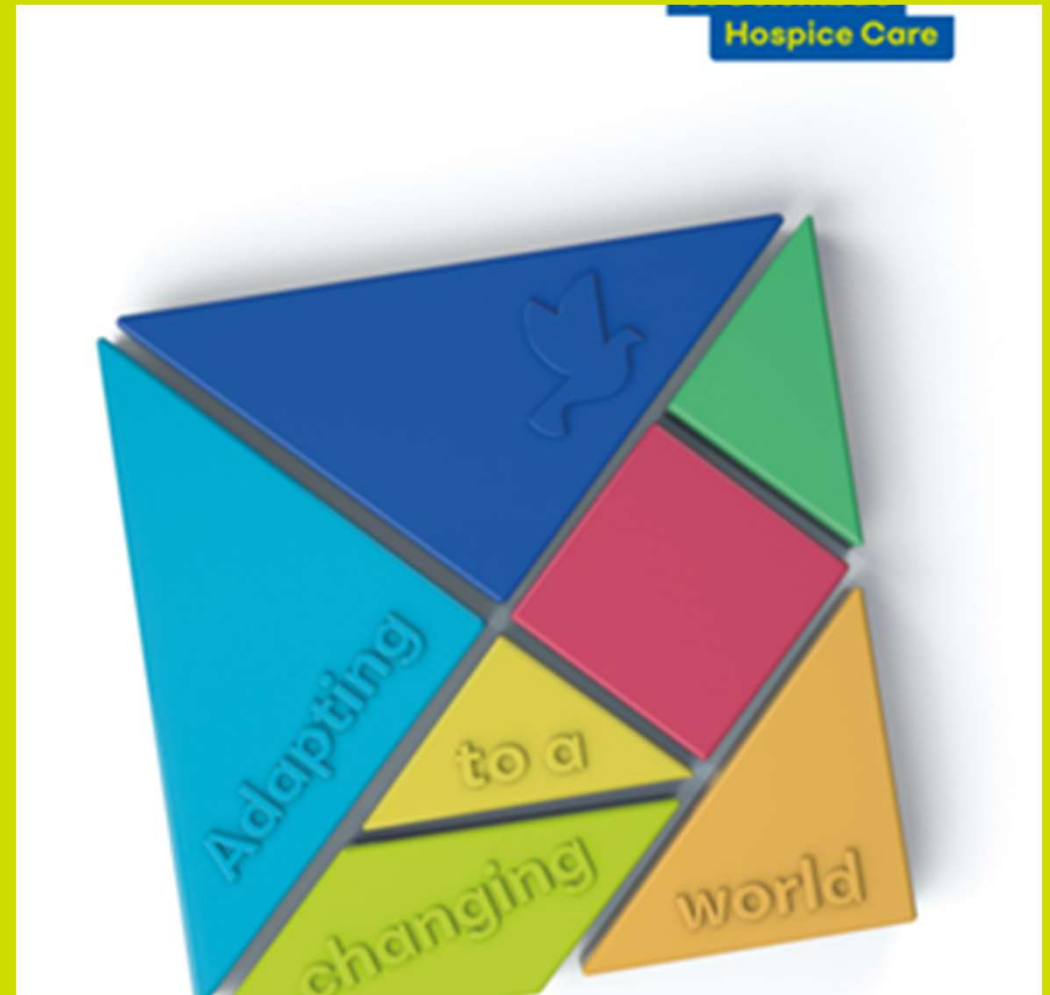
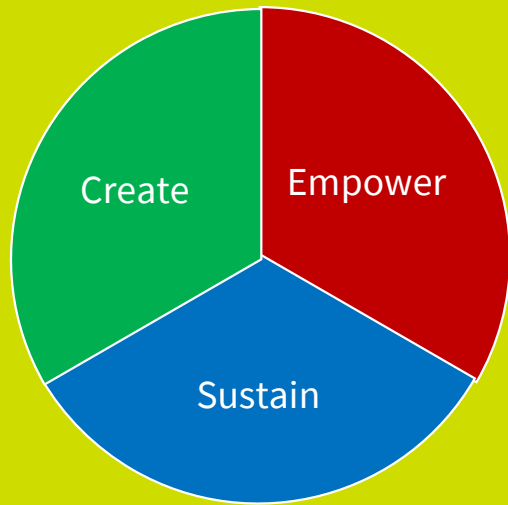




# Adapting to a changing world

Year 2 report October 2021 – October  
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, staff sickness and recruitment difficulties. With the support of a dedicated and loyal workforce of staff, volunteers and supporters we have achieved significant success in our strategic objectives.

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 integrating with the primary care team services
- Launched the Wellbeing Unit and Wellbeing Hub which comprises of 2 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 earlier this year, 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 a tiered and flexible model of care which shifts the balance from hospice building based to community focused care

We have

- Continued to provide safe and responsive clinical services despite pandemic implications, capacity challenges and recruitment gaps.
- Successfully transitioned our Hospice at home service to Care Inspectorate regulation and the team to SSSC membership.
- Purchased a patient transport vehicle ready to launch in November, which will support more timely and person centred access to our inpatient services and discharges.
- Created two family suites adjoining patient bedrooms in Pentland ward. These facilities enable families to be with their loved one and contribute to their care if they wish.
- Continued to work with young men with Duchennes and colleagues across Lothian to co-create bespoke support for this patient group. We will be holding a consultation event early in 2023 as part of this development.

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

We have

- Launched a 'resilience based clinical supervision' project, with impact extended through train the trainer program for staff across all departments of the Hospice
- Celebrated our first Research Fellow graduation with his MD this year
- Implemented medical staff rotation between inpatient and community care, ensuring attractive GP placements for GP trainees, who will take their skills back into primary care.
- Gained ethical approval and commenced supporting a research trial exploring the benefits of music and movement for people with Parkinson's disease
- Worked in partnership with our colleagues in Hospital based community clinical care to create guiding principles for seamless transfer of patients between care settings

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

We have

- 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.
- Delivered a music and movement study for people with Parkinson's. The arts team, in collaboration with QMU's Centre for Person-centred Practice Research, led a small study funded by the NRS Ageing Specialty Group focusing on Dalcroze eurhythmics for older persons with Parkinson's and carers.
- Launched the St Columba's Hospice Care Palliative Care Award: One award was given to a QMU nursing student at the celebration event for the nursing division on 6th May. A further Palliative care Award was awarded to a medical student at University of Edinburgh.
- Participated in a national networking event with the Scottish Bereavement network
- Our children and families team presented a "Childhood loss and grief" workshop at the West Lothian Health and Wellbeing Conference



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

We have

- Continued to develop new partnerships with corporate supporters across our area.
- Delivered a busy calendar of events, focussing on a return to in-person attendance and hybrid opportunities.
- Created new event opportunities including a successful open water event.
- Seen successful trading across our shops, and identified a possible new furniture shop in Edinburgh
- Developed our online shop, and developed trading sales more generally.
- Secured our lottery door to door canvasser for 1 week per month of promotional activity
- Delivered a new Black tie Dinner event in East Lothian
- Launched a refreshed patient and family feedback system using QR codes to improve accessibility.
- Our Quality assurance lead led a workshop at the Hospice UK Conference in partnership with the Hospice UK lead for Governance.

## 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 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
- Coordinated workshops, surveys and feedback opportunities to understand what is needed from our new website, which is soon to launch.
- Supported the development of Compassionate Neighbours messaging, including through Life Magazine and social media channels.
- Continued to develop our social media messaging and engagement

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

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
- 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. We have also developed a network to support the progress of palliative care for homeless people and a collaboration with Astana Hospice in Kazakhstan
- 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.
- Delivered communication skills courses for hospice staff in October and November
- Continued running our monthly online education sessions, Hospice connections, for all staff and volunteers at the hospice. Sessions are recorded and kept on the Learning Hub for staff and volunteers to access.

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

We have

- Collected stories of Covid in 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
- 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.
- Supported a Medical student research project. Clinical staff across the hospice were interviewed about their views of, and referrals to complementary therapy. Staff described complementary therapies as being central to achieving an elevated level of care for patients, and this was centred around the connection that patients gain, with the therapist, themselves and to the wider environment.



## 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
- Seen an increase of 16% in the number of referrals to the clinical services over the past year.
- Supported 260 people at the end of their lives to remain in their own home, an increase of 44% on last year
- Seen an increase of 100% in referrals to our counselling services and supported 362 referrals to our family support services
- Provided 4864 Hospice at Home visits across Edinburgh
- Delivered 110 group art sessions to people from both the hospice and at home.

## **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
- Welcomed more people who have experienced bereavement onto our children and family service advisory board.



## 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

- Supported our speciality doctors to submit evidence for CESR application which allows them to apply for consultant posts. One doctor has successfully secured a consultant position at St Columba's Hospice Care
- 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
- Supported 8 clinical support workers to complete their SVQ training and a number of registered nurses to complete post registration palliative care modules
- Supported our family support lead to complete year 1 of Cognitive Behavioural Therapy training
- Introduced an integrated and collaborative approach to shared leadership across all departments of the Hospice



## 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

- Supported a number of staff to attend local and national conferences to inform our practice, including the wellbeing conference St Christopher's Hospice, the homeless conference at St Christopher's Hospice, Guildford pain and symptom control conference, hospice UK annual conference, the association palliative care social workers conference, ACOSVO Leadership conference and national care service conferences.
- Supported inter-department secondments, shadowing opportunities and temporary promotions for a number of staff across the organisation
- We have developed an induction program for new leaders in the organisation which will be piloted in November 2022.

## 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
- Taken advantage of the move to Office 365 and Sharepoint file sharing to facilitate off site working where appropriate.
- Supported our team leaders to complete IOSH training
- Delivered incidents and complaints management training to clinical leaders

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.
- Implemented new card machines across all our shops to encourage and support cashless transactions.
- Secured restricted funding to support the educational development of our staff in line with strategic priorities
- Continued to work with Scottish Hospices Together (SHT) to look at new funding opportunities
- Reviewed and refined the terms and conditions of employment to introduce a modern approach to how we pay our staff.



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

We have

- Branded all three Hospice vans in new colours to help raise awareness across our community.
- Developed opportunities with corporate partners to share our brand and messaging.
- 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 environmental strategy going forward
- Reviewed and reduced the amount of waste sent to landfill whilst increasing our recycling waste
- Reduced the amount of photocopying through the better use of technology across the services and upgraded the printers to allow better control and analysis of their use
- Introduced a reduction in temperatures to room and water temperatures to reduce energy use
- Purchased a greenhouse in which the gardening team will grow seedlings, herbs and vegetables for Hospice use.
- Leased an electric van to support 'green' approaches to Hospice transport

## 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
- 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.
- We are working in partnership with our colleagues in East Lothian to further integrate our hospice at home service with their care at homes services to maximise capacity and patient experience, including a single point of access for referrals and a joint approach to training and team development

## 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.
- We have upgraded our CCTV system to support a safe environment for staff, volunteers, patients and families.



# What we didn't achieve

- Establishment of an advanced nurse practitioner role. This objective has been reviewed and instead we will develop a new governance role in our inpatient unit in 2023 to support the development of clinical practice and patient experience.
- Development of nursing led care beds within the inpatient unit. This was paused until 2023 to enable our teams to focus on service delivery.
- 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
- To source funding to support the development of a staff wellbeing lead role.
- To scope the potential for 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. This is now scheduled for December 2022.
- To introduce person centred policies to enable people to self-manage their medications when staying with us in the inpatient unit.



# 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
- Scope the need for and benefits of a joint Consultant and AHP clinic at the Western General Hospital.
- Host a strategic stakeholder event to share the successes of our strategy so far and explore opportunities for the future
- 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
- Commence the launch of our nursing led care beds in Pentland Ward.
- Launch our new patient transport vehicle, optimising patient experience through timely and person centred transport to support inpatient unit admissions and discharges
- Introduce person centred policies to enable people to self-manage their medications when staying with us in the inpatient unit.
- 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 to:

- Open a new furniture shop in Edinburgh promoting the importance of recycling and reclaiming existing furniture
- Develop a regular giving plan for supporters, especially across East Lothian
- Deliver a Facebook Fundraising event in collaboration with the Scottish Hospices Together (SHT) group
- Roll out our new website, following stakeholder engagement
- Develop an environmental strategy for the next 3 years through engagement with staff, volunteers, supporters and the public.
- Review the heating systems in our shops to find a more efficient way of heating these buildings
- Install electric car charging points in the Hospice grounds and carpark in partnership with Scottish Power. These will form a community resource as well as supporting the transition of Hospice vehicles to electric vehicles
- Lease a small group of electric cars to support the community hospice teams work across Lothian.
- Review our suppliers, their products and their costs to support our environmental strategy

# Next Steps.....

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

- Develop our digital strategy including the exploring innovative technology to enhance patient care and upgrade the patients' falls system in the inpatient unit utilising modern technology
- Replace our existing HR and recruitment systems with more resource efficient and user intuitive options.
- Review the Hospice phone system and plan for the next 5 years requirements
- Implement a suite of refreshed KPI's and outcome measures in April 2023 to help measure the impact of hospice care
- Deliver a pilot children and parents bereavement group
- Host a family remembrance event as part of children grief awareness week
- Participate in the Scotland Bereavement Summit in partnership with the SPPC
- Support two staff members in participating in NEBOSH training in environmental and energy studies
- Support our chaplain in undertaking the PG Cert Healthcare chaplaincy training