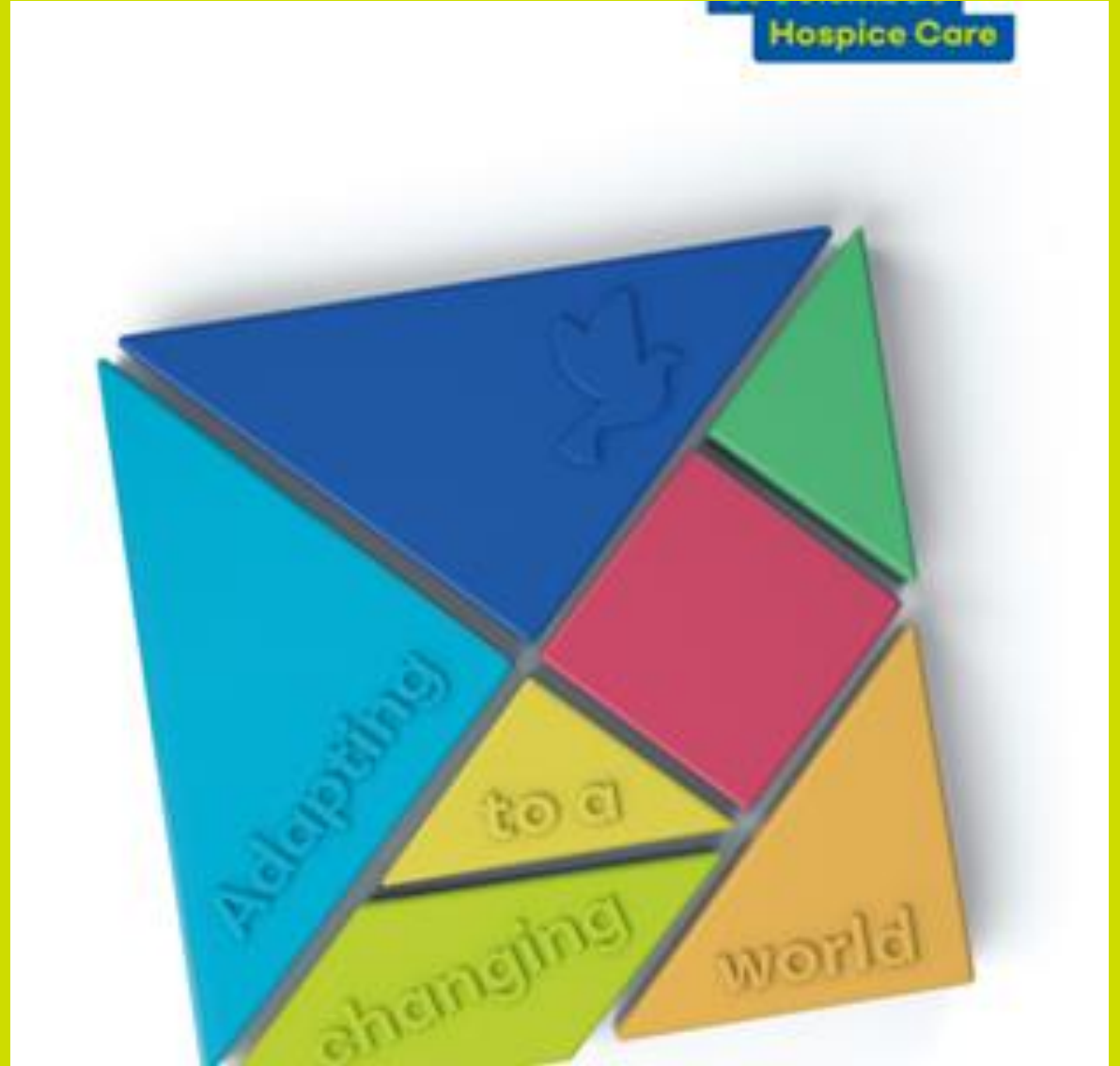


**St Columba's  
Hospice Care**



# Adapting to a changing world

Year 3 report  
October 2022 – October 2023



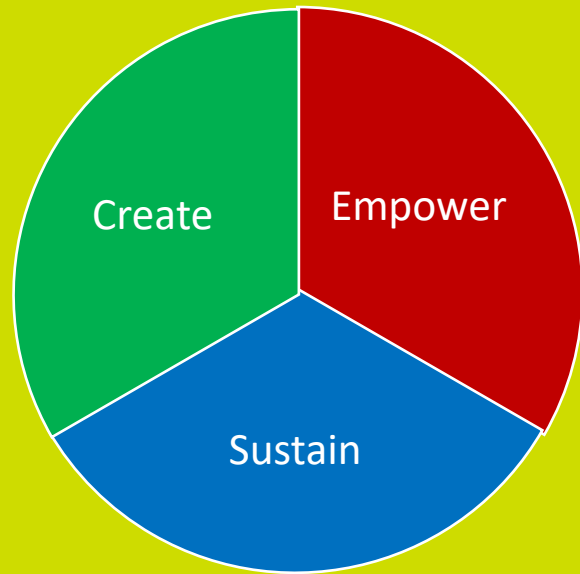
Our new strategy has been built on three key themes: Create, Empower and Sustain.

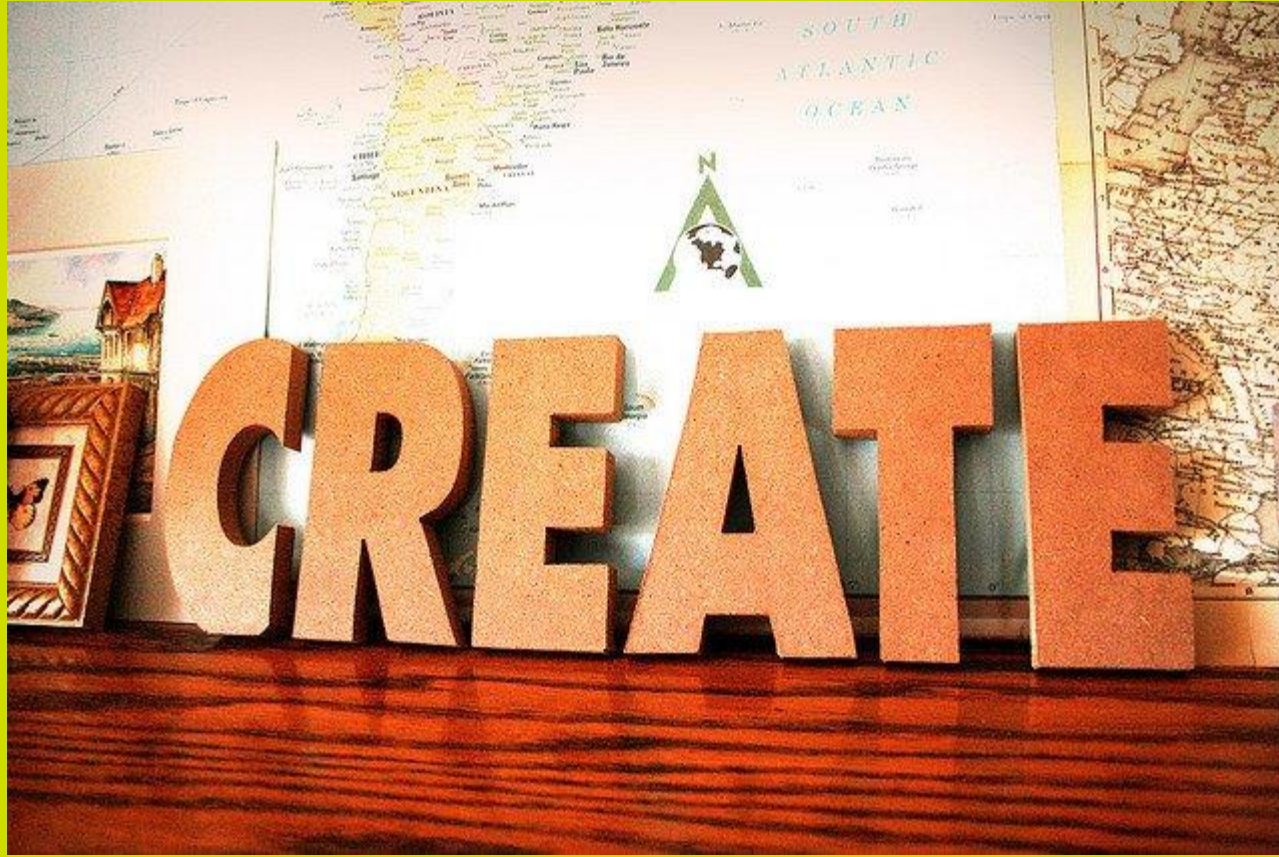
As we reach the end of year 3 of our strategy we are able to reflect on many of our successes despite the impact of the pandemic and its restrictions, staff sickness and recruitment difficulties. With the support of a dedicated and loyal workforce of staff, volunteers and supporters we have accomplished a huge amount of our strategic objectives. Due to the challenges we have faced since the launch in 2020, we decided to extend this current strategy for a 4<sup>th</sup> year.

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 12 months and will also inform the development of our next strategic plan. In particular our successes were recognised externally through:

- Embedding and sharing our virtual beds learning with colleagues across other hospices and palliative care settings to encourage similar developments elsewhere.
- Developed new and lasting corporate partnerships which have delivered significant income for the Hospice services.
- Winning the 2023 'Building better Healthcare' patients choice award for our intergenerational songwriting work for change, loss and grief.

As we move into the final 12 months of our strategic plan we aim to embed much of the excellent innovations we have introduced while beginning consultation and engagement processes for our next strategic plan.





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

We have:

- Completed a successful evaluation into our virtual ward pilot and now adopted the model of care on a substantive basis.
- Our Community Consultant is participating in a national working group exploring potential alternatives to injectable medications for people receiving end of life care at home.
- Supported NHS Lothian to refresh their policy which supports family members to administer injectable medications so that we can routinely consider this option for those in our virtual ward.
- Increased engagement with colleagues in the complex care ward at East Lothian community hospital with regular joint working in relation to symptom management.
- Enabled prompt admission to and timely discharge from our inpatient unit from hospital and from patients homes via our patient transport vehicle.
- Worked in partnership with local organisations to deliver our wellbeing services in new settings such as Bellfield community owned building and local libraries in East Lothian.
- Used Resolve measures to guide service development and assess services provision.

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

### Next steps:

- We are considering policy and governance requirements to support the extension of our pharmacist's role to include non-medical prescribing.
- We will respond to the learning from our virtual ward evaluation by working with our partners across Lothian to enable more timely access to medications for people receiving end of life care at home and by exploring options to enable weekend admissions to our virtual ward.
- We will engage with East Lothian colleagues regarding the potential to increase medical support to East Lothian nurse specialist team and the East Lothian Community Hospital.

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

We have

- Launched 2 new bereavement support groups; 'living with loss' and the 'next steps' walking group.
- Continued to host local, national and international visitors to share our learning and experiences and to learn from them.
- Shared posters of our innovative work at the Hospice UK national conference and the Scottish Partnership for Palliative Care.
- Continued to partner with Queen Margaret University to deliver education and benefited from joint posts between our organisations.
- Continued with the provision of placements for nursing, medical, art psychotherapy and music therapy students.
- Published papers on cachexia, musical care, rehabilitation and exercise.
- Continued to develop our electronic patient records system introducing the use of person centred care planning.
- Shared our virtual beds learning with colleagues across other hospices and palliative care settings to encourage similar developments elsewhere.
- Worked with the bereavement charter writing group developing new sections of the charter on anticipatory grief.
- Delivered a workshop at the international play association world conference in Glasgow about resilience, play and grief in childhood.

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

We have

- Won the 2023 'Building better Healthcare' patients choice award for our intergenerational songwriting work for change, loss and grief.
- Been finalists in the 2023 'Building better Healthcare' awards for 'Best Arts Performance Collaborative Projects in the UK'.
- Shared our pilot bereavement friendly schools project with Highland Hospice so they can roll it out locally.
- Appointed a new Director of Education, Research and Creative Arts to demonstrate our commitment to creating new knowledge and to enhance our positioning as a research hospice with innovation and creativity at its heart.
- Received the Demystifying Death award from good life, good death, good grief for our schools work in the category of 'Creative innovation'.
- Worked in partnership with QMU to create innovation incubators as part of the teaching programme for undergraduate and postgraduate physiotherapy and occupational therapy students.



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

### Next steps

- We will develop a toolkit to encourage and support the creation of high quality conference poster presentations.
- We will create a bespoke clinical skills laboratory in the Wellbeing unit utilising technology to enhance training and support for nursing staff with technical skills.
- We will further develop our University Hospice status by linking in with clinical and non clinical departments across Queen Margaret University including hospitality and community development, paramedics to maximise our impact.
- We will collaborate with the bereavement charter working group from good life, good death, good grief to hold 'care to action' events to drive forward the recommendation made to the Scottish government from the Bereavement Summit report.
- We are participating in a practice development project in partnership with St Christopher's Hospice in London which seeks to enhance the role of our registered nursing team in the inpatient unit.
- We are working in partnership with OK+ and Mindset AI to explore a working model of a person-centred artificial intelligence app aiming to help people choose how they navigate the whole system of health and social care and support.



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

We have

- Continued to support people in our community to live well through local delivery of our self-management programme.
- Continued to see a sustained recovery in Community fundraising activity and income, with a projection to finish 2023/24 ahead of both the previous year and budget.
- Developed new and lasting corporate partnerships which have delivered significant income for the Hospice services.
- Opened a new warehouse site in Swanfield, Leith. This unit allows for the central storage and sorting of goods, as well as the development of our online sales. The site will also be open to supporters for drop-off of goods on selected dates.
- Secured a ten-year (break at five years) lease on a new Stockbridge shop. This shop is in a strong location, has excellent space for sales and storage. Staff recruited and works underway – aim for opening to the public in January 2024.
- Completed a very successful 6-month trial of lottery recruitment. We have extended the partnership with the recruitment company and now have over 1,300 new plays per week.
- Identified and discussed a regular giving push with the same company who deliver our lottery recruitment. This will take place alongside a regular giving mailing and campaign in Spring of 2024.
- Trialled and developed a new structure for Community and Events, whereby the members of the team in these areas work together on community and events activity. This has been very successful to date.

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

We have

- Commenced engagement activities with our team, our partners and our community to support the development of our next strategic plan including a professional stakeholders event for our health and social care colleagues and a number of staff forums.
- Increased community orientated arts provision through creative projects and partnerships with East Lothian libraries and local school communities.
- Expanded our arts displays and exhibitions to contribute to public events and income generation.
- Completed our photography competition and created our 2024 calendar. The photos represent the diversity of the hospice community and their experiences of 'belonging'. The photography exhibition is now outside the Iona Café.
- Held a culture event in Portobello entitled 'Your path, my path, our path' which was a facilitated 'labyrinth' event as part of Demystifying death week.
- Held an event at Binning Memorial Wood in East Lothian which provided opportunity for mindful walking and art.

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

We have

- Listened to the views and priorities of local communities by engaging with groups such as Ageing well, Age Scotland, VOCAL, Carers of East Lothian, Milan Senior Welfare Association, Edinburgh Interfaith Association, and Fresh Start.
- Participated in local events and festivals such as the North Edinburgh Community Festival and Edinburgh Communities United for Peace.
- Promoted a culture of quality, diversity and inclusion by some of our staff deciding to create a LGBTQ voices group and as a first development they have encouraged their colleagues to add their preferred pronouns to their email signatures.
- Delivered our first 6 months of caring culture workshops, starting with our facilities team.

Next steps

- We will ensure all our policies and publications are equality impact assessed.
- We will start planning for our 50<sup>th</sup> anniversary with a series of initiatives and projects leading up to 2027.
- We will further extend our relationships with community partners through creative arts projects for a public health and community engagement prospective.
- We will develop a series of public palliative care arts talks.
- We will continue to roll out our caring cultures workshops across the organisation.

## 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

- Developed our use of LinkedIn in particular, and social media activity more generally. Facebook promoted posts an important aspect of this years Christmas Appeal.
- Continued to engage with our local MSP's. This has included inviting them to Hospice events and will include an invitation to our Christmas tree lighting event. Local Provost for East Lothian continues to offer strong support.
- Worked in partnership with Hospice UK to determine how we better work together to achieve statutory funding objectives.
- Published a refreshed Impact Report for 23/24.
- Developed a range of new and engaging films to explain our services. This includes a new "About Us" film. They will all be shared on our website before Christmas 2023.
- Further developed our 'quality report' which we publish 4 times annually sharing our achievements and being transparent about our challenges.
- Worked in partnership with third sector interface organisations EVOC and VCEL, as well as with the Edinburgh Wellbeing Partnership to raise awareness of palliative care.
- Enhanced social media content highlighting the importance and joy (for patients and staff) that palliative rehabilitation holds

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

### We have

- Developed our participation activities including enhanced use of QR codes to facilitate electronic feedback.
- Launched a new annual patient and family experience telephone survey led by our Quality Improvement Support Team.
- Delivered and developed our new website, which now includes new messaging around our updated services.

### Next steps

- We will explore innovative technology to support our clinical teams, including potential mobile devices to maximise timely communication as well as an updated lone working system.
- We will develop a visual quality framework toolkit 'together we make a difference' to engage our teams in quality improvement activities.

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

We have

- Completed a mapping of arts services across Scotland, the first study of its kind.
- Commenced our involvement in the CHELsea-II study: this is the largest Random Controlled Trial (RCT) in palliative care looking at the effects of giving fluids at end of life. The results will influence future practice locally and nationally.
- Continued to use evidence based outcome measures to ensure the impact of our family support team initiatives.
- Our hospice lecturer has commenced her PHD through Queen Margaret University on a research study aiming ‘to understand how the changing landscape of palliative care has influenced the role and person centered approach of hospice clinicians’.
- Continued to contribute as hosts and participants in external research studies, including ‘palliative rehabilitation’, ‘terminology used to describe cancer survivors’ and ‘breathlessness’ studies.
- Our new medical research fellow is involved in developing a characterisation study for patients with cachexia.
- Celebrated as our hospice consultant became Professor following being awarded a personal chair in palliative medicine at the University of Edinburgh.

Next steps:

- We will use arising data from our recently implemented resolve outcome measures to measure the impact of our clinical services.
- We will develop a bespoke service evaluation framework with patient ‘stories’ at its heart.





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

### We have

- Continued to recruit and train more volunteers to be matched with people at risk of social isolation in the final year of their lives through our compassionate neighbours' team.
- Continued to support an increasing number of people in their own homes through difficult times through our Hospice at home services.
- Increased the number of people accessing our wellbeing service by reintroducing a Volunteer Driver Service to support those at home to more easily access services within the Hospice building.
- Increased the use of non-pharmacological techniques to provide symptom control for patients, including acupuncture, TENS, wellbeing services and advanced communication skills training for staff.
- Moved over to electronically produced discharge prescriptions. This improves patient and staff experience and reduces time needed to produce a prescription, with less risk of errors as not hand written.

### Next steps

- We will continue to explore innovative technology to enhance people's independence including upgrading our patient falls equipment in the inpatient unit.
- We will develop a team of volunteers to support and enhance the provision of rehabilitation in peoples homes. We will create programmes to help build confidence and capacity for independent living and achievement of individual goals.

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

### Next steps

- We are creating a new Public Health Palliative Care Education resource within the hospice to work with workplaces and community group to increase confidence, skills and knowledge on how to plan for palliative care and how to support a family member or colleague with a terminal illness.

## 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 team to attend Oxford and Guildford advanced pain and symptom management courses, Hospice UK National Conference and Scottish Partnership for Palliative Care Conference.
- Extended the reach of our chaplaincy and social work roles to include Hospice and Home.
- Delivered new fortnightly education sessions with our colleagues at Marie Curie, initially aimed at doctors new to palliative care, but expanding to include complex care medical staff and nurse specialists.
- Established a shared leadership approach across the Hospice to develop leadership skills, confidence and responsibilities.
- We will develop a 360 feedback framework and a leadership behaviours framework to enhance leadership impact of our team leads.
- Provided new leaders with training to flourish in their new roles, including induction programme and participating in Insights profiles.

Next steps

- We will host our annual family remembrance event as part of our children's grief awareness week in November and a new family away day in summer 2024.
- We will evaluate the impact of the shared leadership approach on both individuals and teams.

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

We have

- Supported staff to develop skills, competence and confidence to deliver and embed relaxation and anxiety skills as part of our Wellbeing approach.
- Supported the chaplain through her Healthcare chaplaincy qualification and the Family Support Team Manager in starting year 2 of his CBT Diploma.
- Supported our Quality Lead to complete advanced Infection Prevention and Control training via the Royal college of nursing
- Supported three of our staff to participate in Scottish Improvement Skills Foundation course with Edinburgh Health and Social Care Partnership.
- Supported our Practice Development Lead in her PG certificate in Higher and Professional education studies.
- Supported our senior clinical staff to attend Edinburgh Council Adult support and protection course.
- Supported training for staff including attending the Gathering, undertaking PAT (Portable Appliance Testing) testing (shops team) and working on ways to make training more accessible for the shops team.

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

### Next steps

- We will create and deliver a revised education and training program for medical trainees on placement at the hospice.
- We will launch our redesigned learning and development program including bespoke statutory virtual training modules and a 2/3 monthly themed learning topic promoting participation, inclusion and collaboration of all staff across the hospice.
- We will develop a strategy to support the introduction of non medical prescribing in our hospice at home team as part of strategy 2024.

## Empowering our community by listening to their voices and developing adaptable and responsive services specific to their needs using a research-based approach

We have

- Collated and evaluated real time feedback to ensures the operational delivery and development of our services is in response to people's needs and wishes.
- Undertaken a community consultation to listen to the voices of community members and use their views to shape the next hospice strategy.
- Delivered 2 new children and family bereavement groups.
- Continued to promote individual, and group supports for patients, children and young people with sessions being offered in person at home, school or on line.
- Continued to provide support and training to schools including a project to support a local school to become a 'bereavement aware' organisation.

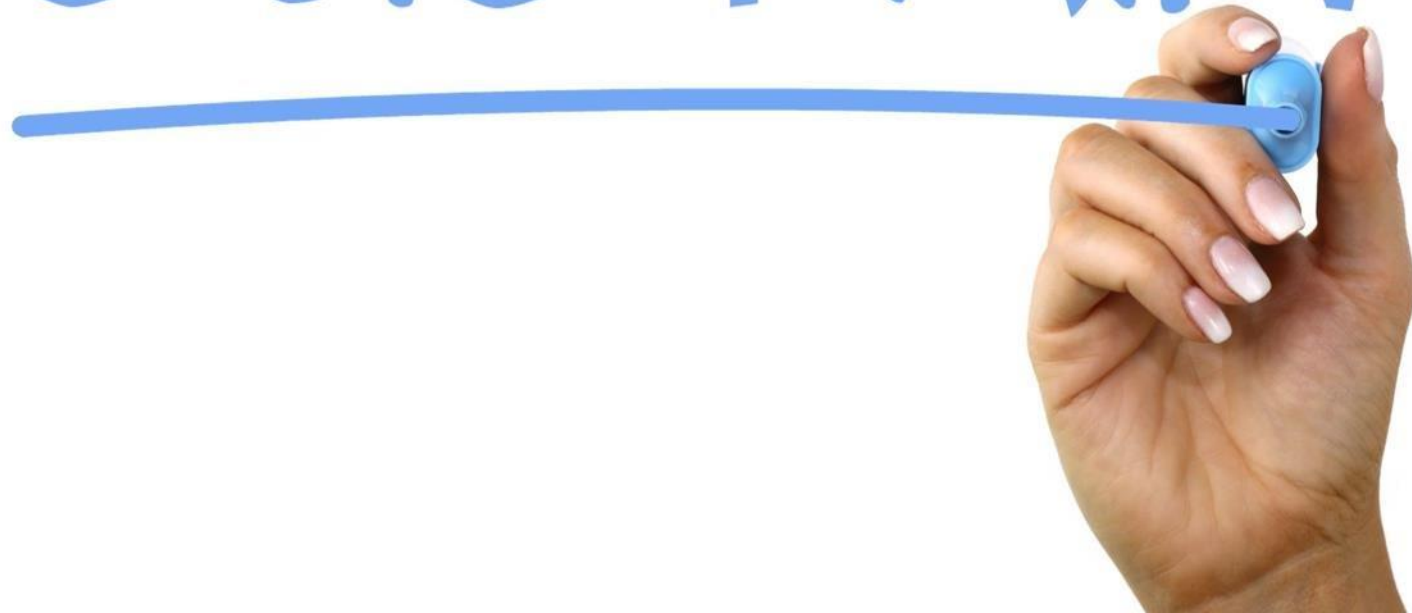
## Empowering our community by listening to their voices and developing adaptable and responsive services specific to their needs using a research-based approach

### Next steps

- We will develop and deliver a programme of Public Palliative Care Education to community groups and workplaces.
- We will develop partnerships with local stakeholders to create a coordinated approach to working with schools to improve awareness of caring, life-limiting illness, death and loss.
- We will host capacity building workshops to improve engagement with wider community support groups and identify any gaps in our services.
- We aim to increase the support we provide for carers through individual and group support and will implement the use of the 'carers support needs assessment tool' to help us identify those who would benefit from support.



SUSTAIN



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

We have

- Continued to work with Scottish Hospices Together. Unfortunately our proposed Facebook Fundraising event has not taken place but we continue to look for opportunities for partnerships across Scotland.
- Processed a record level of legacy notifications, recognising £4.3m in our annual accounts.
- Embedded quarterly meetings to ensure that restricted & designated funds are monitored and spent timeously
- Agreed to carry out a review of the performance of our investment managers in order to ensure our investments deliver the necessary return to the Hospice
- Reviewed where to put our short term cash in order to maximise returns now that interest rates have increased and opened a new Treasury account
- Reviewed our 1-year Income Generation plan. Many areas have seen a positive first 6 months with all areas offering a review of priorities that were set.
- The Advisory Group for Income Development has proven to be a very positive addition and we have already developed a coffee van proposal, a plan to develop bereavement awareness for corporate partners, developed our thoughts around how we could potentially use the former gatehouse. We have also been discussing how we best use our reserves to meet the income requirements of the Hospice services.
- We have recruited a Business Development Lead who is making excellent progress and has already developed new modelling for our creative ideas.

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

We have

- Recruited a new Finance Director
- Completed buildings revaluation to ensure insurance cover set at correct level
- Commissioned an external report on the investment managers to ensure we are getting best value for money on our investments
- Put our insurance brokers contract out to tender to ensure we are both appropriately insured and getting value for money

Next steps

- Implementation of the new HR and Payroll system which should increase efficiency and streamline processes
- Further develop the regular reporting of Financial KPI's
- Lead a discussion about our reserves policy with the Board which will inform our next strategy
- Cyber till training set up for Finance and Shops staff in order to maximise our use of this system

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

### We have

- Presented posters and spoken paper presentations at international and national conferences. These cover collaborative clinical research around cachexia, palliative care rehabilitation and evaluation and treatment of cancer symptoms, in house research at St Columba's Hospice Care and developments in Art and Music therapy.
- Launched our fleet of branded electric cars for our Hospice at Home team.
- Participated in regional and national events including the Scottish bereavement network annual gathering, Association of bereavement service coordinators and the Association of palliative care social works conference.

### Next steps

- To remain at the cutting edge of symptom control in palliative care by collaborating with experts in UK leading developments in therapeutics

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

We have

- Supported our Director of Operations successfully through their NEBOSH qualification in 'Energy and the Environment'
- Established an environmental management group and developed our policy
- Joined a 'community of interest' with other hospices across the UK
- Created a Carbon footprint analysis database and reporting media
- Adjusted heating and water settings to reduce consumption
- Conducted a survey of the buildings in relation to managing our heating effectively through zoning
- Explored replacement energy efficient motors for the air handling units
- Explored the costs of installing additional solar panels to offset some electricity costs.

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

### Next steps

- Defining the carbon footprint of the hospice
- Explore the costs of installing additional solar panels to offset some electricity costs.
- We will install electric chargers in our public car park
- Monitor waste streams to reduce number of waste pick ups
- Explore recusing cardboard waste in shops and online shop
- Explore further recycling sources and reducing bought in packaging

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

We have

- Developed nurse specialist representative roles in homelessness (joint working with compassionate communities) and Young adults/Transition care ( Joint working with CHAS and now linked into Young adults monthly ECHO group based out of PPWH)
- Established cross team collaboration and education with MND, CJD, District Nursing team and paediatric palliative care colleagues.
- Increased our integrated working and joint patient care with local hospital at home teams
- Introduced our Virtual bed service linking hospice with primary care, MC rapid response, acute hospitals and Out Of Hours pan Lothian palliative care consultants.
- Supported oncology experience placements for GP trainees and specialty doctors
- Continued to provide face to face teaching on site at hospice education centre for 5<sup>th</sup> and 6<sup>th</sup> year medical students from University of Edinburgh. Consultant and specialty doctors collaborate with teams across NHS Lothian to deliver these sessions.



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

### We have

- Formed close working relationships with Lothian out of hours services to maximise the impact of our Hospice at Home service.
- Successfully appointed a local community pharmacist to enable continued safe and timely access to medications for our patients.

### Next steps

- To work in collaboration with our Arts Team and a local primary school to look at a bereavement friendly school charter/charter mark and policy that can be replicated in other primary schools.
- We will work in partnership with CHAS and other hospices to identify opportunities and learning in relation to supporting the transition of young adults into adult hospice care to inform our next strategic plan.
- We will continue to seek external funding for a fixed term staff wellbeing role, with a particular emphasis on menopause awareness.
- We will scope the potential for a joint Palliative Medicine and Allied Health Professional clinic based in Western General Hospital.

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

We have

- Started to hold our Community Multidisciplinary team meetings face to face again with peer support and reflective learning embedded within each session.
- Our staff voices group have launched wellbeing resources and a three tiered approach to staff wellbeing including free access for staff to the OK positive wellbeing app and access to volunteer led complementary therapy sessions.

Next steps

- We will ensure sustainability of the Arts service by seeking funding for permanent posts and creating a new post to diversify Arts media.

## What we have not achieved...

While we have made significant inroads in achieving our strategic aims there were a few objectives that remain outstanding and will be addressed in year 4 of our strategic plan:

- We have a new warehouse in Swanfield, however this site is not big enough for furniture sales and we continue to seek out a suitable site for this.
- Regular giving push progressing but is not yet live. Plan to do so in Spring 2024.
- Did not carry out a Facebook Fundraising with Scottish Hospices Together, however we are discussing a possible shared resource with SHT.
- Raffles are not yet online.
- We still have opportunities to develop our social media.
- Non-medical prescribing by pharmacist delayed due to her other clinical and strategic commitments