Agenda item 15

Trust Board

End of Life Care Strategy Update
13 November 2019

Introduction

- The Trust is developing an End of Life Care Strategy in line with national guidance and recommendations set out by the General Medical Council (2010).

- This report sets out a high-level update on key actions related to the six key ambitions of the Trust's emerging End of Life Care strategy as well as work to address notices set out by the Care Quality Commission report published in July 2019.

- Each action has an agreed start and completion date signed off by divisional leadership teams, with action owners identified or being identified imminently. The next stage is to build credible and robust delivery plans for these actions complete with milestones , risks and sources of evidence. A 'plan on a page' is being introduced to capture this data – in line with the Trust's programme management approach for the full CQC report.

- It is expected all delivery plans will be in place prior to the end of December 2019.

- The Committee is asked to note:
    a) progress to date in developing the action plan for the end of Life Care Strategy
    b) work to develop more detailed plans by the end of December 2019

Must and Should do's from the 2018 CQC Report

The Queen Elizabeth Hospital King's Lynn NHS Foundation Trust

- The following sets out the must and should do actions from the CQC report from 2018.

Ref	ID Ref	CQC Domain	Applicable To	Must / Should / Condition / Warning	Category	Lead	Start Date	End Date
M50	2.5.30	Safe	End of Life	The Trust must review 'do not attempt cardio-pulmonary resuscitation' (DNACPR) forms to ensure they are completed fully and in line with trust policy and national guidance.	Must	Barbara Knott/Leslie Sharpe	01/06/2019	31/12/2019
S84	2.5.29	Safe	End of Life	The Trust should ensure morbidity and mortality meeting need to have a focus on the end of life care journey and how to improve end of life care.	Should	TBC	01/10/2019	31/03/2020

Section Notices and Must do's from the 2019 CQC Report

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- The following sets out the condition notices and must do actions from the CQC report from 2019.

Section 29A Notices

Ref	ID Ref	CQC Domain	Applicable To	Must / Should / Condition / Warning	Category	Lead	Start Date	End Date
29A MED 07 2019	2.5.14	Safe	End of Life	There was a lack of palliative care consultant staffing compounded by a lack of ownership for end of life care by each speciality throughout the trust.	Section 29	Frankie Swords	30/04/2019	30/06/2020

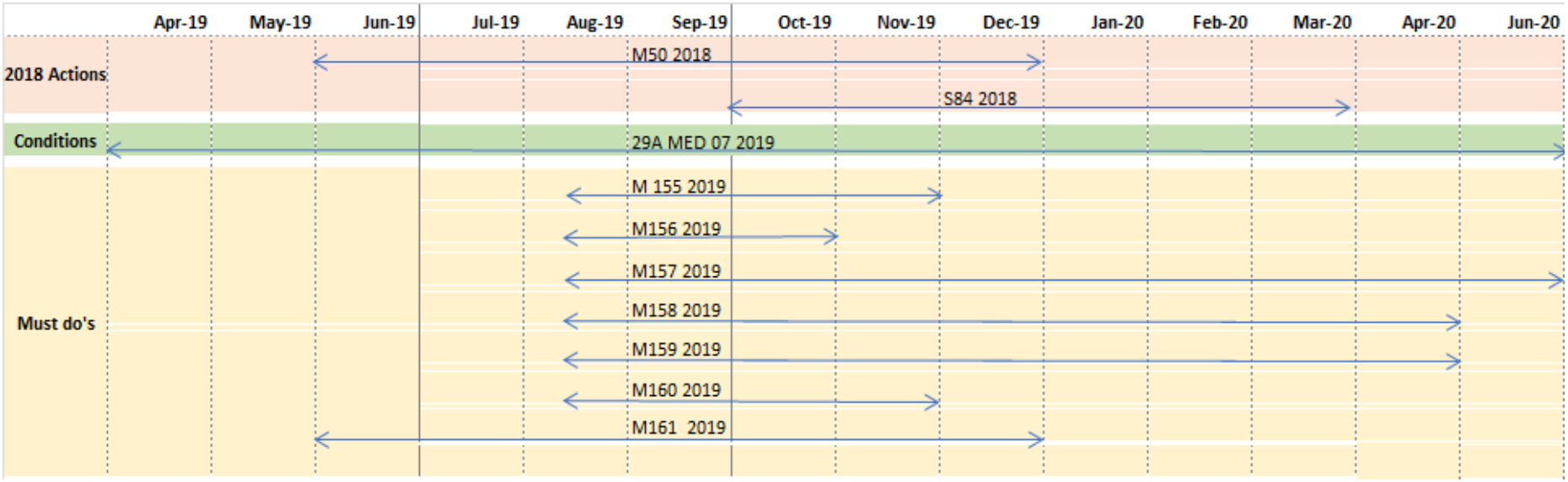
Must Do's

Ref	ID Ref	CQC Domain	Applicable To	Must / Should / Condition / Warning	Category	Lead	Start Date	End Date
M155 2019	2.5.23	Safe	End of Life	The trust must address specialist palliative consultant staffing and put measures in place to improve in line with national standards.	Must	Medical Workforce	16/08/2019	30/11/2019
M156 2019	2.5.24	Well Led	End of Life	The trust must ensure that the executive lead for end of life care and divisional triumvirate take accountability for raising, monitoring and addressing risks in end of life care.	Must	Julie Meddings	16/08/2019	31/10/2019
M157 2019	2.5.25	Well Led	End of Life	The trust must ensure effective ownership and monitoring of performance to drive improvement within the service.	Must	Julie Meddings	16/08/2019	30/06/2020
M158 2019	2.5.26	Safe	End of Life	The trust must ensure that a personalised plan of care is successfully implemented across the organisation to ensure that end of life patients receive person-centred care that meets their needs.	Must	Heike Schaefer	16/08/2019	30/04/2020
M159 2019	2.5.27	Safe	End of Life	The trust must ensure systems and processes are in place, and effective, to identify patients who require end of life care and to instigate an appropriate pathway.	Must	Heike Schaefer	16/08/2019	30/04/2020
M160 2019	2.5.28	Well Led	End of Life	The trust must review the end of life strategy and ensure it includes clear actions for achieving a sustainable quality service. The strategy must be communicated to all staff.	Must	Julie Meddings	16/08/2019	30/11/2019
M161 2019	2.5.8	Safe	End of Life	The trust must continue to monitor and take action to improve completion of do not attempt cardio pulmonary resuscitation (DNACPR) forms and that appropriate mental capacity assessments are undertaken for patients with a DNACPR in place.	Must	Barbara Knott/Leslie Sharpe	01/06/2019	31/12/2019

Mapping of conditions, must & should do's

The Queen Elizabeth Hospital King's Lynn NHS Foundation Trust

- The following sets out the current trajectory for achievement of the conditions, must do's and should do's for End of Life Care.



End of Life Care Strategy

Ambition 1: Each person is treated as an individual

The Queen Elizabeth Hospital King's Lynn NHS Foundation Trust

- The following sets out the priority projects within Ambition 1 and the latest update, and expected completion dates.

Action	Owner	Update	Expected Completion Date	Status
Improved partnership working	Julie Meddings	Tapping House will be present in The Hub each day w/c 11 November. Communications plan to be agreed and rolled out. Associate Chief Nurse to attend monthly STP collaborative meetings from November.	November 2019	**On plan**
Training and development programme for staff at all levels	Heike Schaefer	Reviewing current training and current target audience. Video Age UK video will be incorporated into Mandatory and Induction training	December 2019	**On plan**
Revision and implementation of the Individualised Plan of Care (IPOC)	Julie Meddings	First draft has been written and will be embedded at the end of December following a Trust-wide launch. Quote for printing and barcodes has been provided with the process to be audited one month later.	December 2019	**On plan**
Present National End of Life Audit to Trust board	Julie Meddings	Associate Chief Nurse discussed first round of audit results at the Quality and Safety Committee in September. Chief Nurse presented results at the Trust board in October 2019. Second audit has been completed and awaiting results.	December 2019	**On plan**
Ensure required actions reflect current quality improvement plan	Corrine Rankin / Julie Meddings	Currently in progress.	March 2020	**On plan**
Review current SLA with NCH&C	Karen Wilson / Julie Meddings	Gap analysis has been undertaken and formal conversations with NCH&C will be taken forward by the Chief Nurse.	April 2020	**On plan**

End of Life Care Strategy

Ambition 2: Each person gets fair access to care

The Queen Elizabeth Hospital King's Lynn NHS Foundation Trust

- The following sets out the priority projects within Ambition 2 and the latest update, and expected completion dates.

Action	Owner	Update	Expected Completion Date	Status
Review of SPC medical provision and recruitment to national standards	Medical Workforce	Medical Workforce are currently engaging with Norfolk and Norwich with potential for joint posts.	November 2019	Behind plan
Develop and present the risk register associated with EOLC provision in QEH	Julie Meddings	Associate Chief Nurse to present the Risk Register to EOL Steering Group scheduled for 21 November 2019.	November 2019	On plan
Introduce volunteers as companions for EOLC (Butterfly scheme)	Paul Holley-Smith / Julie Meddings	Associate Chief Nurse has visited the N&N and met with National Leads on EOL care and the Anne Robson Trust charity to register interest.	March 2020	On plan
Identify gaps in the provision of EOLC care	Karen Wilson / Julie Meddings	Gap analysis regarding SLA and current provision has been undertaken.	April 2020	On plan
Refresh dashboard and agree reporting mechanisms within and outside the Trust	Julie Meddings	Developing a monitoring plan for national and local audits.	April 2020	On plan
Agree data set to monitor performance in EOLC	Julie Meddings	EOL dashboard is being reviewed with a view to develop a daily list of EOL patients. Report to be discussed at daily 11am safety huddle. Working with system partners to share information to improve options for patients.	June 2020	On plan

End of Life Care Strategy

Ambition 3: Maximising comfort and well-being

The Queen Elizabeth Hospital King's Lynn NHS Foundation Trust

- The following sets out the priority projects within Ambition 3 and the latest update, and expected completion dates.

Action	Owner	Update	Expected Completion Date	Status
Review of the environment and care provision for patients and their families	Jolly Thomas / P. Mohan	Agreed Quality Improvement Project which was identified following NHSI Collaborative.	January 2020	**On plan**
Introduce comfort packs for families starting in ED	Heike Schaefer / Pam Chapman	Collation of items underway.	January 2020	**On plan**
Promote options for EOLC within and outside the acute care setting	Mandy Webb	Monthly sessions have been scheduled with the national teams to support the projects.	January 2020	**On plan**
Improve process for returning syringe drivers back to the Trust	Heike Schaefer	Currently working with the equipment library to explore ways to improve rate of return.	January 2020	**On plan**
Ensure an effective discharge policy is in place to ensure patient's wishes are met	Mandy Webb	Collated daily list of patients and their preferred place of death. The fast track post is currently filled with temporary part-time member of staff. The job is matched at a band 6 and the Trust is ready to recruit full time, with a plan to transfer the line management to the integrated discharge team. Fast track process will also be reviewed.	March 2020	**On plan**

End of Life Care Strategy

Ambition 4: Care is coordinated

The Queen Elizabeth Hospital King's Lynn NHS Foundation Trust

- The following sets out the priority projects within Ambition 4 and the latest update, and expected completion dates.

Action	Owner	Update	Expected Completion Date	Status
Revise and relaunch the Trust's EOLC Strategy	Julie Meddings	First draft in circulation.	November 2019	**On plan**
Clear leadership and support for excellent EOLC	Julie Meddings	Chief Nurse and Medical Director assigned as executive leads and form part of the strategy.	November 2019	**On plan**
Develop and implement a process for obtaining feedback from bereaved families	Heike Schaefer	A bereavement questionnaire has been developed, with the findings being presented to the EOL Steering Group.	December 2019	**On plan**
Clear signposting to local and nationally relevant services available	Mandy Webb	Currently building on intranet information with further literature to be developed.	February 2020	**On plan**
Use patient held information such as the PEACE and RESPECT documentation	Harriet Nash / Peter Mercer	Monthly collaborative meeting attended in October, with the project brief now circulated. Named individuals for STP team being identified.	March 2020	**On plan**

End of Life Care Strategy

Ambition 5: All staff are prepared to care

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- The following sets out the priority projects within Ambition 5 and the latest update, and expected completion dates.

Action	Owner	Update	Expected Completion Date	Status
Enable viewing of EOLC media via the intranet and on Induction promoting Age UK – Talking about death	Julie Meddings	Access issues for internet viewing have delayed this initiative however will be shown at Mandatory and induction Training.	December 2019	**On plan**
Revise external internet site to include EOLC and local facilities and resources for patients and families	Julie Meddings	Working with Communications on a suite of information for patients and families to access.	March 2020	**On plan**
Provide opportunities for clinical supervision and peer support in all clinical teams	Julie Meddings	Clinical teams to provide hot debrief following patient deaths. Model currently being developed and expected to be rolled out by April 2020, however will be not exclusive to EOL and will include deteriorating and resuscitation patients.	April 2020	**On plan**
Develop an audit timetable for EOLC	Julie Meddings	Developing a monitoring plan for national and local audits.	April 2020	**On plan**
Include EOLC and Speciality palliative care at Trust Swartz rounds	Julie Meddings	Good care, Bad Care programme to be presented to provide a safe forum where internal clinical staff can discuss concerns and in turn will raise the profile of EOL.	April 2020	**On plan**
Recruit and support more EOLC champions at a senior level from wards and departments	Julie Meddings	Currently identifying champions at more senior levels across both nursing and medical. Plan to encourage participation from band 7 Ward Sisters to be champions for their areas.	June 2020	**On plan**
Recruit medical EOL champions for specific specialities relating to long term healthcare	Frankie Swords	Currently identifying champions at more senior levels across both nursing and medical.	June 2020	**On plan**

End of Life Care Strategy

Ambition 6: Each community is prepared to help

The Queen Elizabeth Hospital King's Lynn NHS Foundation Trust

- The following sets out the priority projects within Ambition 6 and the latest update, and expected completion dates.

Action	Owner	Update	Expected Completion Date	Status
Review terms of reference, membership and relaunch the Trust's End of Life steering group	Julie Meddings	First TORs have been drafted and will be ratified and signed off in November 2019. EOL Steering Group in September was held with external partners to discuss ways of working going forward.	November 2019	**On plan**
Develop in-house learning from deaths process	Frankie Swords	Process to be developed	March 2020	**On plan**
Develop a process to enable learning from complaints across the sector	Julie Meddings	Work directly with the Complaints Department to work with individual wards on feedback of complaints with inclusion of EOL.	April 2020	**On plan**