

STATEMENT OF PURPOSE

Health and Social Care Act 2008



Willen Hospice
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The Well
Newport Road
Willen
Milton Keynes
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Registered Charity Number 270194

CHKS Accredited March 2022

June 2022

This service has been registered by the Care Quality Commission under the Health and Social Care Act 2008.

CQC Provider ID: 1-101635351

Registered Manager: Jackie Meissner-jackie.meissner@willen-hospice.org.uk

Registered for activities: Treatment of disease, disorder & injury

Date of registration: 06/02/2019

This document has been written in accordance with the Health and Social Care Act 2008. The document will be reviewed every six months unless circumstances dictate that it should be reviewed earlier.

HOSPICE MANAGEMENT

The Hospice is run by a board of Trustees, called the Council of Management. The Council meet quarterly on the hospice premises.

Chair of the Council of Management: - Paul Davis

Paul has had previous roles as Treasurer of the Council of Management and became Chair in 2016. The day-to-day management of the Hospice is carried out by a Chief executive and Three Directors, a Consultant and two Associate Directors.

Chief Executive Officer: - Peta Wilkinson

Director of Clinical Services: - Kikelomo Pinheiro-Caldecott Guardian

Director of OD & People: - Ali Lowe

Director of Finance and IT: - Nicky Wharton

Palliative Care Consultant: - Dr Ben Dietsch

Associate Director for Clinical Services: - Jackie Meissner

Registered Manager and Lead Nurse

Associate Director for Quality, Governance and Performance: -

Marilyn David Accountable Officer

Aims and Objectives

Willen Hospice is a registered charity offering specialist holistic assessment to adults (over 18 yrs.) with life limiting conditions, at differing stages of their illness. Their personal circumstances, beliefs, dignity, choices, needs and privacy will always be respected. The service is offered to people in the community and in the hospice by a multi- disciplinary team of staff and volunteers. Support is also offered to families, friends and carers both during illness and after the death of the patient.

Our vision at Willen Hospice is to be the lasting and thriving provider of free specialist palliative care, to all those affected by a life limiting illness in the community of Milton Keynes and surrounding areas. Wherever the need is and whoever they are. Our mission is to provide high quality, responsive care to patients and their families.

Our aim is to recognise and address the impact of a palliative diagnosis on the quality of life for patients and their families, carers and friends. Our focus is not purely on end-of-life; we provide advanced symptom control to maximise quality of life and strive to make each day count for those who need our support. Working with patients and their loved ones to support decision making and planning care.

The Hospice is committed to continuously reviewing and improving its services. We therefore have a Strategic Plan and Strategic Programme Milestones which supports progressive service delivery, ensuring we meet the changing needs of our local population.

Our Strategic aims are to:

- Be recognised as the leading provider of specialist palliative care services within Milton Keynes and surrounding areas.
- Widen access to our services for patients with specialist palliative care needs, their families and carers.
- Expand our role to advise, empower and educate all those involved in palliative and end-of-life care
- Improve the co-ordination of palliative and end-of-life care services through Collaboration
- Continually improve the quality and impact of our services while forecasting and planning for changing needs of the local population, including clinical and workforce needs
- Value, support and develop our staff and volunteers in order to recruit and retain the best
- Identify and further develop new and existing external relationships for the

benefit of the organisation

- Ensure that strategies are in place to deliver financial stability
- Continually improve the effective and efficient use of our resources
- Ensure that our organisation has the agility, flexibility, capacity and capabilities to meet the current and future needs of the business.

The Hospice is built **4** core Values, **Compassion, Ambition, Respect** and **Excellence**



We believe that patients, their families and carers are partners with us in the planning and implementation of their care. Wherever possible, information is provided to enable patients to make their own choices about the care they receive and the setting in which it is provided. All staff support the use of Advance Care Planning, documenting and sharing both across our clinical services and our external stakeholders to ensure the patient's wishes are supported where possible.

Description of the location

The Hospice services are set across two sites, the main Hospice where we have our In Patient Unit, and house other clinical and non-clinical services and The Well which is in very close proximity providing an environment suitable for patients and carers to access some of our Therapy and Wellbeing services. Lymphoedema also provide their services from this location.

The Hospice is set next to Willen Lake, and is a relaxed and beautiful site, where all our in patients have the benefit of a lake view. The Well, is set back in a quiet location, surrounded by gardens.

We provide services via the In-Patient Unit, Willen at Home Team, Lymphoedema Service, and Therapeutic and Wellbeing Services, to people resident in Milton Keynes and surrounding areas. We also offer support to the families and carers of our patients.

Referrals are received from health care professionals across Milton Keynes, and from anywhere in the UK for Hospice support if appropriate and the patient is being repatriated.

Hospice Medical Team

Lead Clinician (Consultant), Specialty Doctors, Palliative Medicine Doctors, GP Trainee, Foundation Year 2 Trainee.

Willen Hospice medical team are responsible for supporting the work of the hospice across all clinical areas (Inpatient Unit, Willen at Home, Wellbeing and Lymphoedema), in addition to providing education and contributing to the quality and governance processes.

The medical team consists of a mix of medical staff; including Consultants and Specialty Doctors (permanent positions), Palliative Medicine Doctors (12-month posts) and doctors in training (GP trainee and Foundation Year 2 (FY2) trainees; both on rotation). The Specialty Doctors have designated responsibilities for Willen at Home and Quality teams.

The medical team also provides supervision of postgraduate trainees (GP and FY2) and undergraduate medical students from the University of Buckingham Medical School.

Inpatient Service (15 beds)

Lead Nurse, Deputy Lead Nurses, Registered Nurses, Nursing Associates Healthcare Assistants and Ward Hostess.

Due to a new build it has been required to reduce our In-Patient bed occupancy to 7 beds until approximately the 30/08/2022. Service users and stake holders will be kept up to date via the Willen Web site and leaflet distribution.

The inpatient unit provides symptom control and end of life care for patients with complex specialist palliative care needs. The Inpatient Unit offers specialist palliative care for those patients with the most complex needs associated with any life limiting illness. Admissions can be for assessment, complex symptom control, re-enablement with the support of our Physiotherapist and Occupational Therapist, emotional and spiritual support and end of life care. The key aim is to support patients to achieve their best. Almost half of all admissions lead to patients returning home. We are unable to provide long term inpatient care; however, we would support anyone for whom long term care is required by exploring future care options with them.

The needs of the patients coming into the inpatient unit are increasingly specialised, as more end of life care is supported and provided within the community. The vast majority of patients are admitted from home directly to the hospice, ensuring specialist care is provided in a timely manner for patients while reducing admissions to the hospitals in the county. Multidisciplinary teams of doctors, nurses, therapists, supportive care, and volunteers strive to provide the best possible holistic care in

homely and comfortable surroundings. Whilst the unit is designed to comply with health and safety and infection control regulations, every effort has been made to maintain a warm, welcoming and friendly atmosphere to meet the needs of patients and families. The accommodation is spacious, light and airy and consists of individual rooms all with a view out onto Willen Lake. There are 15 single rooms, 10 with en-suite bathrooms. In addition there are 2 bathrooms which have assisted baths and are equipped with hoists, lifting aids and flexible washing/bathing systems. All beds are specialist profiling beds, with falls prevention beds and mats, high-low beds, pressure relieving mattresses and cushions and recliner chairs. Equipment is assessed and allocated according to clinical need. Hoists and specialist pieces of equipment are available for moving patients, staff are fully trained in the use of all equipment and in assessing the most appropriate option for each patient. Wheelchairs are available for temporary use for inpatients.

A sophisticated nurse call bell system, falls mats, ceiling hoisting, CCTV and other safety equipment is in place to protect patient safety, provide patient comfort and promote patient independence. Equipment is also used to aid sensory impairment including a hearing loop system and various communication systems. All rooms have access onto an outside space, either the balcony or perimeter gardens, all have stunning views of the lake of surrounding gardens.

We have 'cuddle beds' available in some of our rooms large patient beds, referred to warmly as 'Cuddle Beds,' can make a huge difference for palliative care patients and their families. This compassionate approach to care can have a huge impact on patients who can often feel isolated, and provides family members with the opportunity to feel close in a hospital or hospice setting. There are facilities for some family members to stay overnight as necessary.

Willen at Home Team

Lead Nurse, Deputy Lead Nurses, Clinical Nurse Specialists, Associate Clinical Nurse Specialist, Registered Nurses and Health Care Assistants

The community palliative care team supports people in the community by providing specialist advice, working in close liaison with a patient's GP, District Nursing team and other health and social care providers. They provide support for the whole family enabling more patients to remain at home if that is their wish.

Patients are triaged into the service and onto a corporate case load where they are assessed, and their phase of illness is identified to ensure they are seen in a responsive way to facilitate timely interventions. End of Life care and after death care is supported by the team, with them completing Fast Track Continuing Health Care applications to support discharge out of hospital and also to support patients to remain at home.

All Registered Nurses have completed verification of death training, which can provide a more seamless package of care. We have Non-Medical Prescribers within the team, which also supports prompt interventions. During the COVID pandemic there was investment in technology to support remote working so that patients could still receive support and care, we continue to work in this way as appropriate. We also support over 14 Nursing Homes to enable the best care for residents, education to carers and to ensure clear care pathways are in place to avoid unnecessary admissions to hospital.

The In Patient and Willen at Home team now have Registered Nurse Rotational Posts, to ensure up skilling so that we can support the service with the greater need.

24 hour Advice Line

We offer an out of hours Advice Line to support patients, families, carers and health care professionals with advice, support and sign posting. This service supports continuity of care for those patients known to us and aids in hospital avoidance.

Chaplaincy

This service provides spiritual and pastoral care across the hospice, for patients, visitors, carers, volunteers and staff. The service supports people of all faiths and none, offering support for those searching for meaning, hope, and direction, providing an informed ethical, theological, spiritual and pastoral resource for all. Service users can be supported in the hospice or visited in their home or other community settings.

Lymphoedema Service

Lymphoedema Nurse Specialists, and Administrator

The Lymphoedema Service supports patients experiencing Primary and Secondary Lymphoedema and is supported by specially trained nurses who are registered members of the British Lymphology Society. Treatment for Lymphoedema can comprise of skin care, exercise, bespoke compression therapy garments, bandaging, lymphatic drainage and lymphatic taping. The service is delivered from our Community Hub as an outpatient service; however, patients are seen on the In-Patient Unit, Milton Keynes University Hospital (MKUH) and in patient's homes.

Priority is given to palliative patients, to support symptom control. The team also deliver education and support to patients in the form of the British Lymphoedema Education Session (BLES), partnering with the Breast Care Team at MKUH to support the early detection of Lymphoedema and what to do to patients under their care; and also, the Macmillan HOPE Programme, both specialist nurses are trained facilitators in delivering this programme to patients living with and beyond cancer.

Therapeutic & Wellbeing Services

Therapies Team

Senior Occupational Therapist, Physiotherapist, Complementary Therapist, Administrator

Our Therapies team is led by a Senior Occupational Therapist and services include physiotherapy, occupational therapy and complementary therapy.

The Therapies Team at Willen Hospice is for adult patients who have a palliative diagnosis and who have complex physical, functional and or psychological needs as a result of their disease and require specialist interventions to treat or manage their symptoms. Patients are seen whilst they are on the In-Patient Unit and specialist support can be provided in the community. Our team work with our local therapy networks to provide specialist palliative knowledge, supervision and teaching. The team work both on a one to one basis and also within a group setting via the Living Well Programme.

Living Well Programme

The Therapeutic and Wellbeing Team aims to provide a programme of support and intervention that meets the holistic needs of our patients and families based on the care plan established from their holistic needs assessment. The aim is to attempt earlier intervention, however services can be accessed during any stage of the patient's journey. These programmes can be tailored to the individual. During Covid-19 some of these sessions have been provided virtually, but are due to go live in July 2022.

Our complementary therapy (CT) service is also able to support patient's families and carers with the support of our volunteers. A wide range of complementary therapies, such as aromatherapy, massage, reflexology and reiki are available for patients and carers in fully equipped complementary therapy rooms. Soft music and sensory lighting helps to create an atmosphere of calm and wellbeing.

Psychology and Counselling Service

Psychologist, Senior Counsellor, Counsellor, Assistant Psychologist

NICE guidance (2004, 2011) recognises cancer and palliative care as a series of traumatic stresses and events, throughout which patients and their families face multiple challenges. Some of these challenges can be adequately addressed by listening to and acknowledging concerns or by the provision of information, signposting to support services, basic problem solving or other simple interventions that lie within the remit and expertise of most health care professionals. Other challenges however, are of such a complexity or generate such psychological distress and disorganisation that they require specialist expertise in psychological assessment and intervention.

The psychology and counselling service provides direct assessment, formulation and interventions to support individuals and families with their psychological needs, whilst also providing indirect support for clinical staff through teaching and supervision to provide support to patients and families. The service also supports volunteers to provide a supportive listening service for lower levels of distress and bereavement.

Social Care Services

Social Care Lead, Art Psychotherapy Lead, Adult Social Worker, Social Care Assistant

This service aims to address the social care needs of patients, their families including children and young people and carers at different points in their palliative journey and provides a diverse range of provisions for all service users. This service is essential to meet the requirements of the Care Act 2014, which created a single, consistent route to establishing an entitlement to public care and support for all adults with needs for care and support and their carers. Social Care also drives the Safeguarding agenda in the Hospice and is instrumental in the operational management and monitoring of safeguarding concerns, Deprivation of Liberty Safeguards (DoLS) and training. The team consists of a lead and two qualified social workers, one with a focus on adult and the other on provision for children and families. The team is supported by a Social Care assistant whose remit is to assist service delivery. Support and interventions are diverse and include holistic needs assessments, facilitating complex IPU discharges, provision of support and education programmes for families, young people and carers. Specially trained and supervised volunteers are supporting the Social care in the

delivery of service offers.

The service demonstrates good governance through the Social Care strategy, contributions in Quality reports, CHKS survey and participation in Clinical Effectiveness, Clinical Governance, Safeguarding Strategy Group as well as carrying out audits to ensure quality and safety of the service.

Art therapy a form of psychotherapy that uses art media as its primary mode of expression and communication. Within this context, art is not used as diagnostic tool but as a medium to address emotional issues which may be confusing and distressing. Art therapy is provided in groups or individually, depending on clients' needs. It is not a recreational activity or an art lesson, although the sessions can be enjoyable. Clients do not need to have any previous experience or expertise in art

As well as the wide range of Clinical Services provided here at Willen Hospice we also have a **Practice Development Team**.

The education service is an essential part of our specialist palliative care service. The NICE Guidance for Supportive and Palliative Care (2004) & Ambitions for Palliative and End of Life Care (2015) sets out clear guidelines for the development of specialist palliative care education to support the delivery of palliative care at all levels and in all locations. As a provider of specialist palliative care, Willen Hospice is required to provide educational opportunities to develop the palliative care knowledge and skills of all professionals within in our locality and carers providing that care. During the height of the pandemic like many services we have had to adapt how we deliver our education programmes and training. Practice Development Team providing a wide range of mandatory and specialist palliative care specific education for in-house and external participants. Their aim to support the development of palliative care knowledge and skills of specialist and generalist health and social care workforces. The hospice is an education and resource centre which aims to teach others about the needs of patients who are seriously ill and dying, so that all who are involved in their care may feel well equipped for their responsibility, whether they are in hospices, hospitals or in the community.