



Quality Accounts

2022 - 2023



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CEO Statement

2022/23 has been notable for many reasons, not least a return to something a little more normal after two prior years having been heavily impacted by the pandemic. COVID-19 still managed to affect us to a lesser degree, not through lockdowns but in sickness levels and a continuing need to self-isolate and test. A risk-based approach to relaxation of COVID-19 precautions saw us gradually throw off the final shackles of the illness and by the end of the year, things really did feel close to normal.



However, the past few years will have a longer-lasting legacy, including a workplace landscape altered permanently with staff expecting a degree of flexibility in their working arrangements that didn't exist before, social impacts on everyone but most particularly our children and elderly, late illness diagnoses affecting end of life prognosis and care, and many related aspects. During the same period rampant inflation and a resulting cost of living crisis, continuing reverberations of Brexit, political disarray at Westminster and the loss of a beloved monarch have caused a sense of disquiet in some staff and exacerbated mental health conditions in others. It really has been a challenging time for a hospice!

And yet, in spite of all this, we have enjoyed a very successful year at Weston Hospicecare, centred around continuation of every clinical service line and expansion of our care activities where we have been able to secure necessary funding. Key care provision achievements of 2022/23 include:

- Construction and commissioning of two bespoke garden counselling rooms.
- Additional resource in our Family Support Team, and a growth of our Children and Young Persons' bereavement counselling service.
- Improvements to our IPU common areas enjoyed by patients, visitors and staff.
- Total replacement of our IPU plant room with the installation of twin high-efficiency gas boilers and maximum backup/redundancy.



- Landscaping of our courtyard to install a sensory garden for the enjoyment of patients, visitors and staff with water feature commemorating our 30th anniversary.
- Relocation of our Men-in-Sheds from the small shed on hospice grounds to a large cricket pavilion in the town; having planted the seed here, the 'shedders' have grown and transplanted to a community setting where the impact of their group is more publically visible.
- A steady march towards electronic prescribing, albeit with some IT challenges still to overcome.
- A green light from our Board of Trustees to embark on the largest single project in the last 10 years at the hospice - a total transformation of our Day Hospice spaces, with work starting in April 2023.
- A green light from our Board of Trustees for the renovation and modernisation of our hospice kitchen.

Continuation and further development of our clinical services are described within these Quality Accounts for the full year.

Maintaining and growing our care provision is only possible if we can keep growing our income, particularly in light of high inflation and cost pressures on both payroll and non-payroll expenses. During 2022/23 we have had several discussions with the Integrated Care Boards of Somerset and the BNSSG, resulting in some improvements to our block funding contracts, which we greatly appreciate. Nonetheless, and affected slightly by a particularly strong income year thanks to higher than usual legacy (gifts in wills) income, our commissioners contributed just 18.2% of our total income for 2022/23, with the remaining 81.8% coming from our Retail stores and our various Fundraising activities.

2022/23 was a transformative year for our Retail division, with our new Superstore/Donation Centre opening just prior to year beginning and exceeding our expectations throughout the period, joined by an even larger store at North Worle, the combination of these taking our Retail income and net income to new highs.

On the senior management team we welcomed a new member Peter Sloman, Director of Finance, IT and Risk.



At the time of writing, we have recruited a new Director of Fundraising & Communications, Julian Hall and a new Head of Estate & Facilities, Fiona Wilkie.

Elsewhere, it has been a time of considerable change for our Board of Trustees with a number of Trustees stepping down, replacement Trustees joining us, and the Chair of Trustees due to change hands in May 2023. Our governance structures stay as strong as before, with all Trustee sub-committees functioning as required. I wish to thank those Trustees who have stepped down for their service: Leslie Millar, Simon Price, John Davey, Liz Turner, Hilary Emery, Michelle Michael, and most particularly our Chair of Trustees Judi Driscoll who is handing over the Chair to Dr Peter Smith in May 2023, and supported by Vice-Chair John Bangham.

The only ever-constant is change, and each of us is a steward of the hospice for a short time before passing the baton on to someone else. As an institution, the hospice goes from strength to strength and belongs to the local people of Somerset and North Somerset whom we serve, and on whose behalf we were delighted to receive not only the South West award but the national award of 'Charity of the Year' in the Great British Business and Community Awards for 2022.

On behalf of everyone associated with the hospice, I wish to sincerely thank our staff, volunteers, trustees and supporters for your diligence and hard work to ensure the hospice continues to thrive.

Paul Winspear
Chief Executive Officer

Chair of Trustees Statement



After eight years as Chair of Trustees, I am retiring, although my association with the hospice goes back a long way. 26 years in fact.

Many years ago when I was editor of the Weston Mercury, I was approached by the hospice to run a big fundraising campaign to provide four or six beds in the Hospicecare base at Montpelier. The hospice was then in its early years and only provided day and community services on a far smaller scale than now.

We launched the campaign when I interviewed four patients who told me their personal stories and reasons how a small bedded unit would make their lives more comfortable and easier for them and their families. I have said before that those interviews were the most humbling I have ever done in my journalistic career.

The people of Weston rallied immediately, holding their own fundraising events and bringing in cash to the Mercury front office to boost the appeal. Eventually, a successful lottery application completed the financial target and an annex was converted into a small 'inpatient' unit.

Fast forward a few years to 1999 and Mrs Jackson Barstow left a handsome legacy to Weston Hospicecare and the move was planned to our present HQ in Uphill. Before this, the hospice had purchased another base at Uphill Court. It was here that my mother was cared for and passed away peacefully in 2000.

I was invited to join the trustee board in my later working years and took the chair in 2015. Looking back over the past 26 years I am extremely proud of what the people of Weston and its surrounding areas have contributed to ensure that Weston Hospicecare has survived and prospered.

The past eight years as chair have been a real eye opener for me to see the hard work and dedication that both the staff and volunteers bring to make the hospice such a special place.



Our current inpatient unit is light years away from the first small annex in Montpelier. The people of Weston can be proud that their hospice is one of the very best there is.

As my tenure as a trustee and chair comes to an end I can say with all honesty that my involvement with the hospice has been one of the most remarkable and rewarding experiences of my life. I have met some wonderful and inspirational people - staff, volunteers and patients and I never fail to be moved by the unfailing warmth and humanity of our clinical team.

Judi Driscoll
Chair of Trustees



1.0 Introduction

These “accounts” are prepared to report on the qualitative and quantitative aspects of the services and care delivered by Weston Hospicecare in compliance with the Quality Accounts requirements where organisations are required under the Health Act 2009 and subsequent Health and Social Care Act 2012 to produce Quality Accounts if they deliver services under an NHS Standard Contract, have staff numbers over 50 and NHS income greater than £130k per annum. We only consider quality issues within the provision of care and the support necessary to provide these services. Therefore, Fundraising, Retail, People Services and many support services are excluded, but direct support services such as catering, housekeeping and maintenance are included where appropriate.

2.0 Registration

The Care Quality Commission (CQC), the independent regulator of health and social care in England, regulates Weston Hospicecare.

In July 2022, with guidance from CQC, we cancelled registration in respect of regulatory activity for:

- Diagnostic and screening procedures
- Transport services, triage and medical advice provided remotely

Therefore, we remain registered for: Treatment of disease, disorder or injury. For the avoidance of doubt, the registration details change was administrative and did not involve cutting back on any of the services we offer.

Our last CQC face-to-face inspection remains 14 December 2016. However, the CQC’s ambition is to move towards more dynamic, proportionate and flexible regulations. We had our last MS Teams monitoring call on 11 July 2022, where CQC reviewed the information and data made available to them about our service.

They indicated that no further regulatory activity was indicated at the time.

This monitoring activity is part of their Monitoring Approach and is not an inspection. We see this process as supportive and providing an external opinion on the operation of the hospice and thereby helping to identify



any areas for improvement in the provision of our services. During 2022/2023 we continued to be inspected on the key lines of enquiry (KLOEs) that directly relate to five key questions:

1. **Are they safe?**
2. **Are they caring?**
3. **Are they effective?**
4. **Are they responsive to people's needs?**
5. **Are they well-led?**

The 2016 report can be found and downloaded in a PDF version by clicking on this link: <http://www.cqc.org.uk/directory/1-128212128>



We have put the CQC Tell Us posters around the hospice and cards for our community teams to help raise awareness and understanding of CQC and encourage people to tell them about our care to help inform inspections.

“... was outstanding in her approach, she was kind, caring, emphatic, supportive. Made mum feel more reassured to move forward in her difficult journey she is on”

Community Patient, March 2023

3.0 Review of Services

The contract for service provision to the NHS in 2022/23 provides income, which represents 18% of our total annual income to enable the provision of these services by Weston Hospicecare. During the COVID-19 pandemic hospices received additional money from the government to support the hospice sector in response to the Coronavirus pandemic, but this discontinued in March 2022.

**For every £ the CCGs provided to Weston Hospicecare...
Our local community matched it with £4.49**

During 2022/23 Weston Hospicecare provided the following services, as listed below.

In Patient Unit (IPU)

Provides 10 beds and a 24hr advice line.

Hospice Community Nurse Specialist Service

Offers advice, support and symptom control to patients in their own homes while providing a triage service and linking up with other outside organisations.

Consultant & Specialist Doctors

Provides expert medical cover for the IPU, day services and the community team.

Family Support Team

Provides emotional and spiritual support (e.g. bereavement care, chaplaincy, buddy groups, Men in Sheds) to both patients and their loved ones. We also have volunteer companions who provide support to patients and carers. There's also a carer support group for family and friends.

Day Services

Numbers remained limited to 10 patients a day, due to initial risk assessments and staffing still being affected by COVID-19 but Day Services continued three days a week. Some groups, such as Expressive Movement Therapy have also continued through this period.

Wellbeing and Complementary Therapies

All therapies provided work alongside conventional medical treatments and includes Adapted Massage, beauty treatments, Aromatherapy, Reflexology, relaxation techniques, Hypnotherapy, Indian Head Massage and Reiki.

Physiotherapy/Occupational

Therapy support the other teams involving teaching techniques and introducing changes that help empower patients and allow them to maintain a good quality of life for as long as possible.

Weston Hospicecare continually monitors the effectiveness of these services through the number of patients seen and contacts made, clinical audit, patient/carer feedback and specific service reviews. We are committed to embedding the Ambitions for Palliative and End of Life Care framework to achieve the following six ambitions:

1. **Each person is seen as an individual**
2. **Each person gets fair access to care**
3. **Maximising comfort and wellbeing**
4. **Care is coordinated**
5. **All staff are prepared to care**
6. **Each community is prepared to help**

4.0 COVID-19

Similar to most healthcare environments, it was necessary to regularly assess risks and review policies to ensure the safety of staff, volunteers and patients. We reacted accordingly to safety issues that occurred.

We would like to take this opportunity to thank all of our staff and volunteers for their continued dedication and hard work during this continued challenging time.

Like everyone, we are living with the virus and continue to amend our practices accordingly. Like all sectors of the economy, staffing levels were impacted by staff having to self-isolate if they had the virus. Employees have been fantastic about covering and swapping shifts to ensure services can continue during a very challenging time. We have and continue to

implement risk assessments and follow national guidance.

We are proud that we have been able to support our community during these unprecedented times and the little extras that our staff have continued to do.



5.0 Priorities and what we said we would do for 2022/2023

5.1 Day Services Improvements

We said our Day Services needed to be updated and developed into a therapeutic environment that is brighter, fresher and more appealing to a wider demographic while staying clinically practical and supporting the many activities we have planned, all the while keeping a comfortable home-from-home feel. This year a lot of time was spent on getting the planning right and securing Board of Trustees' approval. At time of writing



all the demolition work has been completed. Therefore, we will carry this priority over to the 2023/24 year.

5.2 Electronic Prescribing

All our independent prescribers have smartcards with roles and access rights required for electronic prescribing.

This is the first key stage completed, but due to National ODS codes changing from Weston Hospicecare's original National Code on EMIS (our electronic patient system), we have had a frustrating time getting this sorted and there is still further work to be done in working with the Clinical Support Unit and IT at University Hospitals Bristol and Weston NHS Foundation Trust and that is why we have rolled this priority forward into 2023/24.

5.3 Men in Sheds

Our 'Men in Sheds' offers a welcoming, enjoyable and safe space where bereaved men of any age can meet together, become socially more active,

work on projects of their choosing, at their own pace and take time out and relax with like-minded people who will have had similar experiences of bereavement. They talk shoulder-to-shoulder and banter while doing practical skills.

Typically, men are one of the hardest groups for healthcare services to reach, as many are reluctant users of traditional services such as GPs and even pharmacies. Social isolation is one of society's most pertinent issues and for those who are widowed, particularly with men, this is a real problem.

Since returning from the last lockdown on the 17 February 2022, numbers have increased to twelve 'shedders' a day on a Tuesday and Thursday each week.

Last year we said we would try and locate to a bigger shed that is not on the hospice site. In partnership with North Somerset Council we took ownership of Clarence Park Cricket Pavilion in October 2022 and the men have done it up and developed a workshop.



They have become a part of the community with neighbours bringing cakes and opening for four days a week, with the number of men attending and getting value from the group steadily increasing.



5.4 Therapy Rooms

We said we would provide designated safe, secure, and confidential counselling rooms.

Our Family Support Team has evolved to offer 'Person Centred Counselling' to all age ranges. These facilities now allow us to offer bereavement counselling to younger members of patient's families and in sibling groups appropriately.



We have provided two buildings to the side of our Wellbeing Centre that are sound proof and confidential for counselling. It has created a welcoming and safe environment through soft furnishings, lighting and pictures.

5.5 Improve Facilities in the Inpatient Unit (IPU)

We said we would develop our bathroom into a Spa Room, this is presently still out to trust and grants funding and we are confident we will proceed with this in the coming year (see Priorities for the 2023/2024 Period).

We said we would look at reconfiguring the office to give more space. Due to capacity we were unable to achieve this, but plan to take this forward as a priority for the 2023/2024 period.

During this year, we spent £70K on future proofing the IPU Plant Room. The upgrade completely replaced the single boiler (20+ years old) with twin modern, efficient boilers to provide backup and redundancy of heating and hot water supply to IPU after we suffered from multiple hot water delivery failures over the past 12 months, occasionally requiring us to delay admissions. All components of the system are being upgraded to future-proof the plant room and avoid repeats of the previous failures.

We said we would develop our courtyard and add a sensory garden – this incorporates French doors direct from the IPU (wide enough for bed access) and a water feature (illuminated orb/globe) incorporating the pebbles that during our 30th anniversary service attendees were invited to write one or more words to describe what the Hospice meant to them. This was completed in April 2023. The water feature we hope will



develop into a living memorial and we have made pebbles and pens available so patients, and those close to them, can add to it into the future.

We said we would make the outdated Quiet Room and Family Room into a more welcoming and relaxing space for the difficult conversations with relatives and those close to them. We also aimed to create a ‘home from home’ atmosphere for our patients and families so they can relax without the typical clinical feel. Both these were achieved with gifts, as well as trust and grants funding with minimal spending.



Completed May 2022



Completed September 2022

5.6 Research

We were accepted as one of the sites for a cluster randomised trial of clinically assisted hydration (CAH) in the last days of life. The main hypothesis is reduced terminal agitation in last days of life. The plan is to have 1,600 patients from 80 sites and the sites will either be usual care, oral intake, regular mouth care, usual symptom management, or usual care plus CAH. We were chosen in the arm of the research to use CAH and this research will continue into 2023/2024.

5.7 Hospice @ Home

Hospice @ Home is part of our five-year strategy (2019-2023) and brings skills, ethos and practical care associated with the hospice movement into the home environment.

A Hospice @ Home service would aim to enable patients with an advanced illness to be cared for at home for longer, and to die at home if that is their preference. Care via this method may prevent admission to the IPU/hospital, or facilitate discharge from inpatient care for crisis management. It could also be utilised for longer periods of care. Hospice @ Home could also support times of rapid change for patients and their families in a more familiar environment.

We have scoped and continue to plan a Hospice @ Home service for our area to meet the gaps in our service and the wider health and social care system. A proposal/business case has been produced for the ICBs

(formally CCGs) and continues to be a work in process, mainly due to cost implications.

5.8 Challenge Us

This year we asked our Fundraising and Communications teams to support us in helping our patients achieve something they very much wanted to do – such as a lifelong ambition or bucket list item – but were unable to do so due to their condition or social circumstances. A few of the examples are:

1. Family to stay at a safari park.
2. To have a high tea provided by the Ivy, Clifton.
3. Meet the elephants at Noah's Ark.
4. A patient who was doing an astrophysics degree to enable him to meet Professor Brian Cox.



Weston Hospicecare
CHALLENGE US

Challenge us! Our fundraising team love a challenge, so we're asking you ... is there a dream you've always wanted to fulfill?

Do you have a favourite celebrity or athlete you've always wanted to hear from?
A favourite restaurant you would love to eat from again?

No matter how crazy your dream is ... challenge us! Our fundraising team will work their hardest to get this for you.



Patient Quotes in Response to Challenge Us

“I wanted to I just say thank you to everyone who helped with our Brussels trip to see Brian Cox. The trip went really well and was totally blown away meeting Brian Cox, this is truly a special memory for and all of us (including all our friends and family who were so pleased for us too).”
Patient's relative March 2023

“Thank you all so so much for the amazing break at Butcombe and letting us stay in the fabulous property. As I have previously said we haven't even been outside of Weston since July 2020.

To spend time with our sons and their party away from home was so memorable and it filled our hearts. Just sitting by the fire and playing Trivial Pursuit, perfect! Thank you so much from the bottom of all our hearts ♥
You will never truly know how much it meant to us”.

Patient's relative, December 2022

6.0 Priorities for the 2023/2024 Period

6.1 Day Services Improvements

The day services is old and dated and needs a therapeutic environment that is clinically practical yet has the feel and appearance to welcome all of the people we support in our catchment area. While the Day Services are the focus, they only run for three days each week. The new design should provide improved facilities that can also be used by other departments for the rest of the week, such as outpatient appointments.

Our Day Services facilities may have been uninviting to some, this being the first impression that greets people, and particularly unappealing to younger adults who are an increasing part of our patient cohort.



Some of the improvements will include:

Lounge - a comfortable seating area/small lounge has long since been identified as a priority. It would also offer an informal space for people to relax when attending other appointments (such as outpatient appointments, clinics and counselling) and would provide a space for patients to relax with others after therapy sessions, thereby releasing staff from having to host these informal chats and increasing clinical time available. Having this cross-departmental area would further facilitate the more collaborative and holistic approach that has developed during the pandemic to continue.

Clinical consultation and treatment rooms - the current clinic room is too far away from Day Hospice and is not a nice environment. Ideally, there should be two clinic rooms within the day services space that provide a comfortable seating area for consultations and an examination couch in case clinical assessments are needed. The environment needs to be warm and welcoming yet practical.

Garden room – We are developing the space outside the lounge and dining areas of day services with bi-folding doors for therapy groups, such as social and therapeutic horticulture and arts and crafts. It will also need to provide a protective space where people can still feel as though they are outside amongst nature in the colder months.

Seating – existing seats are too large for the majority of patients. Therefore, a variety of seating is needed to accommodate different needs.

Lighting – lighting is mostly artificial. A key part of the project is to bring in as much natural lighting as possible into the space using strategically placed skylights.

Technology – equipment for film club and enable patients to attend virtually when they are too unwell or unable to attend in person.

When this is complete we plan to reintroduce and develop new groups to make the most of our new facilities. We also plan to appoint a Band 7 manager to oversee the service and take it forward.

6.2 Electronic Prescribing

At present we have five independent prescribers and this has now become established as part of our community nurse roles and the next logical step would be to move to the Electronic Prescription Service (EPS).

Some of the benefits of EPS are:

- Prescribers can process prescriptions more efficiently and spend less time dealing with related queries
- Patients can collect repeat prescriptions from a pharmacy without visiting their GP, and won't have a paper prescription to lose
- Improved patient safety as EPS system highlights all potential risks and interactions when prescribing
- Patient's electronic record will be automatically updated and medication changes visible to GPs, providing a safer and more efficient system

Weston Hospicecare still need to:

- Use dm+d (dictionary of descriptions and codes which represent medicines and devices in use across the NHS) and product-based prescribing
- All service and user details correctly configured within EPS system
- Business processes in place for using EPS alongside other patient record systems and prescribing purposes. Weston Hospiceworks uses EMIS Web, which is an EPS approved prescribing system.

6.3 Improve Facilities in the Inpatient Unit

Spa Room - currently, the bathroom housing our spa bath is dated, as well as presenting a cold and unwelcoming atmosphere. Often, patients have not had a bath in many months due to a multitude of factors such as fatigue, no facilities at home, lack of accessibility and requiring assistance getting in and out of the bath. A hoist and the presence of our nurses allows a patient to feel safe and secure whilst having a soak. Whilst our clinical team make the experience as tranquil as possible for our patients, the refurbishment of the spa room to incorporate a calmer, cosy and relaxing atmosphere will only enhance the experience and provide greater relief to our patients.



Pictures of St. David's Hospice, Newport, Spa Room that has inspired our thinking

Office - as part of our Inpatient Unit review, it was brought up that the office is too small, exacerbated by COVID-19. We have since purchased two computers on wheels, but during 2023-24 we will reconfigure the office to give more space.

6.4 Research

We will continue with the cluster randomised trial of clinically assisted hydration (CAH) in the last days of life.

We hope to be accepted for a study “to make the discussion and practice of corneal donation the norm in the hospice environment”. If not accepted we will likely undertake a QIP anyway as this feels like the right thing for us to be doing.

6.5 Good Grief Weston – A Festival of Love and Loss

As part of Dying Matters week we plan to work in collaboration with the below organisations:



This new festival aims to open up conversations around death and bereavement and will take place in May 2023. Good Grief Weston will offer 30 workshops and events over eight days across more than 20 venues.

Death, like birth, is one of the few universally shared experiences, yet many of us feel scared to face mortality, struggle with grief alone, or worry about how to support bereaved friends and family. This creative and diverse festival will give that ‘elephant in the room’ a friendly prod!

6.6 Increased Medical Consultant Time

During this year we plan to have an additional 4 - 6 sessions of consultant in palliative medicine time. This will be of direct benefit to patients. The additional time is needed to ensure equity of access for patients to specialist palliative care by providing continuous consultant support across the hospice services. This also means consistent consultant support for junior doctors, independent prescribers, nurses and other healthcare professionals.

“I cannot even begin to explain how much your love, care and support has meant to me over these last few weeks. Your cuddles when I felt sad, the fantastic tray of morning delights ‘just how I liked them’ first thing just added the cherry to the top.

This hospice is a wondrous charity and anyone who works here are so beautiful, inside and out. I love everything that happens here, what a close knit team you are and talk to each other so well.

Teamwork is definitely a word that runs through this place. I wasn't expecting to be here half as long as I was and I'm very grateful to have been given this chance to experience time having respite to clear my head, tell my children, create important memories for my kids and get myself together.

I love you all so much for the love and kindness you have shown me. I know it's your job but it's so much more than that for you I know. With lots of love to you for your advice, wisdom, you are beautiful souls”.

IPU Patient, September 2022

6.6 Lord-Lieutenant's visit



Somerset's representative of Her Majesty the Queen, Lord-Lieutenant of the county, Mrs Anne Maw, visited on Wednesday 17 August. Mrs Maw, a former nurse, engaged with front line staff, patients, family members, support staff, senior management and trustees.

She said "As you cross the threshold into the building, you feel cheered by the friendly demeanour. It is so uplifting and inspiring to witness people from our own community cherishing and caring for each other in the way that Weston Hospicecare do. It was a privilege to attend such a comprehensive visit and I wish to pass on my gratitude to all the staff who looked after me while I was there."



"The care from the lady who cleaned my room to the doctors who gave clear and truthful advice"

*Weston Hospicecare Inpatient,
September 2022*

7.0 Review of Activity

1,745
Patients supported all services

We recognise that 2020-21 and 2021-22 are COVID-affected years and we are therefore comparing 2022-23 with prior years for a COVID-absent comparable, however these additional years are not shown below.

7.1 Inpatient Unit

	2020-21	2021-22	2022-23
No. of Patients	175	144	161
Occupancy (%)	67	67	73
Discharges (%)	31	26	29
Av. Length of stay in days	12.5	15.7	14.8
Non-Cancer (%)	6	7	9

7.2 Community Team

	2020-21	2021-22	2022-23
No. of Patients	789	765	808
Deaths	333	345	396
Discharges	65	76	52
Died in Preferred Place (%)	87	88	91

19,987*
Miles covered to support people in their own homes

10,041
Community contacts

2,043
Hospice community nurse face-to-face visits



*Mileage is down due to sickness and we have been able to reduce travel due to hybrid working.

7.3 Day Services

	2020-2021	2021-2022	2022-2023
No. of Patients	34*	84	105
Fact-to-face attendance	257*	617	932
Non-Cancer (%)	32	34	25

Reduced this year due to having to stop groups in March due to COVID-19

*2020-21 no patients Q1 or Q4 and reduced rest of the year due to COVID-19

People assessed by physiotherapist - 912

“All staff are helpful with all that you have problems with. Since I started here the treatment I have had for my back and neck have been dealt with very well. A lot of thought has been given to my problems. The staff in physio are extremely knowledgeable in how they help. Nothing could have been done better. The Physio knows so well what they are doing”.
Weston Hospicecare Physio. Patient, September 2022

7.4 Family Support Team

Chaplaincy Service	2020-2021	2021-2022	2022-2023
No. of Patients	197	185	174
Funerals conducted	72 ¹	46	38
Face-to-face visits	644 ²	1,072	885

¹ visiting restriction due to COVID-19

² Extra funerals taken to support community, because there was a lack of clergy as a result of COVID-19 shielding



“My friend has benefited greatly from the companion that you arranged for her, also the visit from your chaplain and the additions to her flat via the occupational therapist. There are so many things put in place now thanks to you, so thank you so much.”

Weston Hospicecare Family Support Team Client, November 2022

Bereavement Service	2020-2021	2021-2022	2022-2023
No. of pre/post bereavement clients	201	274	214
Face-to-face visits	370*	641	651

* visiting restriction due to COVID-19

Companion Service	2020-2021	2021-2022	2022-2023
No. of people supported	63	54	84
No. of volunteer contacts	744	953	1,469

2020/21 - 461
 Clients supported by the Family Support Team,
 1,758 contacts

2021/22 - 513
 Clients supported by the Family Support Team,
 2,666 contacts

2022/23 - 523
 Clients supported by the Family Support Team,
 4,353 contacts



Complementary Therapy	2020-2021	2021-2022	2022-2023
Total Treatments	535*	1,141	1,117
No. of volunteer contacts	77*	613	335

*No Complementary Therapy for four months and then reduced due to COVID-19.

“Words can’t express how grateful we are to you all in supporting During her final week. This allowed her to pass away with dignity and such high quality care. Nothing was ever too much trouble for meeting her physical and emotional needs. Without the wonderful hospice, we would not have had the chance to spend quality time with her.

In final days, she made it clear that she was happy to be staying at the hospice and she felt safe, this is all we wanted for her.

Thank you, from the bottom of our hearts”.

Weston Hospicecare Relative, September 2022

“From the moment I arrived I felt like a ginormous comfort blanket was wrapped around me. All my fears, confusion, pain etc. are being handled and dealt with dignity and compassion. Reality and results given honestly but with oodles of support to help me face. I feel safe and at ease here, and don’t have to put on a brave face constantly”

Weston Hospicecare Inpatient, December 2022



"I am usually very stressed and down, but coming here I was listened to and nothing was too much trouble. I was always looked after well and also have a lovely meal".



Day Hospice Patient, April 2022



"We can't thank you all enough for saving my life!!! The hospice is a wonderful place to rest and recover with all the help, kindness, love and support from all the staff.

We will always remember you all with love for all the support and help you gave me so that I'm able to return home to be part of my family again. So this is an enormous thank you."

Weston Hospicecare Inpatient, August 2022

8.0 Patient Safety

The safety of our patients is at the core of our approach and culture and we aim to be outstanding for safety.

We believe we have a rigorous approach to reporting and learning from incidents, regularly reviewing and analysing trends and themes of incidents and learning, with all incidents going to our quarterly Clinical Audit and Assurance meetings and our bi-monthly Clinical Governance meetings attended by members of our Board of Trustees.

We continued to be heavily engaged in regional hospices quality meeting and benchmarking.

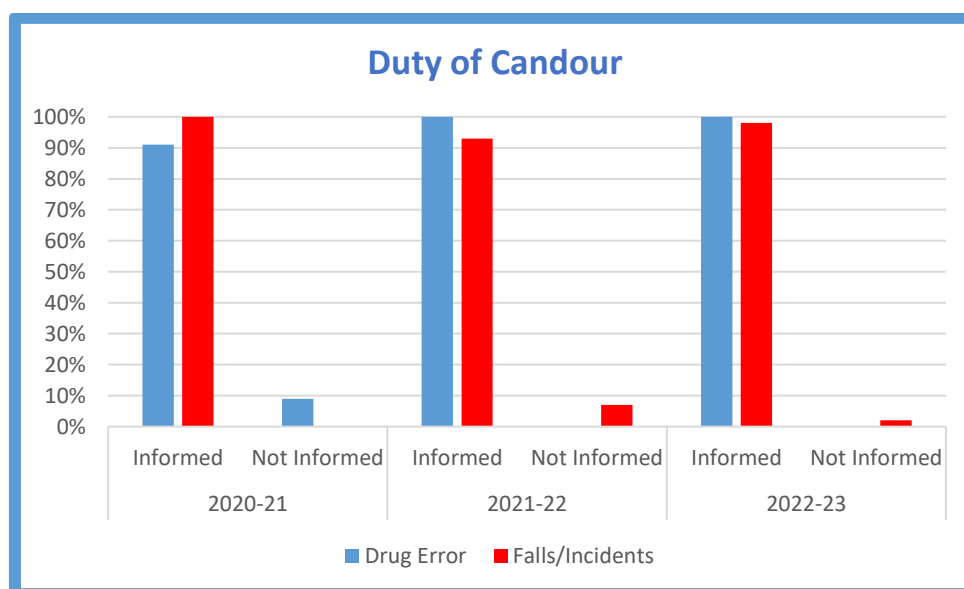
Quality Indicators	2020-2021	2021-2022	2022-2023
Number of Compliments	392	403	499
Number of Complaints	3	3	5 ¹
Number of Drug Errors	11	9	6
Number of Falls	18	19	20
Number of Pressure Injuries	12	14	23 ²
Pressure Ulcers Developed at Hospice	3	6	8

¹ 3 complaints were verbal complaints.

² We started reporting Cat.1 pressure ulcers during this period.

8.1 Duty of Candour

Duty of Candour applies to care providers registered with the Care Quality Commission. Weston Hospicecare reviews all incidents to determine whether any incident to which Duty of Candour should have been applied has been missed. In 2022-23 we had no drug errors or pressure ulcers that patient or family were not notified. One patient who fell, didn't want her friend to be informed.



8.2 Safeguarding

Safeguarding is a priority and we encourage all people to talk about any safeguarding concerns they may have. We have safeguarding leads, deputies and a Safeguarding Trustee. We have robust governance structures in place including the routine reporting of data and key findings to our Clinical Audit and Assurance Group and Clinical Governance Committee. During 2022-2023 there were 17 safeguarding issues raised, of which 4 were formally referred to external safeguarding services.

"We will never forget all that you did for We are all so grateful to you - your medical expertise, care, reassurance and compassion gave ... confidence and allowed us all to have precious extra time with him. Saying thank you seems inadequate really, but "Thank you so much."

Weston Hospicecare Community Patient, June 2022

9.0 Patient Experience

The Hospice continues to take part in "iWantGreatCare", a platform to let patients leave meaningful feedback on their care, say thank you and help the next patients.

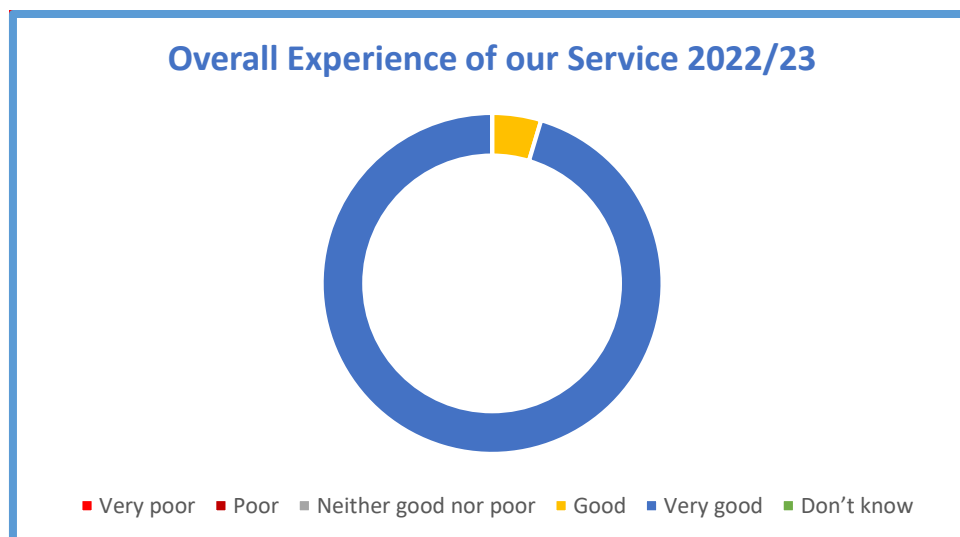
We always welcome feedback from patients, families and those close to them and we use any feedback to further develop and improve the services we provide.

When asking our patients and those close to them how their experience of our service was, we aim for 90% to say very good.

In 2022-23, we achieved this with 96% saying very good, and 100% good.



The graphs below show results for iWantGreatCare feedback for April 2022 to March 2023:



iWantGreatCare demonstrates that we are transparent, aware and open to patients' experience as a central part of delivering high quality care. At the beginning of March we were awarded a Certificate of Excellence. iWantGreatCare said: "Only the most highly-recommended clinicians and providers across the country receive this endorsement in recognition of outstanding care from patient reviews".



Weston Hospicecare was awarded the iWantGreatCare certificate of excellence in 2023 for delivering outstanding care.

This obviously means a lot to us, as it is how patients, families and loved ones have rated our service. We are proud of our team for their care, compassion and going the extra mile.

Most of the patient/relative quotes in this report are taken from the “iWantGreatCare” platform.

[Reviews of Weston Hospicecare - Page - iWantGreatCare](#)

Marie’s story, December 2022



The Inpatient hospice team cared for Phil in a way no others ever could. Their care covered us like a warm blanket. We were in a loving environment, surrounded by experts in wellbeing, mental and physical health. Phil’s mum even got the spiritual support she needed from the hospice Chaplain. It was there that we met Jen, the Family Services Manager. She helped Phil find some light in the darkness. And Alison from the hospice Wellbeing Centre gave Phil reflexology, which took his mind off everything. We really mattered to everyone at the hospice. There was nothing they wouldn’t do to help us. Even John Bailey, the Director of Patient Services came to visit Phil. They had a man-to-man chat. I have no idea what was said, but it made the world of difference and Phil came home.

Both Jenny (hospice community nurse) and Jen continued hospice care at home. Jen supported his mental health and when Phil was on his hands and knees in pain, Jenny was there to ease his suffering. Because of the hospice, I managed to stay strong for Phil and the kids. What else could I do? I couldn’t let them see me falling apart.



When Phil was in hospital, they realised his liver was failing and he was sent to oncology. There were Covid restrictions, which meant he'd been there, alone, for five days. I didn't want him to die there, all alone. I called Jenny who arranged for an ambulance to take him to the hospice. When he arrived, the ambulance doors opened and Phil called out "Hiya, Jen." He was so relieved to be there.

The little things make such a difference during those precious last days and hours. There was a pull down bed for me in his room. I was fed, hugged and there was never a shortage of tea and coffee. Phil's friends were able to visit to say their farewells. But it was watching the kids say goodbye that broke my heart.

The love and care of the hospice was all around us. The housekeepers, volunteers, nurses, therapists and doctors are the most wonderful people you could ever meet. They made me feel so supported and did anything and everything to make it the best it could be.

I don't know how anyone could cope without the hospice. Just five and a half months after diagnosis, Phil died with his mum and me by his side. He was 41. I stayed with him for a while, kissed him, and went home so I could be there for when the boys woke up. I talk about Phil every day. The boys have had bereavement counselling with Kirsty, Child and Young People Counsellor at the hospice. They always come out smiling.



Bob's story, March 2023

Family heaped praise on Weston Hospicecare after caring for husband, father and father-in-law, Bob. "He felt safe here, he was listened to. Love seeps through the walls from every individual, working from top down. All of the staff always had time for a hug, cuddle and a chat. Nothing was too much trouble, they

told you straight. They were honest about the situation and very compassionate."

Bob's family said "This was all of our first time experiencing Weston Hospicecare as a family. Within the first minutes being here, we were all welcome and when we went home at night we knew Bob was safe. We didn't have to worry."

Bob's daughter-in-law, works within the care sector and voiced her absolute appreciate for the love given to him. She said "His voice was being heard, in other health care settings no one seemed to listen to him as the patient. From the minute Bob came here, he suddenly realised his voice mattered."

Greg's story, May 2022

"The difference here is the nurses have time to care. At the hospital, they are doing a job. That sounds harsh. It is not meant to be as they are working their socks off, they really are!"

Greg said "The food here is superb! I cannot be more grateful for the food, it is absolutely superb. "I haven't been eating or drinking what I should, but the food is so tempting. My favourite is the fruit plate, I have eaten more fresh fruit in the last couple weeks then I ever have.



Greg explained he didn't fully understand what the hospice did until now.


He said "I can't praise the whole place enough, what is disappointing me is previously I didn't think of the hospice in the same way as I do now. I wish I could give a billion pounds to help secure this place for the future. When I arrived, I came in through the ambulance entrance and when my wife came in she said 'I can't believe this place, it is like a 5 star hotel'"

10.0 Audit

To ensure provision of a consistently high quality service, Weston Hospicecare has an annual programme of Clinical Audit and Quality Improvement Plan. This provides a means to monitor the quality of care being provided in a systematic way and creates a framework where we can

review this information and make improvements where needed. Some examples of audits and quality improvement cycles this year are:

10.1 Inpatient Unit Dependency Quality Improvement Project (QIP)

<p style="text-align: center;"><i>Dependency Score on IPU</i> By Lisa Homer and Sue Peacock-October 2022</p>		
<p>1. Background</p> <ul style="list-style-type: none"> In the past we have taken part in a Hospice South West Regional group trial of dependency tools but found that it was ambiguous and did not appear to provide an accurate reflection of dependency on the unit. Due to the increased demand for admissions and patients on the waiting list with greater health complexities there was a need to determine the dependency of patients on IPU. The need for a 'traffic light' reflection of current IPU dependency on patient name board with the overall score for the previous 24 hours. 		
<p>2. What are we trying to accomplish ?</p> <ul style="list-style-type: none"> To determine the dependency of patients on IPU and reflect the workload. To ensure adequate skill mix and staffing levels. To assess number of admissions onto the unit on a daily basis at the morning meeting. To ensure the IPU is safe and any risks are kept to a minimum. 	<p>3. How will we know that a change is an improvement?</p> <ul style="list-style-type: none"> To develop an effective dependency tool that reflects the current needs of patients and their families. Staff feel that they are able to provide specialist Palliative care to patients without the workload being too difficult to manage. The daily dependency score will effectively determine admissions and adequate staffing levels/skill mix. 	
<p>4. What changes can we make that will result in improvement?</p> <ul style="list-style-type: none"> To ensure staffing levels are reflected with the dependency scores. To assess the complexity of new admissions and review staffing levels The green, amber or red dot and scoring will be placed on patient board daily for everyone to see. 		<p>PDSA Cycles:</p> <p>Cycle 1: Small staff to inform and to explain to them about the QIP for the dependency scoring tool.</p> <p>Cycle 2: Dependency tool given to staff to complete daily.</p> <p>Cycle 3: Implement on 21st November</p> <p>Cycle 4: Trial of dependency for 4 weeks, feedback from staff questionnaire found it too ambiguous and therefore new revised version devised and implemented.</p> <p>Cycle 5: Revised dependency tool trialled for 3 months and reviewed 14/04/23 and following staff feedback to be amended and scoring reviewed</p>

QIP for the development and implementation of a dependency rating tool for the Inpatient Unit. Dependency scores are used to match the needs of patients and those close to them with staffing levels on the unit.

We are presently on Cycle 5, and will continued to be reviewed during 2023-24.

10.2 Infection Control Audit

Audit completed across the whole organisation using the Hospice Infection Control Audit tool that was adapted from the Infection Control Nurses Association Audit Tool and includes hand hygiene, environment, kitchens, personal protective equipment etc. We undertake this audit twice a year.

May 2022 - 90% Compliant

November 2022 - 90% Compliant

Other Infection Control audits and spot checks have been on average 91% compliant.

10.3 Community Walking Group QIP

Community Walking Group QIP		Weston Hospicecare
<p>During the summer of 2022, an informal bereavement support walking group was put together – meeting every Wednesday at 4pm at the hospice. It ran during the summer months only, and was attended by between 4-10 people each time. The group was not therapy led, instead meant as a peer support and requiring no staff input. The concept of the group was well received. The hospice are now in receipt of a grant for £2,500 to further develop the concept during 2023.</p>		
<p>2. What are we trying to accomplish?</p> <p>Utilise the grant to widen access, providing a community walking programme that is available when people need it to be. To raise the profile of Weston Hospicecare as a brand and care provider, encourage peer support within the local community not just for bereavement, but for living well. Promoting the physical and psychological health benefits of activity. Develop a walking group that is sustainable and non-reliant on future funding.</p>	<p>3. How will we know that a change is an improvement?</p> <ul style="list-style-type: none"> Schedule of walks available during the summer of 2022. Feedback from participants. Increased numbers of participants. 	
<p>4. What changes can we make that will result in improvement?</p> <ul style="list-style-type: none"> Stakeholder engagement Volunteer support 		<p>PDSA Cycles:</p> <p>Cycle 1: 4th January 2022 – April 18th 2022 (P)</p> <p>Cycle 2: April 19th 2022 – 30th June 2022 (S)</p> <p>Cycle 3: 01st July 2022 – 30th September 2022 (D)</p> <p>Cycle 4: 01st October 2022 – 31st December 2022 (S)</p> <p>Cycle 5: 01st January 2023 – 31st March 2023 (A)</p>
<p>Results:</p> <ul style="list-style-type: none"> Lead for the walking group appointed Walking group ran to finish by from Easter until end of August 2022 Feedback Collected Evaluation Report Completed 		
<p>Next Steps:</p> <ul style="list-style-type: none"> Apply for grant funding for 2023 Re-run the programme for 2023 as a further QIP, building on the evaluation. 		

Completed QIP and evaluation report completed with 100% saying they would recommend to a friend and 100% would like to see it brought back next summer.

Join us for a walk and a chat

The Community Walking Group starts again on Wednesday 20th April and will run fortnightly until the end of August.

These steady paced, casual walks around Uphill last about 2 hours and have proven to reduce stress and anxiety as well as offer a brilliant mood boost.

The community walks are open to anyone living in North Somerset & Sedgemoor, you don't need to have had links to Weston Hospice Care.

Email Mike, your local guide, to find out more and book your place on the next walk.

mike.french@westonhospicecare.org.uk

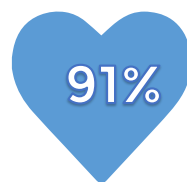
Weston Hospicecare

10.4 Advanced Care Planning

The Department of Health's End-of-Life Care Strategy 2008 highlighted the importance of early identification of potential for dying and Advanced Care Planning. Early awareness of poor prognosis helps patients and their relatives to understand their illness and make informed choices about their care. Therefore, every month we audit this and last year...



of patients participated in Advanced Care Planning

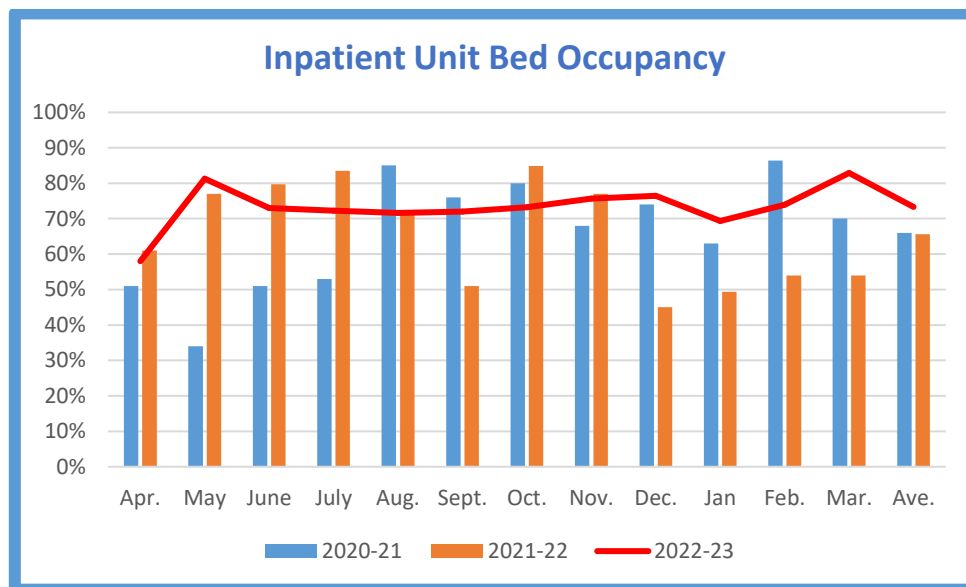


of patients achieved their Preferred Place of Care

A full list of Weston Hospicecare's QIPs and audits can be found on the hospice computer system at: <F:\Everyone\Clinical\Clinical Audit\2022>

11 Bed Occupancy

Weston Hospicecare reports monthly bed occupancy varying from a low of 58% in April 2022 to a high of 83% in March 2023. Bed occupancy was reduced in April due to staff shortages, but at time of writing we have a full complement of staffing. We lost a number of bed-days during the year due to problems with a wall in one bedroom and an interrupted hot water supply, in response to which we invested in a complete replacement of the IPU Plant Room equipment, including installation of new twin high-efficiency boilers.



12 Data Security & Protection Toolkit

The online self-assessment tool allows us to measure our performance against the National Data Guardian’s data security standards. The toolkit provides us with assurance that we are practising good data security and that personal information is handled correctly.

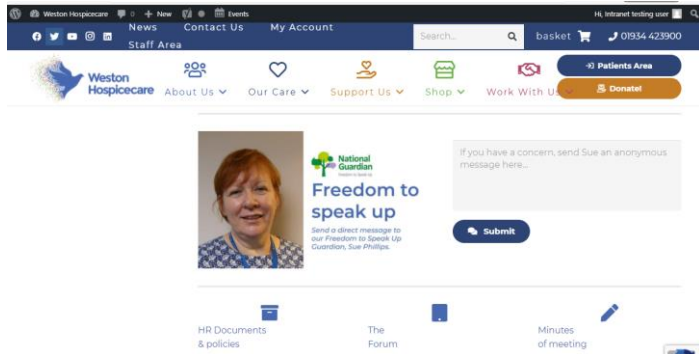
In 2019/20, the toolkit expanded to incorporate further criteria covering cyber assurance and related compliance measures.

	2020-2021	2021-2022	2022-2023
Mandatory Evidence Items Provided	45 of 45	43 of 43	42 of 42
Assertion Confirmed	40 of 40	36 of 36	35 of 35
Assessment Status	Standards met 2018-2023		



We had 21 Information Governance incidents, 14 were near misses and none needed to be reported to Information Commissioner's Office (ICO).

13 Freedom to Speak Up Guardian



We now have processes in place that give private routes to access our Freedom to Speak up Guardian.

Freedom to Speak Up (FTSU) is an arrangement from the recommendations in the Francis Report (the Mid Staffordshire NHS Foundation Trust public enquiry). Effective speaking up arrangements help to protect patients and improve the experience of staff.

This is our third full year of having a FTSU Guardian. This role gives staff an additional route to raise issues and concerns, and enables the Hospice to respond and deal with concerns more effectively. Our FTSU Guardian submits the speaking up data each quarter to the National Guardians office and our CEO highlights any cases in his monthly report to Trustees. During this year we have introduced Freedom to Speak up Champions to support our Guardian, giving better access to staff, raise awareness, signpost and support.

14 Staff Survey

During 2021-22, due to continued strain on health and social care services we decided it was right to do a staff survey. Therefore, using Birdsong Charity Consulting, on behalf of Hospice UK the Hospice Survey was conducted from 07 June – 25 June.

Clinically we found there were two red and 10 amber issues we believed we needed to address. All have been dealt with except the IPU office being too crowded at times. This has been carried over as a priority for the 2023/2024 period.



We plan to repeat the staff survey during May/June 2023.

15 Business and Community Award



In December 2022, Weston Hospicecare won Charity of the Year in the South West Business and Community Awards 2022!

We know we're not here to win awards, but all the same it is lovely to be recognised and the staff all thoroughly deserve this accolade for Weston Hospicecare.

Accepting the award on behalf of Weston Hospicecare at the Ceremony in Swindon were staff members Grace Dibden and Louisa Clark.

As winner of the South West region, Weston Hospicecare was then entered into the national category and went on to win 'Charity of the Year'.

"The staff have been exemplary. They have explained everything in a way that I understand at all stages and they have explained the pros and cons to everything so I can make informed decisions to all treatment being given.

Catering to my needs I have absolutely nothing I could say could be done better. Everyone is phenomenal. Outstanding treatment at all times from cleaners right through to the doctors".

Weston Hospicecare IDU Patient, December 2022





Weston Hospicecare is proud of the care we deliver, and equally proud of all the people that make it possible – employees and volunteers alike.

We rely on the support from our local community to be able to provide the level of care we currently offer for patients and those close to them. On behalf of every patient and family member we have supported over the last year, we thank you for your continued support of Weston Hospicecare.

The 2022/23 Quality Accounts have been prepared with information that is complete and correct to the best of our knowledge. If you have any comments or questions about the information provided, or on our services, we would love to hear from you. Please do contact us at:

Call us on: 01934 423900

Visit us at: westonhospicecare.org.uk

Email us: MedSecs-Admin@westonhospicecare.org.uk

A handwritten signature in black ink that reads "John Bailey".

John Bailey
Director of Patient Services
Weston Hospicecare

westonhospicecare.org.uk



Do you have a life-limiting illness?



Weston Hospicecare is here to help



We provide information, advice, support, care, education and symptom management, for you and your family.

Our services include:

Family Support Team – emotional, spiritual & practical support, bereavement counselling, companions, buddy groups, men in sheds.

Community Team – Nurse Specialists who can visit at home, in a nursing home or meet you at the hospice, to discuss issues that are important to you

Outpatient (Day) services – Tuesdays, Wednesdays & pop-in Thursdays with clinical support and voluntary activities such as expressive movement therapy, fatigue & breathlessness group, horticulture, memory boxes, film club and more.

Wellbeing Centre – complementary therapies for you and your loved ones.

30 years of caring for you and your loved ones



Weston Hospicecare



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