WORKING TOGETHER TO
TRANSFORM END OF LIFE CARE
IN ACUTE HOSPITALS

Highlights from the national conference held at Central Hall
Westminster, 18 November 2015
Dear colleagues

I am delighted to share this eBook with you that captures the key learning from the national conference hosted by NHS England in November 2015, including what delegates thought and shared on social media. It is aimed at anyone who wants to make the experience of care in acute hospitals as good as it can be for all those that need to be there, especially those in the last years, months, weeks and days of their lives. The conference was a real partnership effort with patients and carers, NHS staff, Macmillan Cancer Support, The National Council for Palliative Care and the NHS Trust Development Authority.

The aims of the conference included:

- Bringing together NHS leaders and frontline staff, patients, carers, charities and social care to learn and share together
- Taking the opportunity to launch the revised Transforming end of life care in acute hospitals: The route to success ‘how to’ guide, which provides practical advice and support for frontline teams and leaders to help them transform end of life care in acute hospitals. The approach builds on the principles of The Productive Ward – Releasing Time to Care programme, which helps wards focus on improving their processes and environments to help nurses and other staff spend more time giving direct care to patients
- Giving patients and carers opportunities to share their stories so NHS staff and other partners can hear first-hand what matters to patients and their families, so we can all work towards improving the patient experience.

NHS England currently has over 80 acute hospitals working with this comprehensive guide and programme approach to help them deliver high quality person centred care at the end of life. If your organisation is working with us already then it is fantastic to have you as a partner, if you are not working with us yet ‘why not’? We can help you make that difference for the reasons put best by one of our carers who was a key speaker at the conference...

“For the sake of the person dying and their carers, let us work towards a system of which we can all be proud, thus relieving families of unnecessary anxiety or guilt.”

Roberta Lovick, User Carer Representative

Whether you were able to attend the conference or not, I hope you will find this eBook a useful resource and remember we can help you transform services by working together. Let us know what a difference you are making and we will share the learning widely, likewise let us know how we can help you by emailing us at maggie.morgan-cooke@nhsiq.nhs.uk

Find out more about the ‘Transforming end of life care in acute hospitals: The route to success ‘how to’ guide’ and download a copy.

Maggie Morgan-Cooke
Programme Delivery Lead for End of Life Care, Sustainable Improvement Team, NHS England
We plan ahead for birth; why don’t we plan ahead for death?

Transforming end of life care in acute hospitals – a film providing an overview of the event

Professor Bee Wee, National Clinical Director for End of Life Care, NHS England, gave a key note speech setting out the strategic context for NHS England, including the progress that has been made since the first national end of life care strategy was launched in 2008. Although that significant achievement must be appreciated, there is still much to do. In particular we need to work together to improve the conditions and care for people outside hospitals too, so that we do not create, or perpetuate, an artificial divide between hospital and out of hospital in terms of quality of care that people can expect to experience. Emphasis was given to the importance of partnerships and specifically the importance of putting into action the recently published ‘Ambitions for Palliative and End of Life Care: A national framework for local action 2015–2020’.
There are six ambitions which are:

- Each person is seen as an individual
- Each person has fair access to care
- Maximising comfort and wellbeing
- Care is coordinated
- Staff are prepared to care
- Communities are prepared to help.

View the full slide set from the presentation.

The ‘Transforming end of life care in acute hospitals: The route to success ‘how to’ guide’ has an introductory section which can help you build on the key themes from this presentation, and will help you plan locally to address the key documents such as ‘One chance to get it right’ and ‘Actions for end of life care 2015/2016’ NHS England.

Care Quality Commission – lessons learned

If we are to raise standards and consistently deliver high quality person centred care then it is important to learn lessons from the past and present. Towards this aim, Heidi Smoult, Deputy Director Hospital Inspection, Care Quality Commission, shared learning from some recent inspections undertaken by the Care Quality Commission of end of life care in acute hospital settings.

View the full slide set from the presentation.

Using the ‘Transforming end of life care in acute hospitals: The route to success ‘how to’ guide’, local hospitals and their partner organisations can find an introduction to some models that can be helpful to you in the ‘prepare’ phase, as you seek what you are doing well and what you need to improve. It also provides some ideas on engaging stakeholders and how to formulate your plans to achieve improvement locally for the benefit of patients and their families.

What we should be asking is what matters to the person?
The ‘Transforming end of life care in acute hospitals: The route to success ‘how to’ guide’, is written as a ‘dip in dip out resource’. It contains individual sections that can be worked upon in the order of your choosing, dependent upon your individual hospital and its current end of life care services. The sections contain top tips and approaches you can use for yourselves as well as signposts to resources and some case study examples that you can adapt to meet your local needs. The sections include prepare, assess and diagnose, which help you decide how you are going to ‘get yourself and your organisation ready’ to make the improvements you want to see for your patients and their families. It also discusses the importance of measurement for improvement so you can demonstrate the benefits of the changes that you are making.

There is a section about planning for change which gives you tips on how good plans can help maximise the chances of success.

The treat and evaluate sections encourage to test or implement changes and then evaluate whether they have been successful or not. The learning in these sections help you establish a culture and approach of continuous improvement which is patient centred.

Sustainability of the changes you have made is vital if you are consistently going to deliver high quality care for many patients. We encourage you to plan for sustainability from the outset but there is a whole section in the guide to help you think about how you will build this in.

Another key section refers to achieving change at scale and pace, which uses the latest international and national improvement knowledge to help you transform care across your whole organisation or local community. Finally in section eight you will find a whole list of resources that can support you and your team build competence and confidence to identify the change and lead the delivery of the changes for yourselves.
The best way of demonstrating the usefulness of the guide is to see for yourselves how people across the NHS, along with their partner organisations, are making changes that will make a real difference to patients and their families at end of life. What follows is a brief overview of some of the 12 workshops which highlight the importance of not just knowing what needs doing but more important ‘how to’ make the changes locally. Against this background a key part of the conference was the opportunity to ‘learn and share together’. Over a three hour period, more than 250 colleagues had the choice to attend three workshops from a selection of 12. The speakers consisted of frontline staff sharing their good practice, community volunteers, patients and carers sharing their stories, NHS England colleagues along with valuable contributions from NHS Trust development Authority, Macmillan Cancer Support and The National Council for Palliative Care. Learn more about the workshops along with feedback from the delegates who attended and what they thought.

I love the thought of effective information sharing in end of life care which was a problem when my Dad died.

EPaCCS 2020 ‘Where we are and where we need to be’

AMBER care bundle for patients whose recovery is uncertain

‘Amber care bundle – very practical advice about implementation process and how it improves end of life care. Communication skills training required. Helpful tips.’

Delegate feedback
Communities of Development, Carers and Patients Voices

The discussion, lead by Dr Julian Abel, Palliative Care Team, Weston Acute Hospital and community volunteers from Weston-super-Mare, is also reflected in these graphics.

Advance Care Planning, sharing perspectives

‘Advance Care Planning; sharing perspectives – I found this session very interesting and it was inspiring to hear how the presenters had implemented their strategy.’

Delegate feedback

Summary Care Record and highlights from updated Toolkit for Commissioning Person Centred End of Life Care

Helping you to ‘Transform’ your local services, open to wannabee, new or established organisations participating in the Transform programme. Find out about the Transformathon... you will hear it here first!

‘Transform – excellent session, developing palliative care measures in other areas e.g. A&E, OPD, makes absolute sense, exciting initiative.’

Delegate feedback
e-ELCA – e-learning to advance education for end of life care

‘e-ELCA – top tips to using this website to pass onto staff.’
Delegate feedback

Vital Signs ‘Making Measurement Better’

How well things are going and how to make it better

‘Vital Signs “making measurement count” was an excellent, motivational presentation. What can be a dry topic was brought to life. I feel encouraged to use some of the techniques discussed.’
Delegate feedback

We HAVE to enable our communities to care for our dying – we have no other choice.

Achieving Transformational and Large Scale Change

How to use the revised and updated ‘Transform How to Guide’

Working together – Building on the best

The Solihull approach to Advance Care Planning for older people with frailty, a model for end of life care?
Health Education Yorkshire and the Humber funded training significantly increases practice based Advance Care Planning in settings across the district. More people supported to have their preference for end of life care discussed and recorded.

Increasing the number of people from a Black, Asian and Minority Ethnic (BAME) background accessing palliative care services.

Empowering Royal United Hospitals Bath NHS Foundation Trust staff to feel more comfortable having conversations about the wishes of patients approaching the end of their life.

We need to cherish each other’s insights and learn from each other.
BE PART OF THE TRANSFORM PROGRAMME

The Transform programme aims to improve the quality of end of life care within acute hospitals across England, enabling more people to be supported to live and die well in their preferred place.

The programme focuses on both the quality of care provided by acute hospitals, as well as the important role acute hospitals have, as one of many organisations that may provide care for people who are approaching end of life. End of life care includes care for people in their last years, months and days of life as well as care after death.

The Transform programme encourages hospitals trusts to develop a strategic approach to reaching their aim to improve the quality of care.

This includes:

• The involvement of patients, carers and the public
• Developing staff skills, competencies and confidence through education and development
• Quality assurance, measurement and evaluation.

If you would like to talk to a member of our team about joining the programme please contact maggie.morgan-cooke@nhsiq.nhs.uk.

‘Excellent event and thought provoking – great to have the opportunity to sit back and think about our sources and potential improvements and learn from other areas. Thank you.’
Delegate feedback

‘Your last days of life should be “as good as possible”’