

Workstream 2: Transforming experience of end of life care in the community and hospitals

Aim: To significantly improve the experience of end of life care at home, in care homes, hospitals hospices and other institutions

Status Update e.g. key success and issues this month		
Date: 05/12/2016	<p>Key successes:</p> <ul style="list-style-type: none"> - Knowledge Hub for EoLC launched - plans for phase 2 and wider communication launch being developed - PHE hosted webinar hosted on care homes for external stakeholders - over 100 delegates joined the event - EoLC in the community scoping meeting held - themes identified to take forward potential pieces work include pharmacy and death certification <p>New issue:</p> <ul style="list-style-type: none"> - Care homes workforce: Inability to influence and impact on workforce issues <p>Decisions Required for Programme Board:</p> <ul style="list-style-type: none"> - To confirm whether actions to address risks are appropriate - Promote the new Knowledge Hub for EoLC amongst their networks - Support the development of the digital commissioning guidance, by joining any task and finish groups or commenting on drafts that are circulated. - Support the development of the community pieces of work, once they are scoped and a delivery plan has been developed. 	<p>Reason for Current RAG Rating</p> <p>Whilst the majority of deliverables within the workstream are on track, there are a number rated Amber with significant issues to resolve before delivery can be considered feasible, most of which also have risks identified below. These relate to: the ability for NHSE regional teams to deliver their objectives with limited and uncertain financial arrangements; concerns about the limited resource available to co-ordinate and drive the various digital delivery plan workstreams; Inability to influence and impact on workforce issues within the care home sector and the broader risk that trust CQC EoLC ratings may not improve. Until these risks reduce through mitigation, the current RAG rating will not improve.</p> <p>Actions in place to address RAG rating</p> <p>To sustain and/or improve the RAG rating, mitigating actions should be progressed for the highest rated risks:</p> <ul style="list-style-type: none"> - For the issues raised by regional teams about the lack of sustainable funding for EoL, bids have been submitted as part of the 17/18 business planning round within NHS England and discussion held with other regional based programmes (both internal and external to NHS England) to better align objectives and resource - To address the risk around the digital delivery plan - the EoLC team are looking into securing resources to support development of the digital document - working with NHSE Digital colleagues to try and commission support from a CSU.
Delivery Confidence (RAG)		
This Period		
Last Period		

Milestones				
Key milestones achieved this period	Milestone Achieved: Y/N	New completion date if required	Key milestones due next period	Expected Completion date
<p>Digital delivery plan (NHSE & NHS Digital):</p> <p>Stakeholder event held in November to understand the business capabilities needed to support a patient journey of EoLC and specifically, the digital components that are required. A change of approach has been agreed following this event - instead of the 4 workstreams initially proposed, commissioning guidance will be developed (similar to the 111 programme's approach) that sets out the ambition of the work, advice to local health systems on how to deliver this and placeholders for pieces of work that will be developed nationally.</p>	Y	N/A	<p>Digital delivery plan (NHSE & NHS Digital):</p> <p>Outline of the commissioning guidance will be developed and shared with the EoLC Digital Delivery Group. Content will be commissioned and the outline of this document and further details of the approach will be discussed as a substantive agenda item at the February 2017 EoLC Programme Board meeting.</p>	Mar-17
<p>Hospital improvement (NHSI):</p> <p>All NHS Trusts that have a CQC EoLC rating of 'inadequate' or 'requires improvement' have been visited by NHS Improvement, to offer improvement support. National support events held in October for these trusts. Plans developed to launch formal improvement collaborative.</p>	Y	N/A	<p>Hospital improvement (NHSI):</p> <ul style="list-style-type: none"> - Trusts will be invited to take part in an EoLC collaborative planned for 2017 - Improvement and support tools will be finalised - Paper outlining the EoLC improvement programme will go forward to the NHS Improvement Executive Committee for agreement. 	Mar-17
<p>Knowledge hub (NCPC):</p> <p>The initial goal of uploading all the original documents to a new site for beta testing was complete at the end of September. The site is now open to all, and is being tested by users. The date for the formal public launch is being agreed with NHS England. Proposals for Phase 2, including support for the site and a process to agree upload of submissions from partners, have been given to the Ambitions partnership steering group for discussion and agreement.</p>	Y	N/A	<p>Knowledge Hub (NCPC):</p> <p>Continue to monitor and test usability of website after soft launch, and publicise through networks. Agreement needed from Ambitions Partnership Steering Group on proposals for Phase 2. Assuming they are agreed, implement them.</p>	TBC

<p>Care Homes: (PHE) Through the National EOLC Intelligence Network, scoped, prepared data & drafted three data briefings on EOLC in care homes which are now going through final publication process. Webinar hosted on care homes for external stakeholders on 24th November; over 100 delegates joined the event.</p> <p>(NHSE) - Contract for enhanced support resource to directly support the improvement and development of care sector forums commenced in October - phase 1 complete and first deliverable submitted (care sector forum stocktake) - Second care home data round table event took place in October. - Commissioning guidance for care homes is currently being scoped. - Quick guide for Upskilling has been delayed a month from December to January, due to the volume of responses received as part of the call out. - Quick guides for care passport and secure email are to be merged with the already published Quick Guide: Sharing patient</p>	Y	N/A	<p>Care Homes: (PHE) Prepare media launch for care homes publications.</p> <p>(NHSE) - Next steps for care home data project to be determined. - Gateway process for Upskilling Quick Guide will commence - Input into the draft Commissioning Guide for care homes</p>	Mar-17
<p>Ambulance consensus statement (NHSE): Near final draft produced of the joint consensus statement between the Association of Ambulance Chief Executives (AACE), NHS England, PHE, LGA, St Johns Ambulance and the British Red Cross. It encourages Ambulance Services (including voluntary sector providers) to take an active and opportunistic role (i.e. supplements their existing role) in prevention and protecting public health and includes references to EoLC. Publication date agreed -7th February as part of a 2 day Ambulance Leadership Forum</p>	Y	N/A	<p>Ambulance consensus statement (NHSE): Proceed with publication by seeking approvals (Publication Controls Committee and Gateway)</p>	Dec-16
<p>Community scoping meeting (NHSE): Community scoping meeting held on 1st November, hosted by RCGP - discussion about the specific issues faced by people at the end of life in the community and themes identified to take forward potential pieces work including pharmacy and death certification.</p>	Y	N/A	<p>Community scoping meeting (NHSE): Potential work to be scoped - themes include pharmacy and death certification</p>	tbc
<p>Regional support for TRANSFORM programme (NHSE): - Wessex: Designed and commenced the rolling out of an End of Life Care module for the Hampshire Health Record. This Electronic Palliative Care Co-ordination System (EPaCCs) will enable real time access to patient information to multiple care providers via the Summary Health Record, data for retrospective analysis; Identified that if we support people better on EoLC pathways in care homes this could be a quick win in reducing admissions to hospital as there is already a nursing care home forum in Hampshire and the Isle of Wight. - South West: Working with NHS Improvement on identified Trusts with special measures and supporting with quality Improvement Methodology; Quality Improvement Methodology study days in collaboration with AHSN x 2. - North East & Cumbria: Support and promote the improvement of EoLC in hospitals, community and hospice settings by advocating the use of the TRANSFORM programme and the use of the 'care of the dying adult' (hospital) audit; Plan a networking event/ Roadshow [Friday 9th December 2016] for both primary and secondary care providers to promote the TRANSFORM programme & experience from local participants to be shared and examples of innovative work to be showcased; Post event a Questionnaire to all stakeholders to highlight good practice and areas which may need development in acute settings across the region.</p>	N/A	N/A	<p>Regional support for TRANSFORM programme (NHSE): - Thames Valley: Scoping local engagement in TRANSFORM programme. - Wessex: Review and support use of the Electronic Palliative Care Co-ordination System (EPaCCs); Scope current status of TRANSFORM programme in acute Trusts – facilitating sharing of good practice. - South West: Scope current uptake with Transform within Acute Trusts within the South West in partnership with NHS Improvement. - Kent, Surrey, Sussex: Mapping to be undertaken across KSS of participation in TRANSFORM programme (and elements of); Mapping to be undertaken across KSS of CQC EoL ratings. - North East & Cumbria: Promote and support ongoing participation in the TRANSFORM programme; Encourage hospitals to learn from and improve as a result of 'care of the dying adult' audit; Increase participation in the 'care of the dying adult' (hospital) audit; Develop a tool for audit of end of life care in non-hospital settings and record baseline data. East Midlands: EPaCCS – invite health communities currently developing them to share clinical templates / coding to guard against introduction of unwarranted variation; Discussions with NHS Improvement team for Midlands and East to understand how the Transform programme is being supported in the East Midlands (outside the Building on the Best programme).</p>	Mar-17

Key Risks						
Ref.	Brief Description of Risk/Issue	Impact (1-5)	Likelihood (1-5)	Current RAG	Status and Mitigating Action Progress	Change since previous reporting period
2.1	EoLC Digital Delivery Plan (NHSE & NHS Digital): Risk to ability deliver of NIB aligned objectives to rollout EPaCCS across the country by 2020 and patients to be able to edit their own EoLC preferences by 2018. A new approach to delivery is currently being developed - the lack of momentum and communication of this new plan to stakeholders and partners may reduce their willingness to be involved and support delivery; the lack of capacity within the EoLC team to drive this new approach could slow momentum further and result in missing of the two targets.	4	3	AR	Whilst not being delivered fast enough, this new approach should provide clarity to the system on how these targets can be achieved. Possibility of being able to secure resources to support development of the digital document - working with NHSE Digital colleagues to try and commission support from a CSU.	REVISED WORDING / SAME RISK RAG
2.3	CQC ratings within hospital trusts (NHS Improvement): Trusts EoLC ratings do not improve.	3	3	A		NO CHANGE

2.4	<p>Care home sector staffing (NHSE): Inability to influence and impact on workforce issues - risk on care sector workforce of immigration rules, working time directive journey notice and national living wage substantial</p>	3	4	AR	<p>Programme lead is also a member of the Integrated Workforce Group run by Better Care Team</p> <p>HEE are leading the UEC Review workforce workstream, which includes a number of different professions, and product description being refreshed. HEE lead on UEC Review programme board</p> <p>Workforce remains a standing agenda item by the NHSE led Independent Steering Group. Better use of care at home workstream to write to Skills for Care to highlight workforce solutions gathered at the Feb/Mar 2016 national events. The Better use of care homes workstream are identifying care home skills gaps and have sent a call-out for what is already being done in the sector</p> <p>Working with DH Care Sector Nursing Taskforce Programme and who were invited to the recent Learning Lab with the Care Home Vanguard</p>	NEW RISK
2.5	<p>NHSE Regional delivery - funding and structure issues</p> <p>Thames Valley and Wessex: Capacity to lead the local and regional programme</p> <p>Wessex: Sufficient Quality Improvement Lead and Manager Support (as they also have other work streams).</p> <p>East Midlands: Uncertainty over continuity of national funding and hence sustainability of the programme</p> <p>West Midlands: The lack of certainty over future funding makes planning difficult as we approach the year end especially as team resources are relatively scarce</p> <p>East of England: Support from SCN for an EoL work stream is much reduced within the funding envelope. Delay in receipt of funding led to delays in recruitment/ redeployment of network staff. Without clarity on continuation of funding it is difficult to commence and maintain a robust and comprehensive programme of work.</p> <p>South West: The Quality Improvement Lead role will cease on 31st March 2017</p> <p>North West: Reduction in the EPaCCS project support</p> <p>North East: No funding identified to support Network leadership beyond March 2017. Cutting of other Clinical Network Group budgets has already stalled progress with co-working between SPEoLC and LTCs groups that no longer have funded leadership.</p> <p>London: Funding has been sought to implement ReSPECT from a number of regional and national agencies and organisations. So far this has not been successful. Unless funding is identified the project will not be able to move onto the pilot phase.</p>	3	4	AR	<p>The NHS England national team has submitted bids for funding to continue supporting regional EoLC delivery through the 17-18 business planning process. Discussions have begun with other national programme teams to align objectives and resource.</p>	REVISED WORDING / SAME RISK RAG