



STATEMENT OF PURPOSE

Dr Kershaw's Hospice
Turf Lane
Oldham
OL2 6EU Telephone: 0161 624 0420
Fax:
Email:
www.drkershawshospice.org.uk

Registered Charity Number 270194

Reviewed February 2019

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

Certificate of registration number:

Provider ID: 1-123327578

Name of Service Provider: Dr Kershaw's Hospice

Address of Service Provider: Turf Lane, Royton, Oldham, OL2 6EU

Name of Registered Manager: Adele Doherty

Regulated activities: Treatment of disease, disorder or injury. Surgical procedures. Diagnostic and screening procedures. Personal Care

Date of Registration: Awaiting confirmation

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

Mission Statement

“To add quality to the lives of those with life limiting illnesses”

Our Core Values

“Patients are at the centre of everything we do”

Openness & Transparency

Our openness and transparency reflect our duty to the patient and our statutory obligations

High Quality Care

We are dedicated to the provision of the highest quality evidence based care

Compassion

We treat our patients, families and carers with compassion

Dignity and Respect

We treat our patients with the utmost respect, maintaining privacy and dignity at all times

Responsiveness

We are responsive to the individual needs of our patients, their families and carers

Inclusiveness

We recognise, respect and embrace the diversity of our community promoting equality in all that we do

Philosophy of Care

Dr Kershaw's was first established in 1989 and has continued to provide Specialist Palliative Care services to people in the borough of Oldham for the past 30 years. During that time the service has undergone many challenges adapting to changes in legislation and government reforms.

Dr Kershaw's Hospice is a registered charity which aims to provide a range of specialist palliative care services to those people in Oldham and the surrounding areas, who are living with life-limiting illness, irrespective of age, gender, sexual orientation, disability, religious belief or cultural background. This will include:-

- Inpatient services to provide symptom control and end of life care
- Rehabilitation following specific treatments/sudden debilitation due to specific symptoms
- Dr Kershaw's Well-being Centre services
- Hospice at Home community nursing service for symptom control and end of life care
- Caring Hands - Domiciliary service
- Spiritual Care & Bereavement Support
- Complementary Therapy

- Physiotherapy
- Multi faith and spiritual support through our chaplaincy team
- Lymphoedema advice service
- Interventions to avoid hospital admission e.g. low volume blood transfusions

The hospice staff work as a multidisciplinary team. Our aim is to respect individual needs and wishes, in order to care for the whole person. Our purpose is to alleviate suffering which may be physical, emotional, social and spiritual, in order to enhance the quality of life of each patient.

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.

The need to provide integrated health and social care has become very apparent and is driven by a need to provide patient choice regarding a preferred place of care and high quality, safe, sustainable services underpinned by the optimum use of the available resources.

Dr Kershaw's Hospice is inspected by the Care Quality Commission, local Clinical Commissioning Groups and also by Manchester and Salford Universities.

The Care Quality Commission (CQC) are an independent regulator of health and social care in England.

They make sure health and social care services provide people with safe, effective, compassionate, high-quality care and they encourage care services to improve.

They monitor, inspect and regulate services to make sure they meet fundamental standards of quality and safety and they publish what they find, including performance ratings to help people choose care.

A copy of our latest CQC inspection report can be accessed on the Care Quality Commission website www.cqc.org.uk.

Hospice Directors/Trustees

The Hospice trustees are responsible for the governance of the Hospice and they also form the board of directors. The role of the board is to ensure that the charity functions within the law are in accordance with Charity Commission rules; that resources are managed efficiently; that there is a clear overall strategy and vision and that all policies and procedures are in place to manage risk. All major policy decisions concerning the overall direction of the Hospice are made by the board guided by the advice of the Senior Management Group. The board meets bi-monthly and holds an AGM in July of each year. A number of board groups, each with director representation, operate to monitor the different aspects of the Hospice. The board elects trustees/directors for a three year term of office, renewable at the AGM.

The Directors are as follows:

- Mr. Vernon Cressey (Chair)
- Mrs. Mirriam Lawton (Vice Chair)
- Mrs. Susan Briscall
- Mrs. Sally Deaville (Vice Chair)
- Mr. Jonathan Lipton
- Mr. Alan Moran
- Mr. Gordon Russell

- Mrs. Anne Sykes
- Mr. Paul Vincent
- Dr Paul Cook
- Mr. Peter Wakefield

Officers:-

- Company Secretary – Mr. Vernon Cressey
- Board Secretary – Mrs. Beverley Schofield (PA to CEO)

Senior Management Team

Joanne Sloan

CEO. Joanne is responsible for the overall leadership and management of the Hospice. She provides a lead on any strategic developments in the Hospice. Between December 2014 and October 2017 she worked as Director for Clinical Services at the Hospice. Her nursing career spans 33 years and prior to joining the Hospice team Joanne worked for 11 years as a senior clinical nurse manager at Pennine Acute Hospitals Trust, she holds a Master's degree in Health Service Management.

Lyndsey Donbavand

Quality and Governance Manager. Line Manager to the Catering, Facilities, Housekeeping, Volunteering departments. The role focuses on quality assurance throughout the Hospice supporting CQC compliance, health & safety and risk management. Lyndsey is Chair of the Clinical Governance Group, HR support and assists with organising the training and development for the staff at the Hospice. Lyndsey supports the CEO with commissioning contract requirements providing activity information to comply with agreed key performance indicators and Commissioning for Quality and Innovation (CQUIN) incentives.

Adele Doherty

Clinical Matron. Adele is a senior nurse educated to Masters Level with 30 years nursing experience working in clinical, managerial and educational settings. Adele works as part of the senior management team providing leadership and support to the clinical workforce to ensure they have the knowledge and skills to deliver Dr Kershaw's Strategic Plan through the provision of excellent person centered palliative and end of life care for patients and those who are important to them.

Lindsey Harper

Lead Nurse Community Services. Lindsey joined the nursing team in 2015. Her role is to manage and oversee the coordination and service delivery of our Hospice at Home service.

Dr. Matthias Hohmann

Medical Director. Dr Hohmann has worked as doctor in the NHS since 1999. He has been a GP since 2004 and Member of the Royal College of GPs. He has a Diploma in Palliative Medicine (Cardiff) 2009, being Macmillan Clinical Director for Cancer for the NHS Oldham Clinical Commissioning Group. Dr Hohmann joined the hospice team in September 2015 as Senior Specialty Doctor and was promoted to Medical Director in November 2017.

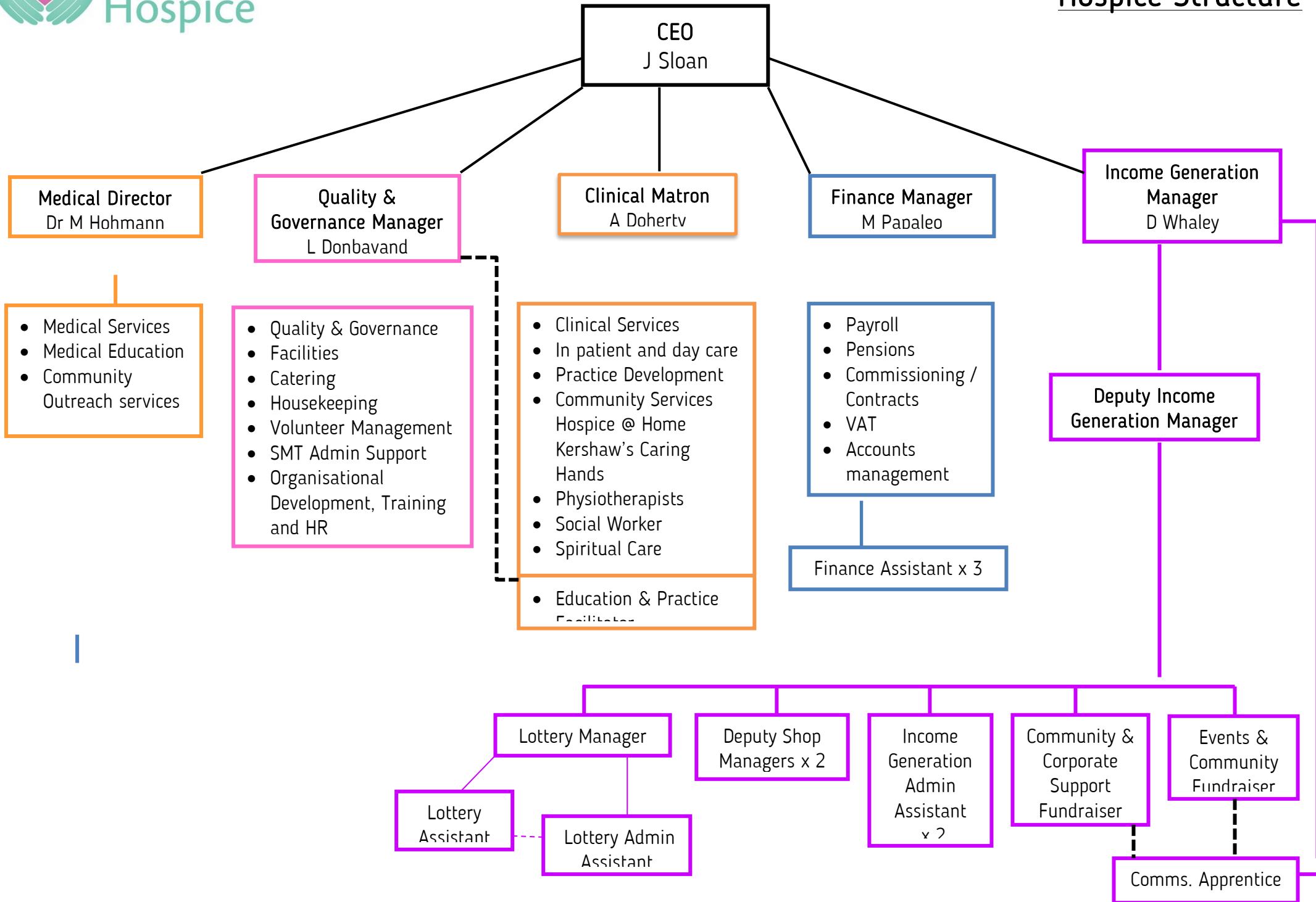
David Whaley

Income Generation Manager. David joined the organisation in November 2017 having previously worked as the executive editor of the Oldham community newspaper. David leads a wide ranging team that deals with

all elements of income generation including: shops, lottery, corporate and community fundraising, eBay, and legacies, and helps the Hospice generate sufficient funds each year to provide care to the people of Oldham.

Maria Papaleo

Finance Manager. Joined the Hospice in November 2018



Hospice Services

Inpatient Service (12 beds)

Our 12 bedded inpatient unit provides palliative and end of life care by experienced medical and nursing staff, who are supported by a range of other hospice professionals.

Other hospice professionals who may be involved in your care include a physiotherapist, complementary therapist and spiritual care coordinator.

To provide a seamless service for patients and ensure effective communication across the local hospitals, community and hospice boundaries, our staff link very closely with specialist nurses in hospital and community, allied health professionals, social workers, spiritual leaders and bereavement support workers.

This multi-disciplinary approach allows the palliative care team to address the physical, emotional, spiritual and social concerns that arise with advanced illness.

Following admission, patients are assessed and care is tailored to meet individual holistic needs, this is facilitated by discussions with the patient, their relative and carers. During the course of the patient's stay at the Hospice this plan of care is regularly assessed and altered in response to the patient's individual needs, therefore ensuring that the patient is at the heart of everything we do.

We can organise discharge planning meetings if appropriate, ensuring attendance from all relevant health care professionals together with the patient and their relatives or carers. This enables the appropriate care package to be put into place prior to the patient's discharge home or to an alternative place of care. This ensures the discharge is safe and well supported.

If you feel that you or a family member is in need of the inpatient service the Hospice provides, you must speak to your or their GP, hospital consultant, community nurse, Macmillan nurse, hospital or community associated health professional, as all referrals must be made through one of these sources.

Dr Kershaw's Well-being Centre

Dr Kershaw's Well-being Centre offers a welcoming environment where support and personalised care are delivered to people who are affected by long term conditions; their family, loved ones and carers.

Dr Kershaw's Well-being Centre is a newly designed facility where compassionate and person centred care and support is provided for people who are living with cancer and other long term conditions.

Everyone attending the centre will be offered a comprehensive holistic assessment which will identify what concerns and issues each person has. Individualised plans are then developed, together with the person and a member of the wellbeing team, to ensure that their needs are identified. With consent, we work with other professionals involved in the individual's care in order to address those needs. Progress and success of the support and care offered will be monitored and evaluated throughout the time the person is known to our service.

The well-being team consists of qualified nurses, physiotherapists, healthcare assistants and dedicated volunteers who offer assistance throughout the day. There is also the opportunity to meet other people who may have shared experiences and this type of informal support can be very valuable.

Our well-being service offers a range of interventions provided in our centre and the hospice. Based on their individual needs and preferences people will be referred to the most appropriate sessions.

These include:

- Skilled social and emotional support
- Symptom management (including advice from medical staff as needed)
- Physiotherapy and gentle exercise
- Information and advice
- Group and individual support
- Complementary therapies
- Creative therapies and art classes
- Relaxation and Mindfulness
- FAB Course (Coping with Fatigue, Anxiety and Breathlessness)
- Looking good feeling good
- Men's Hour
- Health promotion and advice on healthy lifestyle choices
- A range of Café style group sessions including:
 - Carers Café
 - Bereavement Café
 - Lymphoedema Cafe

Community Services

'Hospice at Home'

The aim of our Hospice at Home service is to provide patients and their families with an additional level of care to support their wish to remain at home.

Our Hospice at Home team consists of experienced nurses who will visit patients who are in the last days of life. The team are available between 7:00am and 9:30pm, 7 days a week, 365 days a year.

The timing, length and frequency of visits during the day is flexible and is determined by the needs of the individual patient.

Once a patient is accepted by the Hospice at Home service, family members will have access to the team delivering care by calling the dedicated Hospice at Home mobile telephone number.

This allows the team to respond quickly and provide additional visits as determined by the needs of the patient and their condition, preventing unnecessary admissions to hospital for those patients who are approaching the end of life, and wish to remain at home.

Hospice at Home was initially run as a pilot scheme (part funded by the Stoller Charitable Trust) and following overwhelming positive feedback, is now fully funded by Oldham Clinical Commissioning Group (CCG).

This enables us to provide Hospice standard care to Oldham residents in their own homes.

The Hospice at Home service is designed to work alongside, and in addition to, any current services provided by the Community Nursing team, home care providers and Macmillan nurses.

This in turn, enables Community and MacMillan Nurses to plan their visits, knowing their patients have an extra level of support.

'Caring Hands' Domiciliary care pilot

Kershaw's Caring Hands is a two-year pilot project that commenced in May 2018. The aim of the service is to deliver high quality, end of life domiciliary care.

Our team of specially chosen and trained health care assistants visit clients in their last weeks/months of life in their own homes to provide quality and individualised care that is flexible and responsive to the needs of the client and their loved ones.

Our Caring Hands health care assistants are available between the hours of 7:00am and 10:00pm. They visit in teams of two to provide and assist with personal care, medication prompting and/or administration of medication, comfort/positional changes, toileting, diet and hydration support and emotional support.

A visit schedule is discussed and agreed with clients and/or significant others prior to the commencement of a care package, however this is flexible.

Caring Hands is designed to work alongside and in addition any current services provided by the District Nursing Team, the Community Specialist Palliative Care Nurses and Dr Kershaw's Hospice at Home team.

Dr Kershaw's is a charitable organisation and as such any services provided are not for profit. To access this service the client would need to be registered with an Oldham GP and have Continuing Health Care (CHC) funding in place following medical/nursing agreement that the client is approaching the end of their life and has a rapidly deteriorating condition. It is this funding that will cover the costs of providing the care.

Telephone Advice Line

The hospice runs a telephone advice line for patients, carers and healthcare professionals 24 hours a day. Common symptom control flowcharts are followed and call details are written down. Calls are followed up and feedback is welcomed.

Lymphoedema Support Group

Dr Kershaw's Hospice is proud to be supporting the Community Trust's lymphoedema service to offer care and support to people living with this lifelong condition from right across the borough.

Patients can be referred to the lymphoedema café (clinic) at the Hospice by their GP, District Nurse or other healthcare professional. The clinic is based on an informal 'café style' model on a monthly basis where people can meet over a coffee, socialise and get advice. In addition to peer support for this often isolated group, individuals can receive a range of information and advice on the four cornerstones of treatment for lymphoedema:

- Skincare
- Compression
- Exercise
- Massage

Complementary Therapy

Complementary therapies are offered as an aid to relaxation and can help create a feeling of wellbeing. We offer a range of individualised complementary therapies for patients, relatives and carers.

The Hospice can offer a varied range of complementary therapies and are designed to complement conventional treatments and are carried out in a warm, comfortable, quiet environment primarily to help:

- Relax and ease stress
- Feel good about themselves
- Cope with symptoms

The various range of therapies include:-

- Aromatherapy Massage
- Therapeutic Massage
- Indian Head Massage
- Facials
- Reflexology
- Reiki

Basic aromatherapy oils are used, if appropriate, and under consultation with the medical staff. All treatments are carried out in the therapy room or in the inpatient unit.

Simple facials, hand massage, manicures and pedicures are also offered if desired, subject to availability.

Treatments can be offered within our Well-being Centre, Inpatient unit or the specially designed complementary therapy room. Therapies are subject to availability and qualification of the therapists on duty.

Physiotherapy

Physiotherapy aims to maintain and improve physical health, promote mobility and independence. It can also help to improve or manage the symptoms of a variety of medical conditions.

Our Physiotherapy service is available to patients on the inpatient unit or via the Wellbeing Centre.

Specialist Hospice Physiotherapy can work with you to:

Remain active, maintaining your mobility, function and independence.

Rehabilitate you, including during and after cancer treatment, following surgery or where there has been a general decline in your independence.

Help you to cope with symptoms such as breathlessness, fatigue and anxiety, and the management of panic attacks.

Provide advice for your carers and family about the most appropriate way they can help you.

Choose suitable equipment that may help you.

Offer personalised exercise programmes to keep you active during and after chemotherapy and radiotherapy, improving both muscle strength and joint mobility, and reducing the risk of falls.

Provide specialist massage to relieve tightness and joint restriction following mastectomy or head and neck surgery.

Improve symptoms of lymphoedema, and offer advice and support via our lymphoedema café.

Provide highly specialist advice and individualised rehabilitation should you have been diagnosed with spinal cord compression.

Exercise and Cancer Treatment

Keeping active can help you cope with some of the effects of cancer treatment. It is often difficult to know what exercise to do and how often to do it. Our physiotherapists can give you advice about this and provide you with an individualised exercise programme to meet your goals.

Whether you are new to exercise or are used to being active, regular physical activity can help you feel better in lots of ways. For people living with or after cancer being physically active can help improve your symptoms.

Exercise can help you to feel better in so many ways including:

- Maximising your independence
- Maintaining or improving your physical fitness
- Reducing cancer related fatigue, nausea, stress and anxiety
- Keeping your muscles as strong as possible
- Improving your appetite and reducing constipation
- Helping you to sleep better
- Maintaining your bone and heart health, and improving your circulation
- Regaining some control back and a sense of being “normal” again
- Improving your quality of life and self esteem

Spiritual Care

Spirituality is about how people find meaning, hope and comfort in life. It is to do with who we are and what is important to us and this will most likely be different for each one of us. For those whose spirituality is connected with a faith they are welcome to invite their faith leaders into the hospice or chat with our Spiritual Care Nurse who will be happy to help meet their faith needs.

Dr Kershaw’s Hospice is here to serve the whole of the diverse community in which we live and this is reflected in the work of the Spiritual Care Team who are here to support those who express a need.

The Spiritual Care team work with patients, families and friends at whatever part of the journey feels right for them and whether they have a faith or not.

They also support and resource the clinical staff in their provision of spiritual care.

The experience of a life limiting illness can lead to questioning and examining beliefs, relationships and why difficult things happen.

We recognise that it can be useful to talk to someone who can give time and space to allow you to put these concerns into words.

Or it can be helpful to just have someone to ‘be there’ in your journey. The Spiritual Care Team are there to meet this need.

The chapel is a multi-faith room and contains prayer resources from the mainstream faiths represented in the Oldham Community and resources that can be used to aid thought and reflection for those who for whom faith is not focal.

We hold regular prayer gatherings in the chapel to which all are welcomed. The chapel is a valuable place for private prayer, meditation or reflection or simply a quiet space in which to just be.

Bereavement Support

It is not unusual for you to feel as if your world has turned upside down after a bereavement. Talking through some of the feelings, emotions and difficulties you may experience can be helpful.

Bereavement Support is offered in a number of ways to reflect individual needs and choices:

- **Bereavement Café** is a drop-in service held at the Hospice. This provides informal support, the opportunity to meet with others, share experiences and with staff on hand to provide a listening ear and signposting to other services as appropriate.
- **Bereavement Group** takes place monthly.
- **Walk and Talk Group** this is an opportunity to access informal support outside of the hospice. The monthly walks, started in January 2018, are leisurely, utilising public parks and pathways around Oldham. They provide the opportunity for a little gentle exercise and fresh air with the support of others to either walk or share your thoughts or just to walk along in companionship. Our walks are linked in with Oldham's Lets Go for a Walk scheme providing the opportunity to join other walks.
- **Services of remembrance** services of remembrance are held in May and December each year.

Staff and Staff Training

The Hospice employs medical, nursing, social work, complementary therapy and chaplaincy staff as well as administration, fundraising, Estates, and ancillary staff. The catering service is provided on the premises by our own catering team. The recruitment and selection policy and procedure ensures that all staff are carefully screened and references are always checked thoroughly including DBS checks where appropriate.

All staff undergo an induction programme organised and supervised by experienced staff. An overall welcome and induction interview is carried out during the first week, on the first day if possible.

The induction of a new member of staff is an important managerial responsibility and is an opportunity for the new employee to establish rapport with colleagues and learn something about the hospice. Where a senior member of staff joins the hospice, he or she is given an opportunity to request particular meetings or visits.

All staff undertake core mandatory training which includes fire, basic life support, moving and handling, governance – health and safety including incidents, infection control, information governance, equality and diversity, safeguarding and any the job essential training.

The hospice employs a large number of professionally trained staff a number of whom have obtained a qualification in palliative care. All qualified nurses joining the hospice team are supported in obtaining recognised accredited training in palliative care. Competence in the administration of drugs by qualified nursing staff is assessed annually.

Many other education and training sessions relevant to the specialty of palliative care are run by the Practice Development Coordinator. Staff are actively encouraged and supported a dedicated training budget to obtain a vast range of external qualifications and training.

Financial Arrangement & Fees

There is no charge for the hospice services. However, as a registered charity we are always grateful for any donations that will help us continue to provide our service to the local community.

Privacy & Dignity

All staff strive to preserve and maintain the dignity, individuality and privacy of all our patients and their families within a warm and caring atmosphere.

Comments Compliments & Complaints

It is very important to us at the hospice that we seek the comments and views of those who use our services. We try to do this informally by our 'How Did We Do' feedback system located throughout the Hospice encouraging comments which can be deposited in suggestion boxes throughout the Hospice.

We also issue satisfaction questionnaires to service users. The information received is compiled into reports and are made available to staff to acknowledge good practice, make changes and improve our services where appropriate.

Our Pledge

We will at all times, make every effort to provide a service and environment that will prevent the need for complaint. However, we may not always get it right and welcome comment and feedback for any aspects of our service.

We have a Complaints Procedure that:

- Is easy to use
- Is aimed at complaints being resolved promptly and satisfactorily.
- Ensures that we as an organisation listen and learn

Joanne Sloan

CEO

Revised February 2019