ST CATHERINE'S HOSPICE

Jane Abbott
Quality & Risk Manager

Our quality improvement journey - "Are we there yet?"

St Catherine's Hospice

Hospice in Crawley, West Sussex (covering parts of Sussex & Surrey)

- Founded mid 1980s
- Providing end of life and palliative care in inpatient, outpatient, day hospice and community settings
- 250 staff (approx)
- Funded by voluntary donations (70%) and NHS (30%)

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Timeline

Winter 2014/15

- New chief exec - identified need to strengthen foundations

- Agreed need for a framework (some sort of QMS) - no need to reinvent the wheel... we found CHKS

Spring 2015

- Project lead assigned; potential group members identified

- CHKS introductory visit

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Timeline cont...

Summer 2015

- Baseline survey completed → celebration and alarm in equal measure

- Interesting to note the 'high' vs 'low' marking

Autumn/winter 2015/16

Full steam ahead:

- Project group formalised

- Action plans

- Communication, communication, communication

Timeline (still going...)

Spring 2016 (an inspector calls...)

- QCQ inspection - outstanding rating

Summer 2016

- Survey visit

Winter/spring 2016/17

- Actions plans - several.....but we got there in the end

June 2017

- Accreditation awarded

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Timeline

June 2017- now

- Communication

- Consolidating improvements - identifying next lot

- Embedding our QMS

28 March 2018

- First monitoring visit

Challenges

- Workload - extra work vs part of day job
- Communication – getting tone/amount/frequency right
- Different perspectives, different aspirations
- Gaps in required skills/experience
- Post-survey visit – managing colleagues' expectations

Lessons learned

- Importance of the project group
- Explicit support from SMT and trustees
- Importance of language
- Understanding the intent
- There is no destination, only direction of travel

Benefits

- Revealed hidden areas of good practice
- Increased transparency
- Made us do things (the power of a deadline)
- Created development opportunities
- Broke down barriers, made connections

StCH 'Connected Team' award winners

Congratulations to...

- Sandy Harrison. PCNP
- Tom Abbott. Community & Events Fund
- Suzanne Davis. Philanthropy Coordinat
- Penny Jones. Director of Care Services

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