



## Report to Health Scrutiny Sub-Committee

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<b>Report of:</b>	<i>St. Lukes Hospice</i>
<b>Report to:</b>	<i>Health Scrutiny Sub-Committee</i>
<b>Date:</b>	<i>1<sup>st</sup> June, 2023</i>
<b>Subject:</b>	<i>St. Luke's Hospice Quality Account</i>

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### **Purpose of Report:**

To share the Quality Account with Sub Committee Members and invite comments, to feed back to the Trust by their deadline of 21<sup>st</sup> June 2023.

There is a specific section within the report which includes comments from this sub committee. Below is the text that was included in the report for 2021-22.

*Sheffield City Council's Health Scrutiny Sub-Committee  
On behalf of Sheffield City Council's Health Scrutiny Sub-Committee, I  
acknowledge receipt of the 2021/22 Quality Accounts. We look forward to  
engaging with St Luke's in our scrutiny work over the coming year.  
Cllr Ruth Milsom, Chair, Health Scrutiny Sub-Committee*

### **Recommendations:**

#### **For members of the sub-committee to:**

- 1. note the content of the report**
- 2. Discuss and agree comments to be fed back to St' Luke's Hospice by the deadline of 21<sup>st</sup> June**

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# Quality Account 2022-2023







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# 1 Statements from St Luke's Chief Executive

## Statement on quality from the Chief Executive



On behalf of St Luke's Executive Team and the Board of Trustees, I am pleased to present this, the 2022-23 Quality Account for St Luke's Hospice, Sheffield. This account gives us the opportunity to provide information on the services we delivered, how we have focused on quality, how we measure and gain assurance about the quality of our services, and some thoughts about future priorities.

**Whilst the pandemic and associated lockdowns are becoming a memory, the repercussions for the health of our community are still with us, and other recent events have created further problems.**

Workforce challenges have been real and impactful in the post-pandemic period, for all employers. The cost-of-living and inflationary crisis has affected staff and the organisation's ability to develop sustainable plans; and strikes by healthcare staff in partner organisations across winter 2022-23 created additional pressures to add to the backlog of care (and its consequences) following the pandemic. It has been a difficult time to be a patient, a carer, a family member - or an employee or volunteer in a healthcare organisation. St Luke's has lived this challenge and is still facing it and continues to rise to it as this report will demonstrate.

Whilst times are not getting easier, St Luke's continues to live up to its commitment to the people of Sheffield as it has for over 50 years. Our charity is enabled and supported by tens of thousands of donors, volunteers, staff and partners, helping to deliver vital services now whilst planning for a sustainable future. We know that having a sustainable, passionate and effective St Luke's into the future is vitally important for the health of our city and that our vision - **'Supporting and caring for**

**everyone affected by terminal illness in Sheffield'** – is as important today as it was when we opened in 1971. **The fact that St Luke's supported 1,726 clinical patients in 2022-23 shows how important that role continues to be.**

St Luke's staff and volunteers have once again performed with incredible dedication and selflessness across the year. There has been little or no time for recovery from the mental, physical and emotional strains caused across the pandemic period and its immediate aftermath, and whilst St Luke's has done whatever it can to address health and wellbeing challenges in the workplace, for many staff the period since 2020 has been exceptionally draining. It is to be hoped that some of the uncertainties across the wider healthcare system can be resolved through 2023, for the benefit of all.

During the year, our contracting body has changed from NHS Sheffield CCG (which terminated its activities in 2022) to the **South Yorkshire Integrated Care Board** ('SYICB'). We're pleased that the transition for St Luke's has been smooth, with many relationships maintained and new ones developing. St Luke's responded to the system-wide call to help with winter pressures across the 2022-23 season, introducing measures to enable discharge from acute hospitals as well as supporting patients at home in extended ways. We're pleased to have received one-off funding from SYICB to enable that support, and to have received additional one-off funding to reflect St Luke's 'overperformance' in the year, the impact of Project ECHO across the healthcare system, as well as to acknowledge the contribution of our community teams towards the delivery of general,

as well as specialist, palliative care to patients at home. It is important to see these efforts recognised.

St Luke's Community team of nurses, doctors and health and social care professionals have seen the needs and demands of patients receiving care and support at home grow across the year, with many more facing complex issues, sometimes resulting from pressures on other healthcare services during and after the pandemic. During the year, the Community team **undertook 6,826 (prior year 6,063) person-to-person assessments** with patients and families at home and in care homes, including 1,793 intensive treatment visits often in the most difficult – frequently crisis - circumstances. The team also made **13,283 specialist palliative care contacts** with those patients and families to support their care.

During 2022-23, St Luke's opened its **Patient and Family Support** ('PAFS') service, combining clinical specialist day services for patients – focusing on consultations, therapies and other interventions – delivered at Little Common Lane together with 'social prescribing' activities available at our Ecclesall Road South site. Patients and families referred into this service get the benefit of access to specialist clinicians, plus a wide range of supportive activities and group sessions adding quality and purpose to life. We're delighted that since opening in May 2022, there have been over **6,800 attendances** to sessions, making a real difference to lives at such a critical time.

As part of the PAFS service, St Luke's supported **508 bereaved relatives** with **2,573 sessions of counselling** and support in the year, providing Tier 3 bereavement

support across Sheffield, all funded from our charitable income. And through our 'ECHO' telementoring and support system, St Luke's provided and enabled the delivery of 184 sessions attended by 3,283 practitioner delegates (GPs, care and nursing home staff and health professionals) to support the wider Sheffield healthcare system in the care of the dying, support for the bereaved, and many wider initiatives. St Luke's has now extended its ECHO team making this a mainstream activity within our portfolio of services delivered in Sheffield and whilst St Luke's has initiated the ECHO programme and taken the risk to develop it, we're delighted that we've been supported by Health Education England, HEE Northeast and Yorkshire, and South Yorkshire ICB for their co-investment and commitment. Sheffield University's School of Health and Related Research has been commissioned to undertake an assessment of the effectiveness and impact of ECHO which we hope will demonstrate its clinical benefits.

During the year, St Luke's has taken significant strides in two major areas – **Equality, Diversity and Inclusion** developments and **Environmental and Sustainable Practices**. We've created strong people-led processes around each, made resources available and set a pathway for the future. More about our commitment and progress to EDI can be found in section 2 of this report. We've also helped to fund an initiative to help those facing end-of-life issues through **Compassionate Sheffield**, of which St Luke's is a founding and funding partner (alongside Sheffield's Public Health Directorate and SYICB), as well as being the host for staff engaged in the development of the initiative and its activities – with a major focus on the Covid memorial as well as the Dying Matters campaign in 2022-23.

I am delighted to report that St Luke's has continued to make a significant, vital and high-quality contribution to the care of the public in Sheffield throughout the year, one that is recognised by so many across our city. This report outlines just some of that work and I thank our partners and supporters for their contribution to help St Luke's deliver its vital care for people in our city.

### Healthcare governance frameworks

During the pandemic, we continued to work with our colleagues and partners at South Yorkshire Integrated Care Board (formerly with NHS Sheffield CCG), Sheffield Teaching Hospitals, Primary Care networks and the Director of Public Health, as well as various clinical and strategic groups across the city and region – including a growing interaction with other South Yorkshire Hospices within the SYICB area. We also meet regularly with Sheffield providers and commissioners in a city-wide end of life care forum, a focal point which helps to influence the wider integrated care system and accountable care partnership approaches. St Luke's has a wealth of experience and data in this area, and we will continue to be a champion and a voice for those who so often go unheard.

End of life care stretches across all ages and impacts all sections of healthcare, and the need for collaborative and joined-up working has never been more crucial as the longer-term impact of the pandemic on patients whose care was delayed becomes clear. In particular, this year St Luke's and its staff have been involved with the development of a Children's and Young People's group across South Yorkshire, initially formed in response to the temporary closure of services at Bluebell Wood Children's Hospice in 2022, with St Luke's offering interim support for young adults at end of life, as well as contributing to the recovery plans. In 2023, St Luke's with other South Yorkshire Hospices was successful in receiving a grant of £165k from the SYICB and the Strategic Clinical Network to look at the issue around the feasibility of transition from children to adult hospice services, and it is expected that this 18 month programme investigation will commence later in 2023.



### Information governance

St Luke's meets the requirements arising from both the Information Commissioner's Office (including General Data Protection Regulations) and the NHS's information governance code. During the year, we have responded to enquiries from data subjects regarding the information we hold about them, and have respected

their wishes in accordance with regulation. We investigate potential breaches – including those arising from 3rd party suppliers and cyber-attacks – when they are identified and follow the advice of our independent Data Protection Officer in ensuring that the actions we take comply with regulations.

### Equality, diversity and inclusion

St Luke's strives to promote equality in all aspects of its services, operations, and governance – removing barriers wherever these arise, in accordance with our statement on diversity. Section 2 of this report gives more details of our work in this important area.

### Quality

The Board of Trustees is fully focused on maintaining and improving the quality and extent of care we provide and bases the decisions it makes on managing risk and serving our beneficiaries. This is reflected in our approach to corporate and healthcare governance which, in conjunction with operational groups, enables me to give assurance to our Board that the appropriate processes and procedures are in place to support our activities, and that these are regularly monitored and reviewed using key quality and performance indicators. During the 2022-23 year, St Luke's was subject to a detailed monitoring review with the Care Quality Commission (CQC). This was not an inspection. The CQC was satisfied with the information received and the responses given to its questions, and St Luke's overall 'Outstanding' rating continues to be retained.

In closing this introduction, I repeat the words of our 'promise':

'St Luke's is dedicated to the wellbeing of the terminally ill in Sheffield and their loved ones. No patient or family is ever the same, and our journey with each individual is unique. Above all, we are about life, and enabling our patients and their loved ones to live theirs and die with dignity and respect.'

Delivering this promise is down to people, and I would like to thank all of our employees and volunteers for their achievements in 2022-23, continuing to deliver high-quality services to people in Sheffield and to expand upon those services, despite the challenges we continue to face.

I am responsible for the preparation of this report and its contents. To the best of my knowledge, the information reported in this Quality Account is accurate and a fair representation of the quality of healthcare services provided by St Luke's for the people of Sheffield.

**Peter Hartland, Chief Executive, June 2023**

"The care that Mum received was second to none. We really don't know what we would have done without them. The package that was put into place was out of this world. Mum was consulted as we were every step of the way. Only thing that I would change if I could would be more staff to make sure everyone gets the care we received and of course funding."

Relative of Community patient

"Your Ecclesall Road South site is an amazing place from the staff, volunteers and activities. It is my safe place, a place where I don't feel judged. Keep up the good work."

Patient attending St Luke's PAFS service

"I am writing to thank you for caring for our daughter who passed away at St Luke's. St Luke's is a very special place with special kind people who not only look after their patients but also their family. Everyone, including hospitality staff, doctors, nursing staff and the chaplain helped to make the journey easier while she was in your care. With grateful thanks."

Parent of patient on the In Patient Centre



# Statement on governance and public benefit

## Overview of governance structures

Governance of St Luke's is the responsibility of the members of the Board of Trustees, who serve in an unpaid capacity. New members are appointed through the Nominations and Remuneration Committee with a view to ensuring that the Board of Trustees contains an appropriate balance of experience relevant to the requirements of St Luke's.

A skills-based system is used by the Board in considering the adequacy of its Trustee complement, reflecting St Luke's need for a balanced mix of skills – clinical and non-clinical. This is reviewed regularly and proposed new Trustees must undertake a 'fit and proper person' check, followed by a full programme of induction into all aspects of the organisation and their obligations as a Trustee, in line with Charity Commission guidance and best practice. Trustees may serve a maximum of ten years, with breaks at four-year intervals.

First line leadership of St Luke's is provided by the Chief Executive, who is charged with ensuring that St Luke's is run as a cost-effective and sustainable charity while providing the best possible care for patients and relatives. The Chief Executive is supported by an Executive team, comprising the Director of Care, Medical Director, Director of Finance & Chief Operating Officer and the Director of Income Media and Marketing, and also supported by Executive Leads covering People & Welfare and Estates & Support Services. The Executive team is also subject to 'fit and proper persons' review.

The Executive team is supported by a clear and accountable organisation structure focusing on leadership, accountability and empowerment. A new second-tier 'Operational Leadership Team' has

now been formed to enhance resilience, succession planning and to spread knowledge, experience and learning.

St Luke's has developed an approach to good governance, which embraces both clinical and non-clinical risks. Our risk management strategy embraces a number of elements, overseen by committees of the Board, as follows:

- Clinical governance – our clinical governance arrangements are modelled on guidance and good practice within the healthcare sector, overseen by the Healthcare Governance Committee.
- St Luke's research activity is overseen by the Research Committee, ensuring that this is consistent with the object of the charity and follows appropriate codes.
- Financial and resource management, sustainability and control – the Resource and Finance Committee takes lead responsibility for non-clinical and business risk. St Luke's is subject to an external independent financial audit each year.
- The Board of Trustees – oversees St Luke's risk management strategy, through its Audit and Risk Committee and interaction with other committees and Executive team.

Following the independent review of governance performance that St Luke's Board and Executive undertook in 2022, which reported that the Board and Executive work effectively together with a high level of performance, the limited actions identified have been worked on and progressed, with particular progress in EDI and succession planning. St Luke's Chair will stand down at the end of 2023 after serving the maximum 10 years in office as a Trustee, together

with a number of other Trustees, but a Chair-designate has been recruited and the Board has breadth and depth to manage the changes effectively.

## Public benefit

In planning and delivering our services and activities, the Trustees and management of St Luke's have given due regard to the need to ensure that the service provides public benefit – following the Charity Commission's guidance on these matters. St Luke's charitable objectives and our annual declaration of activities and achievements (publicly available from the Charities Commission and Companies House) demonstrate that St Luke's provides a vital and free-to-access service to all people in the city of Sheffield. St Luke's is clearly meeting the requirements of the public benefit test – a charity providing benefits for the public and supported by the public.

# 2 Special focus 2023

## Special focus - Organisational change - Equality, Diversity and Inclusion

In common with many organisations, St Luke's has been developing its response to an important area of development for our organisation – Equality, Diversity & Inclusion (EDI). This is a key issue where the public has expectations and where failure to act will negatively impact both perceptions of quality as well as the actual quality of services, with negative repercussions on staff recruitment and retention, public support, and reputational harm if not addressed adequately.

Action on EDI takes time because it involves changes in the culture – of people and the organisation – and requires the allocation and use of resources, which can be scarce.

In the 2021-22 Quality Account, we gave a detailed insight into the work that St Luke's is doing to reach a more diverse patient base across Sheffield, whilst recognising that our charity already has significant reach into the ethnic minority populations of our city, and the most deprived areas on the index of multiple deprivation. Those developments continue and more is detailed later in this Quality Account.

However, it is clear that St Luke's, like any organisation offering services to the whole population, needs to do more to understand the diversity of its service user base, to transform the organisation and its culture to become more inclusive of that diversity, and to promote equality – and equity – in what we do and how we do it.

In order to support this, St Luke's has established the EDI Governance Working Group, comprising Trustees and staff members which meets four times a year.

The group helps steer organisational policy and practice, to make resources available and to oversee programmes and progress. The group has stated its ambition:

'St Luke's Hospice is here for anyone in Sheffield. We seek to care equally for all we encounter and strive to make our services free from barriers and our attitudes free from prejudice. We aim to treat everyone as a unique individual and to provide the best experience that we can for each person.

We acknowledge that we all have inbuilt and unconscious prejudices and biases that we often don't even realise, but that these can create barriers, inequities and hurt to those they affect. We're committed to actively eliminating these organisational and personal failings and to take positive action where necessary in asserting that we're open, tolerant, supportive and anti-racist throughout the depth and breadth of everything we do.

We're a product of our diverse city and we respect the fact that everyone we engage with wants to be their own self and has a right to be respected. We acknowledge and celebrate the fact that we're all different – race, ethnicity, religion, gender identity, sexual orientation, age, abilities and disabilities, social and economic background, health, vulnerabilities, and many more – and we seek to remove these as factors that might diminish, deny, withhold, judge or in any way to disadvantage. We recognise our responsibility to support each person through respect for them and their circumstances, and where possible to find ways to achieve equity of access and opportunity, with dignity.

These commitments apply to all our relationships, whether with service users, supporters, volunteers, visitors, staff, and each other. Where we get things wrong we will honestly and openly acknowledge that we need to understand more and do better, and seek to do so. Every day is a learning day for each of us and our organisation will become fairer and better as we learn together.'

In progressing this ambition, St Luke's has also established an EDI staff Working Group which represents the breadth and diversity of our organisation. The group is empowered to propose actions and has access to the resources to enable them (an initial fund of £100,000 has been created to help support proposals). The staff group reports to St Luke's Executive team which also seeks to enable initiatives that are identified.

In 2023, St Luke's commissioned an independent EDI Staff Survey to establish a benchmark for our organisation from which to build. We've now received the assessment report and are delighted to have achieved a 63% response rate. Some of the headlines are that:

- 92.5% of respondents indicated that they have a full or near-full understanding of what equality means in their work at St Luke's
- 57.2% of respondents felt that St Luke's is not particularly diverse as an employer
- 72.3% of respondents agreed or strongly agreed that St Luke's champions and fully role models inclusion and inclusive behaviours
- Many respondents praised the fact that St Luke's has set up its EDI Working Group and that action is being taken to improve equity, diversity and inclusion.
- 91.8% of respondents would recommend St Luke's as an inclusive employer

The results are already being worked on by the Executive team and considered by the EDI staff Working Group. One area for action is the recruitment of an Equality Officer for a two year period to help us develop and improve. Other immediate initiatives such as the creation of a multi-faith prayer room are being pursued.

The EDI staff Working Group has created a '5 pillars' approach to EDI improvement, which has been endorsed by the Governance Group. This is summarised in the following diagram and will form a key part of our approach as we seek to realise our ambition.

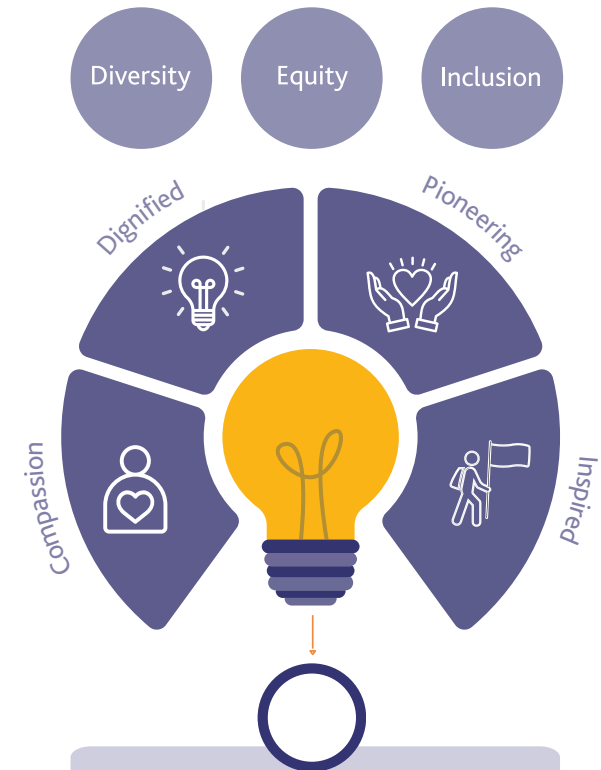


Our five EDI pillars build on our EDI statement, aiming to determine areas of focus to support delivery of our EDI ambitions.

## Delivery of EDI Ambitions

Our EDI Statement confirms our intentions to be accessible to anyone in Sheffield, seeking to employ, engage with, and care equally for all we encounter, and striving to make our employment, events and services free from barriers, and our attitudes free from prejudice.

We aim to treat everyone as a unique individual, and to provide the best experience that we can for each person.



Our values communicate what we stand for, aiming to influence culture and drive how and why we do things. Our values are consequently embedded in our EDI Programme and play a key role in our approach to EDI.



# 3 Review of 2022-23 performance, activity and status

## Review of services and activity

St Luke's provides palliative and end of life care for patients who have life limiting illnesses. This is not limited to patients who have cancer but includes neurological conditions like motor neurone disease, human immunodeficiency virus (HIV) and end stage heart, kidney and lung conditions. Care of patients with non-cancer illnesses has risen to over 32% for the 2022-23 year from 31% last year.

Overall, our clinical teams helped 1,726 individual patients (2021-22: 1,758), through 2,591 spells of care (2021-22: 2,552). The small reduction in patient numbers compared to 2021-22 reflects the continued impact of the new community triage process, where inappropriate patients are declined prior to any visit taking place, thus ensuring that specialist palliative care is applied only to those who need it. This is important because, with the complexity, acuity and dependency of patients continuing to show deterioration compared to previous years, the demand for St Luke's services remains extremely high and at times through the year the pressure on services reached a level where the ability to accept further cases became pressured. This is despite the investment made by St Luke's (from charitable income) to expand the community and medical teams to offer more support. St Luke's role as a 'provider of last resort' for many crisis cases continues to support the healthcare system in the city.

During the year, St Luke's accepted 1,945 referrals into its services, 70% of the 2,803 total applications made. Those not accepted into service had in some cases died before the initial assessment, others declined St Luke's services and in around 6% of cases, it was

determined that St Luke's was not the appropriate care provider for their needs based on triage assessment – sometimes resulting in difficult conversations with fellow healthcare professionals.

It is vital that St Luke's cares for the wellbeing of its staff despite the pressures faced. Complex end of life care is emotionally draining, for the patient and their loved ones but also for the caring team. At St Luke's, we invest heavily in appropriate support for staff, from clinical supervision and opportunities for reflection to dedicated 'learning days' and extensive wellbeing support. During 2022-23, we've given significant focus to mental health and menopause especially, creating a culture where these issues can be raised and actively supported. We've also taken measures to help address the impact of the rapidly rising energy costs and how they affect the wellbeing and morale of our workforce and offer support on an equitable basis during the year.

St Luke's has also offered special support to patients through the creation of a hardship fund, designed to assist those in financial need exacerbated by the cost-of-living crisis, which offers assistance for living costs and funding for special requirements where cases of real hardship are identified by our healthcare professionals. Even relatively small amounts of funding can be truly life-enhancing and offer relief from constant worries at such a critical stage.

We've engaged with a number of partner organisations in Sheffield to offer use of our facilities and shared events and activities, to offer support to a wider number of groups. These include Age UK Sheffield

(helping facilitate their weekly dementia wellbeing sessions), Young Lives vs Cancer (bereaved parents evenings) and Sheffield Royal Society for the Blind (staff meetings and training events). We also offer space for Sheffield medical students to undertake communication skills training.

Looking wider, post-pandemic St Luke's has reactivated its support for palliative and end of life care in the developing world and has recently supported the secondment of a nurse to assist Hospice Africa with its programmes in Uganda. We hope to continue this work in the future, giving assistance to those in much less favourable circumstances than we enjoy, but also giving real development opportunities to our healthcare teams at St Luke's.



### 32%

of our patients have a non-cancer diagnosis

**1,726**  
patients were helped by our clinical teams in 2022/23



## During 2022-23 St Luke's provided the following services:

### Community team



In the year our teams made **6,286** visits to patients at home and in care homes across Sheffield, and **13,283** phone and video calls to them in support of their care

St Luke's accepted **1,663** referrals to our Community service from GPs and other healthcare professionals



**26%** of visits were to patients who required urgent care from our Intensive Treatment Team

St Luke's continues to provide about **40** specialist food and drink packages to community patients each month, free of charge



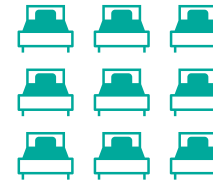
"Everyone we met from St Luke's was so kind, knowledgeable and supportive. We can only say positive things about St Luke's. All staff members we came into contact with were professional, so kind and supportive. Never made to feel like a burden. Nothing was ever too much trouble. Thank you so much!"

### In Patient Centre (IPC)



**24** hour care and support by our team of specialist nursing, medical and health professional staff

Over the last 12 months we cared for **294** patients at our IPC (282 admissions)



We provided **4,517** nights of care for patients on the IPC



On average, each patient stayed at the IPC for **16** days with **one quarter** able to return home after specialist intervention treatment

"The care and love that my mum received was outstanding. I cannot fault the treatment, care or any of the staff from doctors to cleaners. They treat my mum as a valued individual. Also the care and compassion given to myself and my sister were outstanding. Thank you! You are all amazing!"

### Patient and Family Support service (PAFS)



Over **6,800** attendances in the year, with **522** receiving clinical outpatient, clinic or day-patient support at Little Common Lane and **6,295** attendances to our Ecclesall Road South site for 'social prescribing' activities

During the year, 42 different activities were offered weekly across both sites. Sessions include physio/occupational therapy, different activities that target symptoms, creative options like art club and singing group, social sessions such as indoor curling and laughter yoga, bereavement sessions and more...

Activities are supported by staff plus **38 volunteers** offering **135 hours per week** of their time, including serving in the on-site café that opened in 2022 at Ecclesall Road South, for patients and families



**508** relatives were supported with bereavement counselling and supported after the death of a loved one



The Bereavement team of staff and volunteers delivered **2,573** sessions with clients in the year



"A regular chat with the same person, making you focus on your grief and giving helpful hints and tips to use. Good that it's the same person so a supportive relationship develops. Carry on the great work, it was so helpful to me in my time of need."



## Care Quality Commission (CQC) oversight

St Luke's is required to register with the CQC given the nature of the services we offer to patients. Our registration is under the following regulated activity category: [the treatment of disease, disorder or injury](#).

During the year, St Luke's has not been the subject of inspection or visit by the CQC, although there has been regular monitoring through online and telephone meetings and St Luke's has received monthly updates about its regulatory status.

St Luke's was last inspected by the CQC in October 2016 when inspectors paid an unannounced visit to assess compliance with the legal requirements and

regulations under the Health and Social Care Act 2008. The CQC's report, published in January 2017 gave the following results below:

### Ratings

#### Overall rating for this trust

**Outstanding** ★

Is the service safe?

Good ○

Is the service effective?

Outstanding ★

Is the service caring?

Good ○

Is the service responsive?

Outstanding ★

Is the service well-led?

Outstanding ★

The full report can be viewed at: [www.cqc.org.uk/location/1-108415043](http://www.cqc.org.uk/location/1-108415043)



## Finance and resource review

Emerging from the pandemic, St Luke's – like other businesses – has found challenges as the cost-of-living crisis has started to affect us and our workforce.

Our key challenge has been to recruit and retain staff in an environment of high vacancies and competition for resources. We've needed to review our pay and reward levels to ensure that we remain competitive, and this together with a 10% increase in National Living Wage levels has been a major additional cost for the charity. Thankfully with the action we've taken and the good reputation St Luke's has as an employer with a positive culture and care for the wellbeing of staff, we've seen excellent retention and been able to fill most of the vacancies that emerged during the pandemic. But across two years, the cumulative impact of these changes has resulted in an addition of around £1m to our recurrent cost base.

**Normal running costs  
for 2022-23**

**£12 Million**



**Budgeted financial  
deficit for 2023-24**

**£600K**



Thankfully we've seen an excellent bounce-back in the income generated by our retail chain, which is now in excess of pre-pandemic levels and gives us an opportunity for future growth. Such growth also requires better infrastructure in terms of warehousing, transport and management, but overall presents one of the few areas of new income opportunities for us. The landscape in general fundraising is more challenging, with levels below pre-pandemic particularly in corporate and community fundraising as the almost total shut-down of these streams during

lockdown will take time to reverse. Thankfully legacy income has been sustained, and we remain grateful for all those who support St Luke's, whether by paying £1 for a lottery ticket, £3 for an item of clothing in our shops, or by leaving us £10,000 in their will. Every pound matters.

We've seen a 3.66% increase in our core funding from NHS South Yorkshire ICB (SYICB) in 2022, with a further 1.8% in 2023, which doesn't keep pace with real inflation running at around 10% per annum. This core funding now represents just 26% of our income. However, we've been awarded special funding by SYICB for supporting the wider system across winter 2022-23, which has provided much needed additional core funding. We've also had success in achieving new contracts for our ECHO work.

Thankfully St Luke's has been sheltered from the huge escalation in energy costs because we took out contracts before the situation in Ukraine began to affect world prices. However, that protection will end in 2024 and whilst we hope that contract prices will be lower than the peak, we do expect an increase in our cost base in excess of £100k per annum. That, together with a further expected increase in National Living Wage in 2024 will add more pressures, and it is inevitable that we will need to discuss the level of funding we receive from NHS South Yorkshire ICB as we move into 2025, because a small organisation like St Luke's simply cannot soak up cost increases across multiple years without a review of baseline funding. We've managed to absorb the costs we've faced so far since 2021, to the benefit of the wider system, but we need a rebalancing in 2025.

St Luke's is funding the implementation of SystmOne as our electronic patient record and clinical workflow system across its services to the cost of c.£1m,

with £300k of that cost being supported by SYICB for which we are grateful. Unfortunately, hospices cannot access any government funding which might be available to NHS bodies to offset such costs, and whilst we believe that the move to SystmOne (due to be completed in late 2024) will benefit patients, GPs and other healthcare providers, it is largely being funded from charitable resources.

We expect to record a break-even outturn for 2022-23 on normal operations, but after accounting for our expenditure on the SystmOne IT project and reflecting the market downturn in our investment funds, we will record a bottom-line deficit of around £800k. However, excellent performance in our retail chain as well as another positive year for legacy income, and some staff vacancy savings accruing during the earlier part of the year have helped reduce what would have been a much larger deficit. However, for a medium-sized charity this level of deficit is not sustainable in the medium or long term.

**“With our heartfelt thanks to everyone at St Luke's for the compassionate care given to our beloved dad and grandad which made it possible for him to pass away peacefully and with dignity. We will always be grateful that St Luke's was there not just for him but for the whole family. Thank you.”**

# Continuous improvements through research and clinical audit

## Research

St Luke's is a research active organisation and has integrated its research and audit activities into its wider governance framework, through its Research Committee and its Audit and Risk Committee. Our research programme is focused on initiatives that will benefit people in the city of Sheffield. The programme is led by Dr Sam Kyeremateng (Medical Director) and Dr Paul Taylor (Head of Research at St Luke's, Senior Clinical Lecturer at the School of Health and Related Research at The University of Sheffield, and Consultant in Palliative Medicine).

St Luke's has moved from a position of research engagement and enthusiasm to having an ambitious strategy, a comprehensive governance process, and an active programme of research participation. Our innovative projects, including the development of Project ECHO as a platform for sharing clinical learning and excellence within a community of practice, have attracted local, regional and national interest and continued to be supported from St Luke's charitable income for the benefit of the wider community.

St Luke's is increasingly demonstrating research-leading presence regionally and nationally. The research lead is part of a Yorkshire-wide partnership, offering mentoring to a doctor developing a research agenda in their own service, and receiving guidance from experienced Professors on joint projects. The research lead is also a founder member of a University-wide research group focused on palliative and end-of-life care.

We continue to support external research, including a multi-centre NIHR-funded study into improving delivery of palliative care by home care workers and the ongoing RESOLVE project. Moving forward, we are developing a flagship research project for Sheffield, for which we are seeking NIHR funding. This project is

focused on using routine data to improve the care of palliative patients across the healthcare system.

St Luke's has continued to publish articles in peer-reviewed journals, with two in print and one accepted for publication. Further articles on research at St Luke's are being drafted. In addition, we have presented posters at national conferences; one based on how we have delivered our research strategy and a second on research conducted by a trainee. We also continue to build a research culture in the organisation, with regular research teaching to specialty trainees and a journal club for all staff.

Based on the above successes, St Luke's has dedicated further funds to support the organisation's research agenda and identified space at the Ecclesall Road South site to use as a research office. In the first instance, these funds will be used to develop hospice-based research support roles to increase research capacity, support dedicated projects by hospice staff and host a research conference in Sheffield. Through this and other initiatives, we plan to enhance St Luke's reputation as a research-generating and research-leading organisation.

St Luke's risk appetite statement includes a high appetite to undertake investigation into new initiatives that can benefit patient care in Sheffield and which can support the fulfilment of our wider charitable objectives for our beneficiaries.

*"Thank you so much for inviting me to attend the community provider ECHO meeting today. It was really useful to get an understanding of the structure, audience and level of understanding. I will keep hopeful that your work will continue to grow and the good word will spread further among community providers." City-based health professional attending a Dementia focussed ECHO session*

Healthcare Professional, August 2021

## Clinical audit

Clinical audits and service improvement projects allow St Luke's to monitor the standard of care we deliver to patients and constantly improve its quality. We identify the projects needed under direction from our regulators, in response to local or national incidents, clinician interest and national policy changes.

The audit and service improvement process is managed by the Clinical Audit and Research Group (CARG) - a group which is chaired by the Research Lead and attended by the Director of Care, Medical Director, Pharmacy Lead, Clinical Quality and Risk Lead, Chief Operating Officer, Infection Prevention and Control Nurse and St Luke's Audit Lead (Deputy Medical Director) - to ensure representation and buy-in from the whole clinical and organisational team. Governance for the audit process and learning comes through the Audit & Risk and Healthcare Governance Committees. Examples of local clinical audits that took place during 2022-23 are:

- Blood transfusion use on the IPC
- National audit on ethnicity documentation within palliative care.
- Re-audit of delirium screening on the IPC
- Documentation of prescribing errors on the IPC

A programme for Clinical Audit activity is overseen by the Audit and Risk Committee.

# 4 Quality and equality at St Luke's

## Quality priorities 2022-23 & 2023-24

St Luke's intention to improve quality is always a key part of the work of our teams, supported by our leadership team and governance bodies. The pandemic severely affected our ability to focus attention on this area because of the need to react to so many demands across the year. However, we found new ways of working and learnings from the different circumstances under which we operated, some of which have become embedded into practice.

### Our 2022-23 priorities and outcomes - review

#### • Implementing electronic incident reporting

St Luke's committed to introducing an organisation-wide electronic incident and accident reporting system - Vantage Sentinel - tailored to offer a bespoke solution to St Luke's environment. With clinical incidents traditionally being recorded on paper forms at St Luke's, the move to the new electronic system has been an extensive change but one that offers much more robust monitoring, reporting and analysis, with less delay.

We're pleased to report that this is now successfully in place across all clinical and non-clinical services and our reporting culture remains strong with near misses being reported alongside patient safety incidents. We have not received any adverse feedback from staff using the system and it is continually monitored and updated in order to reflect our reporting requirements. Using the online system has streamlined incident reporting as we had hoped and allows us to better manage emerging trends and themes as well as ensure the right people know about adverse events in a timely manner.

Monitoring of incidents is undertaken at departmental, executive and governance level – with the Audit and Risk Committee receiving regular reports and analysis.

#### • St Luke's Feedback Group

St Luke's committed to establishing a Feedback Group to allow patients and relatives of patients to engage in meeting the organisation to provide active feedback on the quality of services, whether encountered in the community, as an outpatient or an in-patient.

The Feedback Group commenced in 2022 and has now met three times. It is expected to meet four times per annum, under the governance of the Healthcare Governance Committee. The group has been held in person but can accommodate video attendance to assist the attendance of remote or vulnerable attendees, or those with disabilities.

Whilst still in the early stages of its development, the group has held useful meetings and now needs to build up attendance and agenda submissions to create a wider coverage of St Luke's activities. With the assistance of the Marketing, Media and Communications team, various strategies of building up awareness and familiarity are being implemented. Items discussed so far include a new syringe pump leaflet, ReSPECT forms, the visitors' menus, and accessible equipment and activities for use by IPC patients who have a cognitive impairment. Future agenda items are scheduled to include transport and patient information leaflets.

### Our 2023-24 priorities:

#### • Implementing SystemOne as an electronic patient record and clinical workflow tool

St Luke's is in year two of a three-year programme to move its electronic patient record and workflow system from Infoplex (introduced in 2006) to SystemOne. This major IT project involves clinical and non-clinical staff working with IT Consultants in a £1m project funded by St Luke's (with a £300k contribution from SYICB). SystemOne will form a single patient record for St Luke's and remove the current reliance on paper records.

SystemOne will have a positive effect on Sheffield's healthcare system, with SystemOne GPs and St Luke's team able to share records which will also be accessible by hospital services. The implementation covers all care settings across St Luke's. Our teams are redesigning workflow systems and arrangements to bring these in line with service delivery objectives and allow future-proofing. This is a time-consuming process with roll-out expected late 2024.

#### • Tissue viability training

Our Learning and Development team are working with relevant area leads on tissue viability training for our clinical staff on skin tears as a global emerging patient safety theme, alongside refresher training around pressure damage and moisture associated skin damage. This project aims to increase staff confidence in dealing with complex wounds in addition to improving the quality of reporting and wound management for skin tears as well as pressure damage and moisture-associated skin damage.



# Monitoring and managing the quality of our services

## Serious Incidents

We reported two serious incidents (SIs) in 2022-23 (nil in 2021-22), both relating to patient falls, which is a particular issue in environments where frail elderly patients are being cared for. Both incidents were thoroughly investigated and, having been reported to appropriate statutory bodies, are now closed.

As a result of investigations around these incidents, the Post-Fall Protocol was finalised and is now in place in the IPC with a baseline audit for compliance now being conducted. Its aim is to standardise post-fall actions to ensure appropriate action is taken and treatment given. For falls reduction, we have sensor beds and other equipment in place but are also re-auditing delirium screening on admission (which aims to identify cognitive issues at the start of the episode of care) to ensure we put prevention activities in place early on. We have also introduced 'Who I Am' which personalises care and helps to make confused patients feel more comfortable, reducing the risk of wandering or upset, which in turn reduces falls risks. We've also updated care plans and ensured they tie together better and amended the MDT process to make actions arising from the meeting measurable and clarify whose responsibility it is to implement them and in what timeframe.

## Maintaining a safe environment and managing incidents

As part of our commitment to providing safe, high quality care to our patients, it is vital that we have a positive and supportive reporting culture that allows us to share and learn lessons from our mistakes so that we can improve safety for patients, visitors and staff. Whilst we are not an NHS body, we do align with

the National Patient (Safety) Strategy. As examples of our response, we work with staff to identify and report near misses as well as incidents, we support staff by offering clinical supervision, annual appraisals, and 5 learning days per annum, we offer hybrid working and the option of flexible working if required and we introduced a just culture guide to work alongside our medicines management policy.

The organisation has robust systems in place to report, investigate, identify learning and develop actions to reduce the possibility of the same or similar incidents occurring. Following a patient safety incident or near miss, we investigate the events that led to it and once complete, the investigation is discussed and reviewed at clinical incident meetings. If necessary, a summary of the incident and its causes are sent to employees across the organisation to allow individuals to reflect on their practice. Our Learning and Development team supports learning in practice and offers additional training to those involved in incidents whilst identifying training needs.

There are three main themes of incidents within St Luke's: medicine management incidents, inpatient falls and skin damage. These areas are under constant review and where issues arise – as with the two serious fall-related incidents in the year – then further investigation follows and corrective action is taken as and when necessary.

Patient safety incidents are reviewed within 48 hours of reporting to ensure that the severity of harm and categorisation are recorded accurately. All potential serious incidents/never events are reviewed by a senior panel.

Infection prevention and control continues to be an absolute priority and in 2022, St Luke's recruited to a new post of **Infection Prevention and Control Specialist Nurse**, making this a full-time commitment to quality rather than the previous position of infection control being the responsibility of one of the nursing team.

## Surveys and quality monitoring – gathering feedback and using it

St Luke's monitors the quality of its services as seen by service users principally through the use of the **FAMCARE** tool, the 'Tell Us What You Think' comment cards, results from the '15 Steps Challenge' walkabouts held across the year (formerly the KLOE Test), feedback from the St Luke's Feedback Group and also from the Quality Questionnaire. We also promote the CQC's direct service feedback system where service users prefer to contact them directly. Service users can also raise compliments, complaints and concerns through many other means such as letters, emails to our web advertised communication account, on social media or through conversations with team members. All such means are treated equally.

Getting feedback from terminally ill patients is difficult; many are too affected by their illness to make this a priority, quite understandably, and others find it hard to communicate because of their condition, or just don't wish to be critical. For patients who would like to make comments, we encourage the completion of our Quality Questionnaire. 'FAMCARE' (a national palliative care bereavement survey that we send out to patients' next of kin) is very useful and asks how we cared for their loved one and we use the information – which can be anonymous if people wish – to feedback good news to staff, identify complaints and concerns, make service improvements where required and shape future ideas for services. The 15 Steps Challenge walkabouts follow a well-known and often-used format and are undertaken by members of our governing body together with staff, to identify aspects of care through observation and discussion with patients and families.

The results from all of these sources, together with other complaints, concerns and compliments are reported to St Luke's Healthcare Governance Committee for governance oversight – in conjunction with ongoing review of quantitative measures of performance regarding accidents, incidents, errors, and complaints (amongst a wide suite of matters

reported each quarter).

Compliments are always welcome. It is really encouraging and motivating to hear that we are doing the right thing, especially during a challenging day, and in particular across the pandemic. We now have a compliments log that keeps a record of all compliments received by St Luke's from all sources. We receive compliments in a variety of ways such as through FAMCARE responses, cards, emails, via the website and social media, and the quality questionnaire. The quotes throughout this report are derived from the FAMCARE survey and other direct feedback received by St Luke's, including through our open website contact and social media streams.

You'll find more information regarding complaints and other feedback in section 10.

**“Dear all, from the initial phone calls to the home visits, through to admission and care, you have all been magnificent. St Luke's is a beam of light in what can otherwise be a dark landscape. No price can be placed on your efforts. Thank you.”**

**“Thank you for everything you do at the hospice and for putting up with my constant questions and requests! You all work unbelievably hard and keep the whole place going. Thanks also for all the friendly chats - they've kept me going.”**

Letter to St Luke's Reception team

### Key quality indicators

We have a range of quality indicators agreed with South Yorkshire Integrated Care Board that define service quality.

Periodic performance meetings with the SYICB provide an external assurance that our quality performance is satisfactory. National benchmarking systems continue to change and so St Luke's is reassessing the key indicators needed for most effective monitoring over the next year. Following changes in NHS structures, we expect new quality standards for palliative and end of life care to be forthcoming from SYICB and the NHS North East and Yorkshire Strategic Clinical Network in 2023, but we fully expect to meet these requirements.

St Luke's holds regular formal meetings with SYICB on a quarterly basis.

### Safeguarding

St Luke's takes a serious approach to safeguarding to ensure all service users are protected from harm. We have safeguarding policies and procedures which are regularly reviewed and updated to follow legislation and local protocols, and key staff and the governance body are given appropriate training and support. St Luke's Director of Care is the organisational safeguarding lead and takes part in quarterly safeguarding meetings. There is an active safeguarding log which is monitored by the Social Work team and any safeguarding concerns are discussed with the Director of Care and reported externally as appropriate. Other elements of the safeguarding work include the development of an audit tool to look at how we manage mental capacity and the documentation around it.

## Focus on – complaints and feedback 2022-23

As explained in section 9, feedback is encouraged and gathered from patients and their loved ones in numerous ways at St Luke's. Service users' views on our care over the past twelve months have been collected through the Quality Questionnaire, the 15 Steps Challenge walkabouts, the FAMCARE bereavement survey, the St Luke's Feedback Group, the Tell Us What You Think comment cards, in person and by written correspondence by letter, social media and email. We also receive notice of feedback sent directly to the Care Quality Commission.

During the 2022-23 year, we sent out 952 FAMCARE surveys for the In Patient Centre and Community Service in total and received 252 responses (26.4% return rate). This response rate has slightly declined in comparison to the previous year when we had 302 responses (31% rate). There are no obvious factors behind this, and the rates are still ahead of those received pre-pandemic.

The 15 Steps Challenge fits within the CQC's five key lines of enquiry: Safe, Effective, Caring, Responsive and Well-led. Each challenge comprises questions referring to different aspects of St Luke's services to enable holistic and thorough feedback to be collated. Our panel consists of a Trustee Lead, Director of Care, Therapies and Family Service Lead, Clinical Quality and Risk Lead, Patient Experience and Outreach Coordinator and a member of staff. Patients are selected from the IPC, Community and PAFS services and we are mindful of including patients with diverse backgrounds and aim to complete one challenge per quarter. In 2022-23, three challenges were conducted in April 2022, October 2022 and February 2023.

We have successfully introduced the 'Tell Us What You Think' comment cards. We received 20 responses in total across all services in the year. The comment

cards are for 'anonymous' comments, and should an individual wish to make a formal complaint then the contact details are provided on the card for them to do so. The individual does not receive any direct response from filling in the card. 'Tell Us What You Think' is also available in digital format which can be accessed via a link on St Luke's website. This link sends the feedback form electronically which is then logged and processed.

Our "Quality Questionnaire" is a tailored set of questions combining the best of the other approaches. The questions are St Luke's specific, more in-depth and cover a variety of topics but still aim to stay within the CQC 'key lines' criteria. The questionnaire is conducted on a one-to-one basis with patients and is also distributed by St Luke's Reception to family and friends (which includes a return envelope). During 2022-23, we received 76 responses in total - 18 from patients and 58 from friends and family. This response rate is a step towards our target of 120 returns per annum and we will continue to encourage participation to achieve this.

Whilst there are no common issues identified and a wide range of comments and suggestions – with the majority giving high praise for the quality of care, attitude of staff and the environment – there are actions taken when necessary, examples being:

- The inclusion of a Uniform Chart in the Patient Handbook so that patients and their loved ones could identify staff roles
- TVs being replaced on the IPC with Smart sets capable of offering more services
- The identification of problems with mobile phone reception in the IPC, from which St Luke's successfully sought grant funding and introduced signal enhancing equipment through the Little Common Lane premises

## Complaints

We received six complaints through the 2022-23 financial year (compared with 10 from last year). Complaints are investigated and responded to, and all the complaints were upheld. Taking the opportunity to learn from these, we identified numerous ways that we could improve our services as follows:

- Visiting logs to now be kept for 6 months (these were previously shredded after 2 weeks which meant we had no evidence of who had visited and for the length of time they had stayed).
- Improve the Patient and Family Support services' website, leaflets and literature to more clearly communicate how to access the services and to signpost to relevant parts of other St Luke's services should there be any queries.
- Patient and Family Support clients fed back that they would like to be able to book sessions independently so the MindBody app was launched to enable them to book from home.
- Work in conjunction with the Transport team to ensure taxi information is accurate so patients do not feel rushed or face unexpected delays
- Staff attended advanced communication skills training following specific two complaints, and a discussion about professional boundaries was facilitated to more effectively manage the expectations of patients and their loved ones.

## Compliments

In 2022-23, we recorded 438 formal compliments about clinical services (2021-22: 344). Of these, 380 related directly to care received by service users, with 58 related to other specific experiences. In 179 cases, the words support, respect, involved, gratitude, kindness, and/or compassion were used. 188 of the compliments referred to the organisation as well as the specific service.

St Luke's receives compliments in respect of other aspects of its operations and these are not included in the numbers above.



## Equality, Diversity and Inclusion (EDI) and Equity – activity and initiatives

St Luke's is committed to continuous improvement in all aspects of its services and culture to promote equality, diversity & inclusion. Part 2 of this Quality Account gives more details of the work St Luke's is doing to improve the staff environment with regard to EDI, which gives more information on structures and systems we have set in place to address these issues (which are common to many organisations).

In last year's report, St Luke's reach across Sheffield was highlighted and it was noted that one third of our patients fall into areas of the city that are covered by the bottom two areas of deprivation on the 10-point index of multiple deprivation scale. In 2022-23, this general analysis is repeated, and St Luke's teams offer services across the whole of Sheffield.

Whilst St Luke's continues to remove barriers to access and encourages diversity as both a service provider and employer, we're also taking steps to move towards the concept of Equity – helping those with disadvantages to overcome them in their interactions with us. Particular initiatives aimed at helping us be more equitable, as well as addressing EDI issues, which have been implemented in 2022-23 include:

- The provision of translation and accessibility services on our website and other forms of information
- Introducing free transport options to and from St Luke's facilities to enable participation and access
- Setting up a hardship fund to enable the care of patients with particular needs,, but without financial means, can be given the necessary support

St Luke's Engagement and Quality Officer, Naureen Khan, continues to focus on community outreach to help St Luke's share its message with ethnic minority communities and to identify and remove barriers to accessing our services. In Naureen's words:

"St Luke's Equality and Diversity Working Group is a powerful tool in helping staff receive a better understanding of equality and diversity issues. As individuals from different backgrounds and experiences come together, they can share their perspectives, learn from each other and become more empathetic and open minded – breaking down stereotypes and prejudices, leading to a more inclusive and accepting work environment and identifying opportunities for education and training.

"We have been sharing our engagement plans for the city in order to invite staff members to be part of interventions. This cuts out barriers around making decisions with team members. Team members have been providing relevant literature to take out in the community.

"We held an information coffee morning at Ecclesall Road South for service users to attend and feel comfortable to ask questions around diverse cultures. It's important that we support our service users to integrate with the fast-growing diversity in Sheffield. We welcome everyone from all walks of life with a terminal illness and by making small adaptations to our services, we provide an inclusive and holistic approach.





“We have also been working very closely with stakeholders, such as Shipshape to provide culturally sensitive support for people with dementia. We are looking into creating booklets for staff members to support service users. This is an ongoing project, needing clinical input and support to be able to address relevant factors that can be crucial to a person.”

We continue to offer events, with ones planned for 2023 including:

- Cultural awareness training for staff and volunteers
- Hosting reflection forums at St Luke’s charity shops around the city
- Inviting diverse groups to the new café at St Luke’s Ecclesall Road South site - the first scheduled in May 2023 with migrants

“The working groups, these initiatives and ongoing training and development in equality, diversity and cultural differences are all part of a continuous process to embed EDI and Equity into our organisational values and behaviours – with the ambition that this continues to widen access to the diversity of service users across the city.”

“My husband was in severe pain for 17 weeks. St Luke’s were the only ones who got him pain free. He thought the food was excellent and all staff were brilliant - they couldn’t have done more for him. It is a pity he only had four nights with you, although he had St Luke’s visit at home.”

“My mum was cared for at home and the Community team came in for the last 10 days of her life. They were all extremely kind and supportive. They dealt with concerns very quickly and were always accessible by phone. All in all, I think the care and support to my mum and I, as her carer, was excellent. We were able to manage symptoms and make educated choices in terms of care e.g. when to move to a syringe driver.”

“Outstanding care for my husband. It was wonderful that he was in safe hands during his final 24 hours. I am eternally grateful for that.”



# 5 Statements from stakeholder organisations

NHS Sheffield Clinical  
Commissioning Group

# Sheffield City Council's Health Scrutiny Sub-Committee

# Sheffield Healthwatch

## Acronyms

<b>CARG</b>	Clinical Audit Research Group
<b>CCG</b>	Clinical Commissioning Group (no longer in operation)
<b>CQC</b>	Care Quality Commission
<b>ECHO</b>	Extension of Community Healthcare Outcomes
<b>EDI</b>	Equality, Diversity and Inclusion
<b>EPR</b>	Electronic Patient Record
<b>GDPR</b>	General Data Protection Regulations
<b>HEE</b>	Health Education England
<b>ICB</b>	Integrated Care Board
<b>IG</b>	Information Governance
<b>IPC</b>	In Patient Centre
<b>KLOE</b>	Key Lines of Enquiry
<b>PAFS</b>	Patient and Family Support (service)
<b>SI</b>	Serious Incidents
<b>STH</b>	Sheffield Teaching Hospitals Foundation Trust
<b>SY</b>	South Yorkshire







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St Luke's Hospice Limited

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