



Quality Account 2023-2024



Wigan & Leigh Hospice

Registered charity - no 513400

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Statement from our Chief Executive



I am delighted to present our Quality Account for 2023-2024.

After the celebrations for our 40th Anniversary last year, this year has been focused on our future.

Our new strategy for 2024-2029 sets out our priorities for the years to come, ensuring we continue to promote and provide outstanding care, specialist support and information for people experiencing and affected by life-limiting illness, dying and bereavement. Our strategy gives us a real sense of purpose

and a clear direction for the future, helping to deliver even more for a community which does so much for us.

Like the majority of hospices across the UK, at the beginning of this year, the hospice was facing significant structural financial challenges that was placing our future at risk. The hospice staff, volunteers and our community came together as one Team Hospice and have collectively improved the hospice's financial outlook. Whilst we are not out of the woods yet, we are becoming more strong and sustainable, a key priority in our strategy.

Amid all of our challenges and uncertainty over the past few years, we have continued to serve the people in our borough. No matter what, our dedicated team do all they can to enable people with a life-limiting illness across our communities to live and die well in the place they feel most comfortable.

As a former nurse specialising in palliative and end of life care, I can't tell you how proud this makes me, knowing the difference this makes to the lives of the people we support.

As we look to the future, I know we will continue to adapt to the needs of our community, working towards our vision that everyone have the care, information and support they need when facing or affected by life-limiting illness.

A handwritten signature in black ink that reads "Jo Carby".

Jo Carby, Chief Executive Wigan & Leigh Hospice

Since last year...

The occupancy of our Inpatient Unit has increased from **88%** to **91%**

We've had a **9%** increase in referrals to our Inpatient Unit

The cost of running the hospice has increased by **8%**

None of what we do would be possible without the support of our amazing staff, volunteers and supporters, who all make up **Team Hospice**

Response to Wigan and Leigh Hospice Quality Account 2023/24

Dear Wigan and Leigh Hospice Team,

On behalf of NHS Greater Manchester (GM) Integrated Care Board (ICB), I would like to extend our heartfelt congratulations and appreciation for the exceptional care provided by Wigan and Leigh Hospice. We have reviewed your Quality Account for 2023/24 with great interest and are pleased to see the impressive progress you have made in several key areas, all of which continue to enhance the quality of life for patients and families in your care.

Key Highlights:

- The care provided to **1,338** patients is a testament to your dedication and the compassionate support you offer to individuals and families at such a difficult time. This number reflects not only the scale of your service but also the deep impact you have on our community.
- The introduction of the new **Child Bereavement Service** is an incredibly valuable addition, providing support to grieving children and their families. This is a significant step in broadening the scope of care you provide and demonstrates your continued commitment to supporting all members of the community.
- The **investment in training and staff**, particularly the introduction of student placements for doctors and nurses, is a forward-thinking initiative that will not only enhance your service but also contribute to the development of future healthcare professionals. This is a fantastic approach to ensuring continued excellence in patient care.
- The **reduction in patient safety incidents**, including Infection Prevention and Control (IPC) improvements, reflects the effectiveness of your ongoing efforts to enhance patient safety and deliver high standards of care.
- The positive feedback from **service users** highlighting that staff are seen as caring, sensitive, and respectful is a wonderful reflection of the compassionate and person-centred approach that defines your work.
- Lastly, your **positive and empowering strategy** for the future is inspiring. It is clear that you are committed to ensuring that Wigan and Leigh Hospice remains a supportive and collaborative part of the community, and we are excited to see the continued positive impact you will have in the coming years.

Wigan and Leigh Hospice is a key member of Healthier Wigan Partnership and an essential asset to the Borough and its residents. As NHS GM continues to develop and grow, we look forward to continued collaborative working over the next 12 months towards our shared goal of delivering high quality end of life care, in their preferred place of care, for all Wigan residents.

Yours sincerely



Mark Fisher
Chief Executive NHS GM

Our year in numbers



1338

Patients cared for



291

Admissions to
Inpatient Unit



488

Patients cared for
by Hospice in your
Home and
Education team



500

Patients cared
for by HNS team



124

Patients
receiving
outpatient care

491

advice line calls taken, mostly
during evenings, weekends
and bank holidays



**Number of
patient
contacts by
telephone
or virtual**

5874

Hospice Nurse Specialist
Team

2286

Hospice in your Home /
Education team

**Number of
contacts
face to face**



4392

Hospice in your Home / Education team

2279

Hospice Nurse Specialist Team

Our Values

A stylized graphic of a plant with a thick green stem and several large, rounded green leaves. At the bottom of the stem is a white flower with five petals and a yellow center. The plant is positioned on the left side of the page, with its leaves and stem partially overlapping the text area.

C ompassion:

Providing a caring, empathic and person-centred approach which serves the whole needs of patients and supports those people important to them.

A ccessibility:

Welcoming, transparent and open to the community we serve and those that support our charity.

R espect:

Appreciative of our individual differences and ensuring dignity and inclusivity.

E xcellence:

Offering a professional, high quality service which is always developing and is responsive to patient needs and to those people important to our patients.

Our services

Wigan & Leigh Hospice provides specialist palliative and end of life care to people living in the Wigan Borough, helping them to live well for as long as possible. The care we provide is tailored to the needs of each individual patient. Some of the people we support are looked after in their home or usual place of residence, while others are cared for in our 14-bed Inpatient Unit in Hindley. The hospice offers the following services:

Inpatient Unit

The hospice Inpatient Unit is set in beautiful gardens at our main hospice building in Hindley. Patients have their own individual room, each of which can directly access the hospice gardens. Our extensive gardens provide a sense of peace and tranquillity to our patients. Often patients are referred to the Inpatient Unit for a short stay to get their symptoms under control, before returning to their own home.

Our facilities include:

- 14-bed Inpatient Unit (all single rooms)
- Patient and visitor lounge areas
- Overnight room for families
- Complementary therapy and counselling rooms
- Quiet rooms for private discussions
- Outpatient clinics
- Extensive landscaped gardens
- Free car parking
- Meeting rooms
- Café



**The average length of stay
on our IPU is 16 days and
occupancy is 91%**



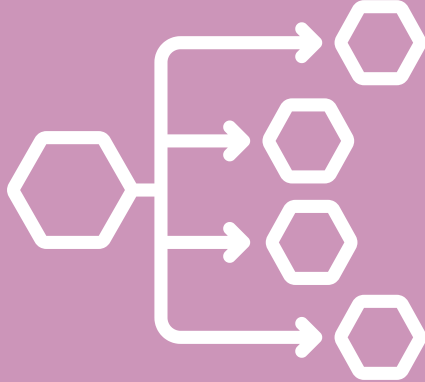
Wigan & Leigh Hospice

Our services

WHISPAR

Wigan Healthier Partnership Integrated Specialist Palliative Care Active Response (WHISPAR) was established in April 2022 as a single point of access initiative to create a collaborative approach to providing palliative and end of life care across Wigan Borough. The service focuses on providing the right support to the right people at the right time by centrally reviewing all referrals and allocating each patient to the service most able to meet their specific needs.

This has improved response times and reduced duplication of services, enabling a more streamlined experience for patients.



The service enables more patients to die in the place of their choosing, avoiding unnecessary hospital admissions and providing joined up, individualised, holistic, responsive and co-ordinated, wrap around care for patients with life-limiting illnesses and those important to them.

Hospice Nurse Specialists

This team of specialist nurses work in the community seven days a week, providing specialist care for patients at an advanced stage of their illness. They assess patients' symptoms, offer psychological support and support patients with advance care planning. Several of the team are Independent Nurse Prescribers. The service provides remote video consultations, in addition to phone calls and/or home visits, providing support to both the patient and those important to them.

Hospice in Your Home

This team of registered and non-registered nurses and volunteers operates seven days a week and offers one-to-one support to patients and their families in their usual place of residence. they offer practical as well as emotional support alongside hands-on nursing care, including daytime visits and overnight support.



Our services

Counselling

The counsellors can offer patients a variety of therapeutic interventions to identify and strengthen ways of coping, and to work through the feelings they are experiencing. This service is also offered to those people important to patients, including families with children. This service provides virtual and face to face sessions, as well as using the splendid Hospice grounds for “outdoor therapy”.

Bereavement Support

This is offered to those people important to the patient. It has a layered approach, initially signposting to self-help resources, then offering group support and one to one support. We also hold regular remembrance evening services.

This year we have also started to offer Child Bereavement services, and our team have received specialist training on how best to support children who have experienced a bereavement.

Complementary Therapies

The complementary therapists support holistic symptom management and wellbeing.

24-hour Advice Line

The Advice Line is available 24 hours a day, seven days a week to patients, carers and healthcare professionals who are seeking advice about palliative care issues, such as pain and symptom control or Hospice services.

Our year in numbers



**Number of
face-to-face
contacts**

399

Counselling service

410

Complementary therapies

543

Bereavement support

Other services

Patients are also able to access physiotherapy, occupational therapy, speech and language therapy and a dietitian service.

Our services

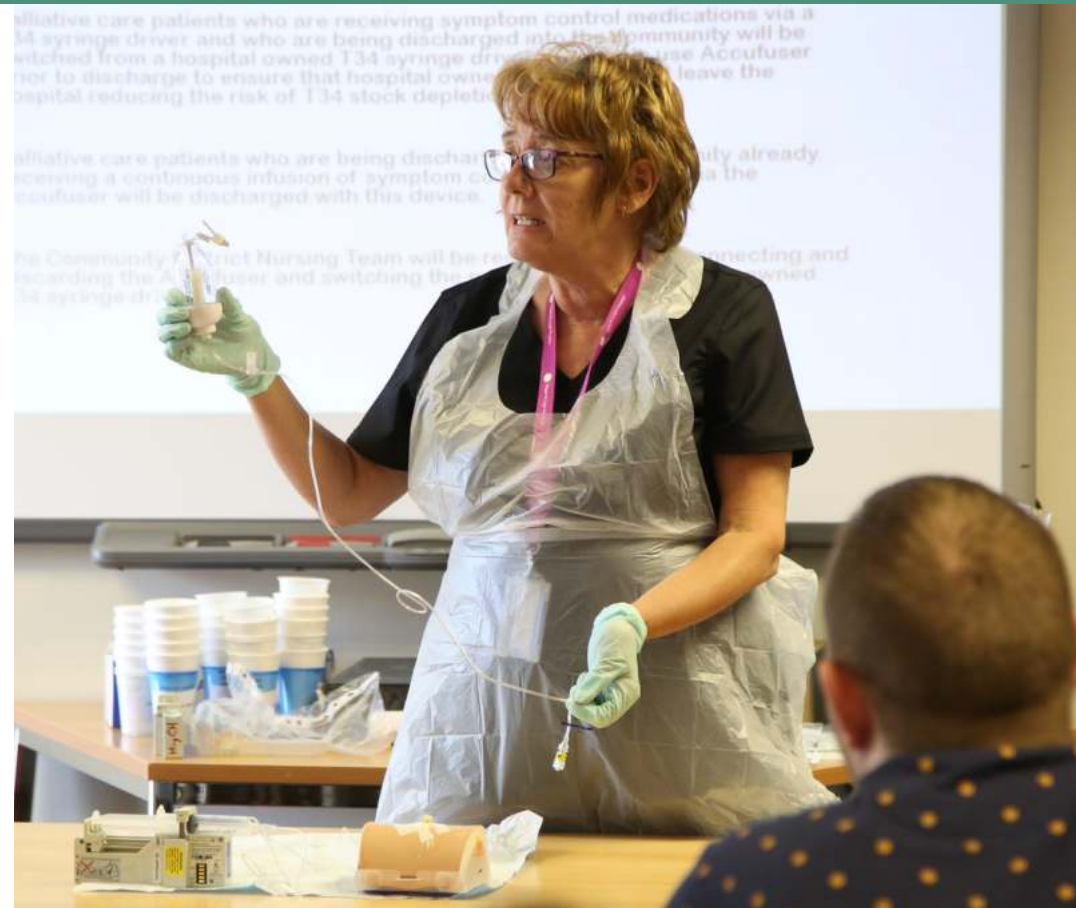
Wigan Palliative and End of Life Care Learning Hub

This education service offers ongoing support, training and guidance to the health and social care workforce across the borough. This includes all 52 care homes, extra care services, supported living, learning disability settings, services working with the homeless/vulnerably housed and local prison. The team also engages the community via satellite hubs across the borough.

Like our community team, this team strives to reduce unnecessary hospital admissions in the last days of life by providing dedicated support and training in palliative and end of life care.

Medical Outpatient Clinics

The specialist doctors support patients with more complex symptoms, who are able to attend clinic.



Average
duration of
support



45 days

Hospice Nurse
Specialist Team

11 days

Hospice in your Home /
Education team

46 days

Outpatients

Our achievements this year

Service Delivery

- A new patient outcome assessment tool is ready to be rolled out in nursing homes
- The EPaCCs care planning tool is being used for all referred patients
- New advanced communications skills training developed
- New quality improvement plans have been developed to improve access to home care and bereavement support
- Data audits have been planned to improve data collection
- New bereavement support programmes are being offered, including a bereavement cafe

Sustainability

- Better budgetary controls and management of drugs and equipment is leading to more efficient use of funds

Governance

- Training needs have been identified and addressed for patient handling
- Education materials are being developed for users of the hospice
- New system to address external feedback more promptly
- Data collection processes have been streamlined
- Incident investigations have led to quality improvements

People and infrastructure

- Existing staff are being developed in order to help them to develop into new roles
- All staff appraisals completed
- New resilience-based supervision programme rolled out
- Opportunities for Advanced Nurse Practitioners introduced
- “Freedom to Speak Up Guardians” introduced
- Working with local partners to identify staff development opportunities
- Student placements provided to student doctors and nurses
- Staff wellbeing initiatives rolled out

Commissioning

- Strong collaboration with partners in the borough involved with palliative care
- New data collection system developed and improved based on user feedback

Partnerships

- Staff are actively working in partnership with others in the borough with plans to expand services to prisons and colleges
- Satellite hubs for bereavement support have been trialed in libraries and community centres
- Improved media coverage this year has helped raise awareness of hospice services

Quality Improvements

Last year we identified a number of areas where we felt we could further improve the quality of our services. Good progress has been made in all of these areas, which include:

Making sure our services meet the needs of the community

We have completed a Hospice in your Home service workforce review, with the creation of new roles and changes to service hours - ensuring we continue to meet the needs of the local community.

Improving infection control

We have improved signage and storage around the Inpatient Unit and we are developing a new IT resource for staff.

Improving seizure management

We have participated in a regional audit, reviewing the management of seizures at end of life for patients with a brain tumour and have implemented the recommendations.

New processes for pillow management

We've introduced new processes and real-time management.

Increasing awareness of hospice services in the borough

We have held a number of information afternoons to increase awareness of the hospice's work and support recruitment. These will continue to be held on a quarterly basis.

Improving time response for administering controlled drugs

We have developed policies and protocols to improve response time for administering controlled drugs.

Extending child bereavement support

We've introduced a quarterly "day to remember" event for children and families to access and get support pre and post bereavement. Staff have also received additional training on supporting bereaved children.

Improved mattress standards

We've introduced new centralised co-ordination and real-time management.

Patient Safety Measures

	2022/3	2023/4
All patient incidents - including those inherited on admission to the Inpatient Unit	335	275
Healthcare acquired infections	1	0
Pressure ulcers identified that developed or deteriorated during admission	57	35
Patient falls within our care	42	49

Staff Sickness

Staff sickness has fallen from 10% in 2022/23 to 6% in 2023/24. Long term sickness absence has fallen from 6% to 3.6%.

Mandatory Training Compliance

Mandatory training compliance has increased to 91%, exceeding the 90% target.



User views

Wigan & Leigh Hospice conducts a service user survey in order to gather feedback on the services the hospice provides. In 2023/24 139 people responded to the survey, with the following feedback:

- **98%** responded “Definitely” or “Likely” that they would recommend to other people.
- **100%** “Strongly Agreed” or “Agreed” they were treated in a sensitive way and with dignity.
- **94%** “Strongly Agreed” or “Agreed” that they were involved enough in decisions made.
- **94%** “Strongly Agreed” or “Agreed” that the information provided was clear and helpful.
- **99%** “Strongly Agreed” or “Agreed” that the staff were caring.



Our Vision

For everyone to have the care, information
& support they need when facing or
affected by life-limiting illness.

Our Strategy

2024

2029

Our Mission

To promote and provide outstanding care, specialist
support and information for people experiencing and
affected by life-limiting illness, dying, and bereavement.

Our Priorities



**Outstanding
& Accessible**

**Strong &
Sustainable**

**Inclusive &
Empowering**

Our Strategy

2024

2029



- Enable people with a life-limiting illness across our communities to live and die well in the place they feel most comfortable.
- Enable people affected by death and dying to access effective support when they need it.
- Provide training, advice and support to individuals and care settings on how to deliver outstanding palliative and end of life care.
- Empower our communities to talk about death and plan for their future care needs.

Our Strategy

2024

2029



- Secure the income we need to deliver and grow our services.
- Develop our use of data, knowledge, and local insight to innovate and continuously improve our services.
- Ensure our organisation is governed, led, and managed effectively.
- Provide high-quality facilities, services and information.
- Embrace environmental sustainability by using resources thoughtfully.

Our Strategy

2024

2029



- Value the contributions of our staff, volunteers, supporters and partners, working together as one “Team Hospice”.
- Recruit and retain exceptional people and support them to excel together.
- Embrace equality, diversity and inclusion.
- Work with our partners, using our knowledge and expertise to make a difference locally, regionally and nationally.
- Empower our communities and those using our services, to have their say on the services we offer.

Our clinical priorities for the next 12 months

Strengthening services

- Continue to provide accessible, personalised, expert and specialist care, advice and support through our existing hospice services
- Enable collaborative working with our local community and services so that palliative and end-of-life care is available at the right time, in the right place, and from the right service
- Ensure services continue to develop in line with the needs of the population, including those that are harder to engage

Enabling Education

- Enhance collaboration with local universities and schools to provide wider opportunities for understanding of Hospice Care
- Support hospice staff and volunteers to be appropriately trained for their roles and be able to embrace continued learning
- Empower health and social care staff providing end-of-life care in Wigan Borough to be able to access expert training to ensure high quality palliative and end-of-life care

Expanding reach

- Develop new services by working in collaboration with other local providers to meet the changing needs of the local community
- Ensure that services develop in line with the needs of the changing population and health economy by innovative and creative planning
- Introduce the use of new technologies to enhance the provision of care

Measuring success

- Evaluate the impact of services using robust data to measure outcomes
- Develop data dashboards to allow benchmarking with regional and national colleagues
- Embed learning from incidents and clinical quality improvement work in clinical practice