Transforming End of Life Care at Blackpool Teaching Hospitals

Dr Harriet Preston
Palliative Medicine Consultant & Clinical lead for End of Life Care
Blackpool Teaching Hospitals NHS Foundation Trust

Palliative Care Team of the Year 2016
The Need for Change

National Survey of Bereaved People (VOICES 2012) showed that continued action is needed to ensure that each and every patient receives high quality end of life care while in hospital.
“What do you think might help you improve end of life care?”

“More training”

“Sharing knowledge”

“To be more aware so that I can sensitively deal with relatives who visit”

“By making sure that patients and families receive the care they deserve”

“A clearer knowledge as to what I can and can’t do”

“Chance to have a mentor”
Missing Link: Transforming EoLC Through Training

Ward based/hands-on training project.

- To change the culture around delivery of end of life care within the hospital
- Empowering all staff to deliver best care and challenge poor care
- Enabling patient choice around their care at end of life
- True patient and family centred care
Project Plan

- Business case with network support 2+ years (£270k)
- Trust Board and Executive Director support
- Engaging all staff so that they wanted to be involved
- Clinical champions on wards
- Taking training to the senior doctors and board rounds
- Patient focused stories
- Any method of communication going!
## The heatmap

To provide hospital wide baseline information

<table>
<thead>
<tr>
<th>Type of ward / setting</th>
<th>Total</th>
<th>Hospital 20</th>
<th>0%</th>
<th>0.53</th>
<th>100</th>
<th>100</th>
<th>1658</th>
<th>1442</th>
<th>100</th>
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<tbody>
<tr>
<td></td>
<td>Died</td>
<td>Died within 100 days of discharge</td>
<td>%LCP</td>
<td>Rate of unplanned readmissions (patients who died within 100 days)</td>
<td>% hospital deaths in ward</td>
<td>% deaths within 100 days discharge</td>
<td>Areas of potential focus: impact across the hospital</td>
<td>Areas of potential focus: volume of &quot;eol activity&quot;</td>
<td>Other features for potential focus</td>
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<td>Hospital wide</td>
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<tr>
<td>Total</td>
<td>1658</td>
<td>1442</td>
<td>0%</td>
<td>0.53</td>
<td>100</td>
<td>100</td>
<td>1658</td>
<td>1442</td>
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<td>677</td>
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Improvement methodology

- Route to Success ‘How to Guide’
- Continuous review of processes/data
- What works and what doesn’t
- Monthly regional group for sharing best practice
- Giving positive feedback to wards and individuals
- Developing an interactive website
- Metrics that mean something to all
Demonstrating leadership for changing culture

- Vision shared widely at every opportunity
- Visible leaders held to account
- Role models on and off ward
- Amber and EOLC Champions
- Meaningful outcomes and audit
- Cross-boundary collaboration

“This is how we do things round here”
Cross boundary collaboration

- **Fylde Coast EoLC strategic group**: cross organisational group with representation from Trinity Hospice and Palliative Care Services, CCG leads, BTH, Social Care organisations, OOH providers

- Examples of collaboration:
  - Unified documentation including Advance Care Plans, Individualised Plan of Care and DNACPR
  - IT links - Clinical Hub/ EMIS web/ EPaCCS pilot
  - Community care plans and care coordination
  - Care home education - Six Steps/ GSF in care homes
  - Community care - Rapid Plus/Hospice at Home
  - A+E & AMU Educator post
  - Carers Association Fylde Coast
Examples of achievements to date

**Rapid Discharge Pathway**

- **972 discharges to Preferred Place of care**
- **Annual 10% increase since Aug 2013**

**10% ANNUAL GROWTH**

- 1779 patients used the bundle between Sept 2013 - Jan 2016

**Staff Training**

- **Staff Confidence in...**
  - Recognising patients at end of life
  - Communicating with patients about deterioration
  - Having ACP discussions with patients

**Evaluation of Care**

- Communication with nursing staff: 67% vs 33%
- Dignity and personal wishes considered: 75% vs 25%

**Readmissions within 30 days in last 100 days of life**

- Amber Care Patients: 8%
- Trust Average: 33%
Examples of achievements to date

Increase from 36.9% to 43.2% dying in Usual Place of residence

Between 2010 to 2015

Acute Bed Savings
Monthly Target: 1.5
It’s not all about the numbers…..

“So pleased that we can offer options”
Junior Doctor

“Very beneficial to the needs of our ward.”
Ward Manager

“All staff to have training on this!”
Staff Nurse

“All staff to have training on this!”
Staff Nurse

“Increased my confidence to answer relatives or patients questions.”
Health Care Assistant
...It’s about the patients

“Staff were very caring and supported me.”

“Nurses, doctors, tea ladies, cleaners all work very hard, excellent care.”

“Thank you for your honesty and compassion.”

“The doctors are very good and listen – I understand now what is happening.”
Transform Benefits

- Improves quality of patient experience & care
- Reduction in carer distress with reduced morbidity and mortality
- Supports people to die in the place of their choice
- Manages and reduces unplanned hospital admissions at the end of life
- Promotes development of a skilled workforce with improved staff morale
- Allows the health economy to manage resources effectively
Looking forwards

- Transform educators joined specialist palliative care team
- Continuing to support wards to implement 5 key enablers
- Wider roll out to non-cohort wards
- Integral component of the Fylde Coast’s 5 year strategy Building on what we have
- Adapting for sustainability
Thank you