End of life care:

➔ innovation

➔ impact

➔ influence

St Christopher’s Hospice
Annual Review
2008/09
About St Christopher’s Hospice

Caring for our local community
St Christopher’s Hospice serves a diverse population of 1.5 million in the London boroughs of Bromley, Croydon, Lambeth, Lewisham and Southwark reaching some of England’s most deprived areas.

Last year
- we cared for over 2,000 dying people 24-hours a day, seven days a week
- our home care nurses cared for over 800 people in their own homes on any one day
- we looked after almost 900 people on our four inpatient wards
- our Day Unit helped more than 1,000 people to find meaning and purpose at the end of life through creative therapies
- we supported a further 1,000 people in care homes through creative therapies
- over 450 individuals were offered bereavement support by our social workers, welfare officers, trained volunteers and spiritual care team.

The majority of our care is delivered at home, which is where most people prefer to be.

Innovative practice, research and education
Throughout its history, St Christopher’s has been a pioneer in end of life care and has raised standards of care nationally and internationally through evaluated pilot projects, research and education. Today we are one of the largest providers of end of life care training and support in the world.

Our philosophy is ‘education for all’ and our training supports both public (NHS) and voluntary sector care providers. Last year we trained 7,500 people.

 Supporting us
It costs over £13 million each year to deliver all our services. Just over £5 million comes from the NHS. We must raise more than £8 million to continue to deliver our patient and family services free of charge and to run our extensive programmes of practice innovation, research and education.

“Your nurses dealt with all the important things that kept Mum free from pain, and kept her pretty and dignified as she had always been in life.”

“You did everything possible for my wife... She was immensely impressed by the quality of care, as was I.”
Chief Executive’s message

Building on Dame Cicely Saunders’ founding principles, St Christopher’s moved significantly closer last year to our vision of better end of life care for everyone, wherever they die – at home, in a hospital, a care home or hospice.

We recognise that alone we cannot meet the increasingly complex end of life care needs and growing demands of an ageing population. But we can build the confidence and competence of staff working in other health and social care organisations through education, support and partnerships.

Our approach is closely aligned to the Government’s End of Life Care Strategy, to which we are an ongoing and active contributor. St Christopher’s has been commended for innovation and for change that is sustainable and recognises the realities of the often challenging environments in which care providers work.

In this, our 2008/09 Annual Review, you will read about our local, national and international achievements including:

- Gold Standard accredited training for care homes
- our schools projects, being rolled out nationally, to break taboos surrounding death and dying
- research and pilot care projects that contribute to national policy and address advance care planning and care for dying people with dementia
- how we are sharing information and developing skills worldwide through training, debate, conferences and publications.

Our wide reach and influence, combined with professional internal management, ensure that we maximise the return on the resources you entrust us with. Sound financial planning enabled us to enter the recession with robust finances and reserves. We are not, however, complacent about the fundraising challenge we face in these difficult economic times.

St Christopher’s relies both for its survival and its success on a great many people and organisations including our trustees, staff, volunteers and the people, groups, companies, trusts and foundations that support us so generously.

I thank you all for your invaluable contributions in 2008/09 and look forward to your support in the year ahead.

Barbara Monroe, Chief Executive, St Christopher’s Hospice

“... they [St Christopher’s] have resisted the temptation to sit on their laurels as the pre-eminent hospice but instead they are pushing out the boundaries and seeking the real challenges of improving care for everyone nearing the end of their lives, focusing particularly now on those living and dying in care homes.” Professor Keri Thomas, National Clinical Lead for the Gold Standards Framework Centre
Achieving more with our resources

40th Anniversary Centre increases capacity
Substantial progress has been made towards the £2.5 million remodelling of the ground floor of the hospice to meet growing demands by increasing our home care and outpatient capacity. The centre opens in October 2009.

Sustainable services for Bromley
HarrisHospisCare merged with St. Christopher’s ensuring the continuity and sustainability of its care services. Efficiencies are being achieved through integration of care teams and administrative support.

Enabling consistency of care in Croydon
St. Christopher’s absorbed an additional caseload of 50 patients, following the closure of the Marie Curie Hospice in Caterham, ensuring that consistent, high quality services continue to be available across the whole of Croydon.

Candle strengthens partnerships
Continuing a tradition of partnership working, The Candle Project for bereaved children worked with the British Army to train volunteers, all service personnel, to support a new holiday initiative for bereaved service families.
Improving end of life care in care homes and hospitals

By sharing our specialist expertise and empowering general care providers, such as care homes and hospitals, we enable more people to have access to better end of life care.

**Working with the National Gold Standards Framework**

Working with the national team, St Christopher’s is the first organisation in England and Wales to be appointed as a regional training centre to raise standards of care for dying people in nursing and residential care homes. The framework aims to “enable people to live well until they die” and is a key strand in the Government’s End of Life Care Strategy.

- 30 care homes enrolled for the two-year training course last year
- by the end of 2010, 90 care homes will be trained and on their way to accreditation.

**Advance care planning**

Advance care planning is an intrinsic part of the national strategy and is highlighted as one of the most difficult areas for health care professionals. St Christopher’s has responded by developing:

- an **Advance Care Planning** course, already attended by more than 250 health and social care professionals from care homes, district nursing and GP practices, to teach the value of good communication in end of life care and to demonstrate such skills in action.

- an **Advance Care Plan** booklet to help individuals make informed choices about their care and record their decisions so that all those involved with their care understand their wishes.

“The education of our staff has really improved and they are able to talk comfortably about death and dying so they can really get to the heart of what the residents and families want.”

Caron Sanders-Crook, Manager, Westwood House Care Home which is enrolled in Gold Standards Framework training
Supporting frontline nurses

Defining the skills nurses need
St Christopher’s has developed a set of end of life competencies for general nurses in hospitals, the community and care homes. These outline the knowledge, ability and expertise that nurses need to handle end of life care competently and with confidence.

These competencies set a national standard and help to plan training and personal development.

End of Life Care journal
Our quarterly journal for general nurses now has a national circulation of more than 600. Formally supported by the Gold Standards Framework and Marie Curie Cancer Care, it raises awareness and disseminates information and best practice.

Talking about death and dying

St Christopher’s ‘schools pack’ to get teachers, pupils and parents talking with patients about death and dying in a natural way was developed through ongoing projects with our local schools. The pack has now been published and distributed nationally as a set of guidelines introduced by Professor Mike Richards, National Clinical Director for Cancer and End of Life Care.

Three north west England primary care trusts have commissioned St Christopher’s to roll out the project with all the hospices in their areas.
Responding to the needs of dying people with dementia

A new model of care

Our ageing population means that more people are dying with dementia. Research shows that they, and their carers, get poorer care and support than people dying with cancer and other illnesses. To address this inequality, St Christopher’s piloted a new model of care that recognises the particular needs of these patients.

Over three years, 150 pilot referrals have been evaluated. We are now confident that the model delivers a high level of care, improves skills and is cost effective. We found that most needs can be managed by general staff, e.g. care home nurses and district nurses, but that specialist palliative care, delivered in a mentoring and education role, is beneficial to help with:

- recognising when people with dementia are approaching the end of life
- improving symptom control in people who have lost the ability to talk
- improving support and communications with families.

This project was highlighted by the recent National Audit Office report on end of life care. We shared our learning by rolling out new courses on dementia care and our complementary therapy team produced a self-help DVD for carers which was distributed to hospices UK-wide.

“... the work at St Christopher’s provided a good example of partnership working where skills were being utilised across settings, thereby avoiding the need for patients to be transferred between institutions.”

Extract from The National Audit Office report featuring our joint project with the King’s Fund to improve care for people with advanced dementia living in care homes.
Sharing expertise

Conferences
St Christopher’s staff gave 66 conference presentations at 49 national and 17 international meetings of health care professionals.

Publications and library
Our staff produced 103 publications in the form of books, papers and articles including:

- The creative arts in palliative care
- Cancer pain (2nd edition)
- Social objectives of palliative day care groups
- Safeguarding of vulnerable adults at the end of life.

A full list with details of authors and publishers is available from our library.

St Christopher’s library and bookshop supports people worldwide with an interest in end of life care as well as visitors to our Education Centre and our own staff. Last year the library handled 3,600 enquiries.

Outreach training and consultancy
An extensive programme of 200 courses and presentations reached out to more than 5,000 community-based health and social care professionals. Set up on request, the courses were held in GP practices, clinics, hospitals and national venues around the UK.
Worldwide training and support

St Christopher’s welcomed 2,500 health and social care professionals from the UK and overseas to its Education Centre. Overseas colleagues comprised 12% of our course attendances - 290 delegates from 46 countries.

In addition to supporting course delegates, our library and bookshop sent materials to people in more than 20 countries.

New blog joins up social and palliative care

Dying people need to be helped to complete important life tasks and maintain resilient family relationships. Their families need support throughout the illness and death, and in bereavement. St Christopher’s new blog for health and social care professionals worldwide supports these social objectives.

The blog currently receives over 2,000 hits a week and can be accessed at http://blogs.stchristophers.org.uk

“St Christopher’s feels like the hub of palliative care thinking and it feels good to be here.”

Participant on the arts, therapy and health in palliative care course

“Trailblazers as ever – good solid practical work – sharing all you do is so refreshing.”

Candle conference delegate
What else did we achieve?

**Care**
- We successfully ran a pilot breathlessness clinic to help patients and carers manage this difficult symptom.
- Following research, a CBT (cognitive behavioural therapy) clinic was established and is enabling some individuals to take back control over aspects of their lives.
- The Candle Project developed a new workshop for families addressing bereavement and the difficulties some family members experience when together.
- Our new Electronic Patient Record system is up and running following staff training and already making records more accessible.
- We have developed a new validated patient outcome tool to better understand and measure how we are meeting needs.

**Education and training**
- We introduced two new university validated programmes: a Postgraduate certificate in Working with Bereaved Adults and a Masters module in Advanced Nursing Practice and Clinical Examination.
- A new model of training for hospitals and community nursing teams based on a whole team approach was developed. Currently being evaluated by the King’s Fund, it involves a five-day training programme followed up with monthly ‘action learning’ sessions.
- To address growing demand for children’s bereavement services, the Candle Project extended the help they give partner organisations to support bereaved young people.
- Our Arts for Life team is now training activity co-ordinators in care homes, enabling them to work creatively with residents.
- Our new 12-week training course for volunteers is building confidence and enabling them to give more effective patient and family support.

**External appointments**
- The University of Lancaster’s International Observatory on End of Life Care awarded our Chief Executive Barbara Monroe an honorary professorship as “a leading figure in the world of end of life care ... with a professional background in social work and with a high commitment to social justice and equity.”
- Barbara Monroe was appointed to the Government’s End of Life Care Strategy Implementation Advisory Board.

**Key goals for the year ahead**
- launch our new range of co-ordinated outpatient services
- introduce our new patient outcome measure into clinical practice
- further develop our support for care homes and its associated research programme
- extend our schools project to care homes
- publish our generic nursing competencies to make them nationally available
- open our blog to patients and carers to ensure their voices are heard
- roll out our dementia project across a number of London primary care trusts.
Thanking our supporters

St Christopher’s strength and achievements are a direct result of the generosity of our supporters – people like you and the organisations, groups, companies, trusts and foundations you represent.

We are unable to list everyone who supported us last year but we would like to thank you all. You supported us in every conceivable way including donations, legacies, volunteering, fundraising, raising awareness and by participating in events and challenges.

Last year you made an extra special contribution by raising the £8 million we needed to maintain our services AND an additional £2.5 million in support of our 40th Anniversary Project to modernise our building. This remarkable achievement will enable us to extend our services, improve access and work more efficiently, offering greater choice and flexibility to our home and day care patients.

If you would like to visit the hospice to see first-hand the difference your support is making or if you would like more information about how you can support us, please contact:

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“Invaluable! Should be compulsory for all practising GPs.” Participant on End of life care: GP training day

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