

BOLTON HOSPICE

Quality Account

2020–2021



Bolton Hospice
caring from the heart

Chief Executive's Statement



Welcome to our quality account report which is written to provide a specific focus on the quality of care we provide to our patients and their families and is structured in line with the Care Quality Commission (CQC) inspection themes.

- **Safe - People** are protected from abuse and avoidable harm (CQC 2020)
- **Effective - People's** care, treatment and support achieves good outcomes, promotes a good quality of life and is based on best available evidence (CQC 2020)
- **Caring - Services** involve and treat people with compassion, kindness, dignity and respect (CQC 2020)
- **Responsive - Services** meet people's needs (CQC 2020)
- **Well-led - The leadership**, management and governance of the organisation assures the delivery of high quality person-centred care, supports learning and innovation and promotes an open and fair culture (CQC 2020)

Bolton Hospice is an independent charity (registered no. 518704) and constituted as a company limited by guarantee (registered no. 0211495). The Hospice is governed by a Board of Trustees and run by the Chief Executive and the Senior Management Group (Medical Director & Consultant Physician with Specialist Interest, Clinical Services Director, Finance & Corporate Services Director and Income Generation & Communications Director).

We provide the following services:

- 18 Inpatient beds
- Outpatient Clinics
- Day Support Services
- 24 Hour Advice Line
- Hospice at Home Support
- Lymphoedema Clinic
- Physiotherapy
- Occupational Therapy



- Complementary Therapy
- Social Work Services
- Bereavement Services
- Education and Training
- Hair and Image Services
- Chaplaincy and Reflection
- Creative Therapy
- Macmillan Cancer Information and Support Services

All of our services are provided free of charge to patients and their families. We income generate **78% of our £5.1 million** total annual running costs through charitable donations, our lottery and retail operation. We receive a contribution of approximately **30% (just over £1 million)** towards our direct clinical care costs from the NHS via Bolton Clinical Commissioning Group (CCG). The charity, through its Trustees, are accountable to the Charity Commission, Companies House and its members, who are drawn from the local community of Bolton.

We are registered with and inspected by the Care Quality Commission (CQC); the CQC are our regulators who obtain information about our services from a number of sources and use these to build a picture of the quality of the care we provide. The CQC regularly inspect our services; our latest CQC rating is 'good', in addition to which, the Trustees undertake a Provider Visit every six months.

The Trustees, the Senior Management Group, our staff and volunteers are totally committed to the delivery of compassionate, quality care to our patients, their families and friends and we commend this report to you as evidence of just how integral to our culture as a Hospice, the CQC themes of being safe, effective, caring, responsive and well-led are and how they are embedded throughout our purpose, values, strategic aims and objectives.

Our core **purpose** is to enable people to live well until they die, by providing compassionate care and support for patients and their families.

Our Values are based on being:

- Inclusive and non-judgemental
- Open, transparent, accountable and objective
- Focused on the needs of the whole family
- Excellent and seeking continual improvement
- Embracing of diversity which is valued and respected
- Respecting of our volunteers by supporting and celebrating their contributions
- Trustworthy, honest, dignified and acting with integrity
- Compassionate, appropriate and proportionate
- True to our cause by valuing every £1 donated and using it wisely

Strategic Aims:

1. To provide the best possible palliative and end of life care for the people of Bolton.
2. To enable people to live well through the course of their illness.
3. To help families cope with the impact of end of life.
4. To support the people of Bolton to achieve the principles of a good death for all, wherever possible.
5. To work with Bolton Health and Care Partnership & GMH&SC Partnership to help deliver their palliative and end of life strategic objectives.
6. To have a workforce (including volunteers) that is fit for purpose, flexible and dynamic.

Strategic Objectives:

1. To be the number one provider of excellent specialist palliative and end of life care.
2. To be financially robust and prudent in all we do.
3. To provide a safe, welcoming, inclusive and therapeutic environment.
4. To be the recognised hub of specialist knowledge, training, education and community awareness.
5. To remain true to our core principles and values and charitable objectives.
6. To ensure we deliver our vision, mission and purpose.

Business Plan Aims:

1. To be well led and well run.
2. To be cost effective and sustainable.
3. To be the best at what we do.
4. To be well known, valued and respected.



Dr. h.c. Leigh Vallance
Chief Executive

WHAT OUR ORGANISATION IS DOING WELL

SAFE

People are protected from abuse and avoidable harm (CQC 2020)

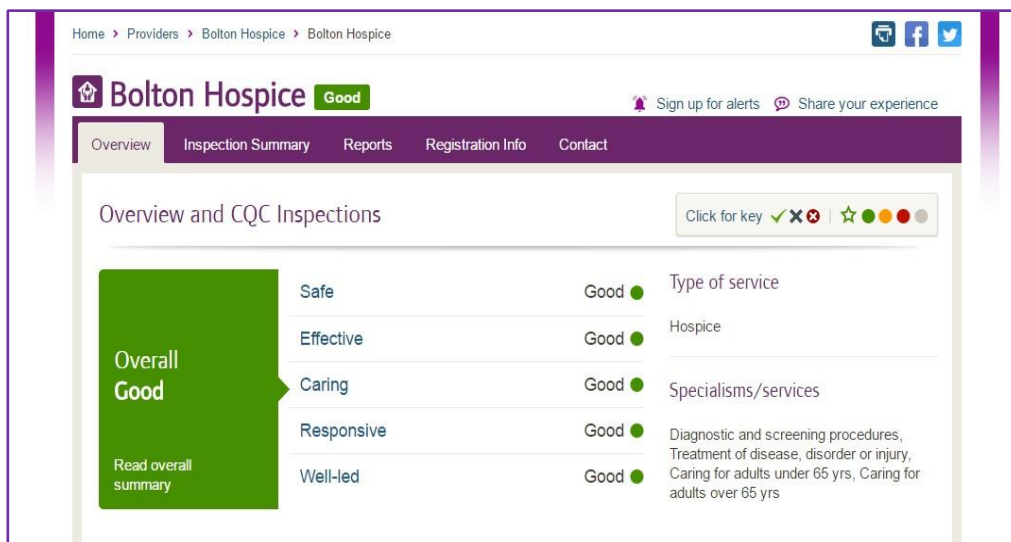
Bolton Hospice is required to register with the CQC; we are registered to carry out the following regulated activities:

- Treatment of disease, disorder or injury
- Diagnostic and screening

Bolton Hospice has the following conditions on registration:

- Only treat people over 18 years old
- Only accommodate a maximum of 18 in-patients.

The CQC has not taken any enforcement action against Bolton Hospice during 2019-2020. Bolton Hospice achieved **Overall Good** in our last inspection which took place on the 28th & 29th September 2016. <http://www.cqc.org.uk/directory/1-106965965?referrer=widget1>



The screenshot shows the Bolton Hospice CQC registration page. The overall rating is 'Good'. The page lists the following categories and their ratings:

Category	Rating	Type of service
Safe	Good	Hospice
Effective	Good	Specialisms/services
Caring	Good	Diagnostic and screening procedures, Treatment of disease, disorder or injury, Caring for adults under 65 yrs, Caring for adults over 65 yrs
Responsive	Good	
Well-led	Good	

An excerpt from the report follows:

“Relatives told us they felt their loved ones were safe and secure. Appropriate safeguarding policies and procedures were in place and staff were aware of how to report a concern. The recruitment process was robust and the induction programme thorough and comprehensive. Training was ongoing for all staff, including volunteers, clinical and non-clinical. Staffing levels were sufficient to ensure people's needs were met”.

“Incidents and accidents were logged appropriately. These were audited, analysed and issues identified and addressed as required. General and individual risk assessments were in place and were reviewed and updated as required”.

“All health and safety procedures were in place. Systems for ordering, storage, administration and disposal of medicines were robust and the medicines room was extremely tidy and well ordered. This helped ensure medicines, including controlled drugs, were managed safely”.

“The service were working within the legal requirements of the Mental Capacity Act (2005) (MCA) and there was evidence of best interest decision making where it was appropriate. People's nutritional needs were assessed and staff ensured these requirements were addressed by the catering staff. Staff were aware of any risks with regard to nutritional and hydration issues and these were documented appropriately so that risks could be minimised”.

Following this inspection we have continued to work closely with **all staff** with the aim of achieving an **Overall Outstanding** rating in our forthcoming inspection against the new **sector-specific guidance for Hospices for Adults**.

- Bolton Hospice has an up-to-date **Risk Management Policy and Procedure** with documentation for staff to complete and clear guidance on action to be taken and who to inform, depending on the score.
- The process of monitoring FP10 prescriptions has been reviewed and a **FP10 Standard Operating Procedure developed** to enable safe prescribing and monitoring of those who can prescribe. There is a **new Non-Medical Prescribing Policy and Procedure** which has been developed and ratified by the NMP CCG Lead and Board of Trustees, to ensure safe and effective prescribing.
- We continue to maintain a **recruitment process robust** and all staff receive a **comprehensive induction programme**.
- We remain **consistent** with regards to **education and training** on all aspects of **patient safety**, adopting a **culture of open, honest and supportive approach**.
- We continue to **review all clinical incidents at our clinical governance meetings** and all staff receive a bulletin following meetings.
- We maintain a **consultant led specialist palliative care service** within Bolton.
- **Compliance with mandatory training:** Mental Capacity Act (87%), Safeguarding Adults and Children (95%), and Deprivation of Liberty Safeguarding (87%).
- We continue to undertake and submit **monthly NHS safety thermometer data** in line with other service providers within the NHS.

Patient Safety Incidents:

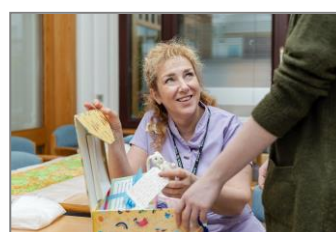
We have an **open and transparent culture** of incident reporting at the hospice and the incident documentation has recently been reviewed and updated. We are working to develop **PRIME electronic incident reporting system** to aid overview of incidents/accidents and near misses across the organisation and **streamline the process for staff**. Whilst the number of incidents reported are high, the level of patient harm as a consequence is usually low level. All incidents are reviewed weekly by the Chief Executive and Clinical Nurse Director, monthly at the Clinical Governance group and bi-monthly Quality and Standards Committee, which has representation from the Board of Trustees.

Below is the total number of **patient safety incidents this year**. These include medication, falls and include all near misses. **Number of incidents resulting in severe harm or death: 0**

**NHS Safety thermometer and Incident Reporting Data
(Includes all reportable Harms - April 2018 - March 2019)**

Incidents	Clinical	Non-Clinical	Total
	166	152	318
Number of Falls	No Harm	18	TOTAL
	Low Harm	14	
	Moderate Harm	2	
	Severe Harm	0	
	Death	0	34
Number of new Pressure Ulcers	Grade 1	0	TOTAL
	Grade 2	11	
	Grade 3	1	
	Grade 4	1	
	Ungradable	4	17
Number of UTIs	0		
Number of VTE Risk Assessments	100%		
New MRSA Infections	0		
New CDiff Infections	0		
Safeguarding Referrals	3		
Deprivation of Liberty Applications	6		
Sharps Injuries	1		
Controlled Drug Errors reported to NHS England	33		

- We consider **safety** and **managing risk to be paramount** at the hospice. We have clear guidelines of accountability when managing risk. It is **everyone's business** and all staff are encouraged to undertake risk assessments, review them and then share them with the Board of Trustees and staff. This allows staff to acknowledge the balance between **risk avoidance** and being **responsive** to new opportunities and challenges within healthcare.
- Across the organisation we promptly dealt with **(166) clinical incidents and (152) non-clinical incidents** in the last 12 months.
- We continue to comply with the Statutory Duty of Candour for Health and Social Care Providers (DoH 2014) and CQC (Regulation 20). Bolton Hospice has continued to **embrace the need** for an **honest, open culture** whereby **truthfulness** can flourish.
- Bolton Hospice continues to **comply with national standards** with regards to all aspects of safety, using the expertise of external bodies to ensure we are meeting all standards inclusive of **fire, infection control, health and safety, legionella and waste management**.
- HR processes have been reviewed over the last 12 months and all staff undertake the right protocol regarding **sickness reporting, return to work interviews and performance reviews**.
- We **encourage reflective practice** to take place in the event of an incident to **promote learning** for the individual and the organisation.
- We continue to comply with the **General Data Protection Regulations (GDPR) and processes** to ensure safety with regards to our patients' and families' personal data.
- All **management of medicine errors** are reported promptly to the Local Intelligence Network maintaining a **robust system**.
- We are proud to announce that we continue to have full compliance with **the Information Governance Toolkit** and maintain **integrated electronic patient records** across all services within the hospice.

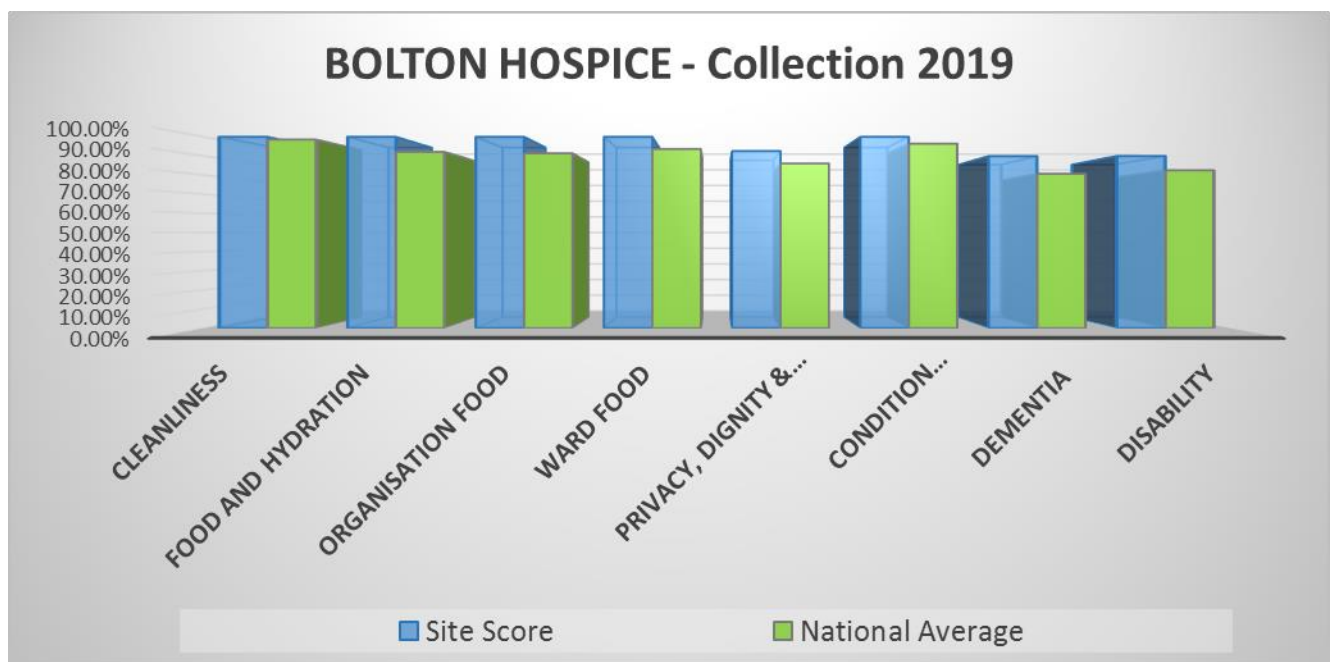


Our Patient Led Assessment of the Clinical Environment (PLACE) was undertaken on the 4th November 2019 and the results of this assessment are shown below:

The **Patient-Led Assessments of the Care Environment (PLACE)** are an annual assessment of the non-clinical aspects of the patient environment, how it supports patients’ **privacy and dignity**, and its suitability for patients with specific needs e.g. **disability or dementia**.

- **The PLACE assessment tool** provides a framework for assessing quality against common guidelines and standards. The environment is assessed using a number of question forms depending on the services provided by the facility. These can be viewed here: <http://content.digital.nhs.uk/PLACE>
- A total score as a percentage is produced for each domain at site and organisation level, as well as a national and a regional result.

As the PLACE assessment format has changed since 2018, it is important to note that 2019 scores establish a new baseline and are not comparable to those achieved in previous assessments.



	Cleanliness	Food and Hydration	Organisation Food	Ward Food	Privacy, Dignity & Wellbeing	Condition Appearance & Maintenance	Dementia	Disability
Achieved Score (Actual)	502.00	168.00	90.00	78.00	124.00	204.00	214.00	162.00
Available Score (Actual)	502.00	168.00	90.00	78.00	134.00	204.00	238.00	180.00
Site Score	100.00%	100.00%	100.00%	100.00%	92.54%	100.00%	89.92%	90.00%
National Average	98.60%	92.19%	91.37%	93.67%	86.09%	96.44%	80.70%	82.52%

Data taken from NHS UK Place data report

Positive Comments from the PLACE Inspection in their summary:

- Bolton Hospice feels to be a **first class service**.
- **Clean and well maintained** hospice.
- Recent upgrades have continued to **improve** the hospice.
- **First class food** in all areas.



EFFECTIVE

Peoples care, treatment and support achieves good outcomes, promotes a good quality of life and is based on best available evidence (CQC 2020)

- The hospice has a **robust management structure** that is in direct touch with patients and families, which is reaffirmed through feedback, **monitoring of incidents/accidents/near misses** and performance data, which are all analysed by the senior management group, service leads and trustees and action plans are developed and actioned where required to address any **trends/concerns and mitigate risk** where possible.
- Staff have a range of **training opportunities** as part of their ongoing development and the **training matrix identifies** what core and additional training has been undertaken by each staff member.
- The induction programme for **newly appointed staff** ensures that they are aware of what is expected of them and how services are to be delivered to ensure the safety of staff and people using the services.
- We ensure **all staff** have an **annual appraisal**, which includes a review of performance and progress within a 12 month period, and the identification of **strengths and weaknesses and areas for growth**.
- Within the hospice we promote an **open and honest culture** through staff wellbeing and clinical supervision with the continued success of **staff Schwartz Rounds** and an external **free counselling service** offered to all staff.
- We continue to strategy plan for our **future workforce**, with staff already undertaking training for roles such as an **Advance Nurse Practitioner** and **Associate Nurse**.
- We continue to contribute to the **Shared Patient Records and EPaCCs** within the newly **merged Bolton Care Record Integrated Care and Support Plan [ICSP] and Electronic Palliative Care Co-ordination System [EPaCCs] Steering Group**. Working closely with the IT company who provide iCare Electronic Patient Record to ensure improved intra-operability with the other IT systems within the locality and Greater Manchester.



Patient and families experiences is extremely important to the hospice with regards to the care they have received from our services. **We continue to distribute our survey of end of life care.** We undertake patient and family/carer surveys on care received and also undertake survey of bereaved relatives/carers and all the **results have been almost 100% positive this year.**

Comments received about patient and bereavement care:

“To everyone who works at the hospice. As a family we would like to thank you for all the care and compassion you gave to my mum at the end of her special life. We cannot thank you enough for the support given to each of us. We will be forever grateful for keeping mum’s dignity until the end. You all do a wonderful job”.

“To all the doctors, nurses, volunteers and other members of the team. We would like to express our most grateful thanks for all your dedicated care given to our cousin. Thank you so much too for the care and love shown to us, her family. The hospice is a wonderful place and you can feel the love and care when you come through the doors. We’d like to thank you too for enabling her to go home, even though it was only for a few days. She really appreciated each person who helped to care for her and her family. You also enabled her to have a dignified and peaceful passing, with her close family beside her. God bless each of you and give you the love and strength to continue your amazing work”.

“To the reception staff, nurses and doctors. Just a little note to say thank you for the care and attention you showed to Mum whilst she was in the hospice. It has been a difficult time for our family, but it could have been much worse without your dedication and compassion. My family and I are truly grateful for the level of care you were able to administer. We are also grateful for the time you took to talk to us, putting our minds at ease”.

Audit and Quality

- To ensure that we are continually **meeting standards and providing a consistently high quality service**, Bolton Hospice has an annual **Audit Calendar** which includes clinical and non-clinical audits. Our audit programme reviews the effectiveness of the clinical care that we provide:



- Staff have been **actively involved** in all aspects of the **audit cycle**, making it a more meaningful **learning experience** of measuring success and the implementation of change.

The following are examples of audits (both clinical and non-clinical) conducted within the Hospice in 2019-2020:

- **Safeguarding and PREVENT**
- **General Medicines**
- **Management of CDs**
- **Management of Pressure Ulcers within IPU**
- **Nutrition and Hydration**
- **Sharps**
- **Infection Prevention & Control, including hand hygiene on the ward**
- **Appraisal Processes**
- **Staff Uniforms**
- **Constipation Management/Bowel Care**
- **PLACE Assessment**
- **Information Governance**
- **Patient Areas**
- **Environmental Audits**

Many **positive outcomes** have been achieved from this year's audit activity; headline themes being:

- **Clinical care is safe and of a high standard**
- **Environmental cleaning is of a high standard and adheres to legislation and guidance**
- **Pressure ulcer management is vigorous**
- **Medicines management continues to be safe and effective.**

The number of patients receiving NHS services, provided by or sub-contracted by Bolton in 2019/2020, who were recruited during that period to participate in research approved by a research ethics committee, was **NONE**.

Use of the **CQUIN Payment Framework - In 2019-2020** the Hospice was **not subject** to any CQUIN payment schemes.

Bolton Hospice did **not submit records** during 2019/2020 to the Secondary Users Service for inclusion in the Hospital Episode Statistics which are included in the latest published data.

Toolkit The Data Security and Protection Toolkit (DSPT) Bolton Hospice achieved compliance across all mandatory areas of the new DSPT in 2019-2020.

Bolton Hospice was **not subject** to the payment by results clinical coding audit during 2019-2020.

Our 2019–2020 Achievements

We're pleased to share some of our key milestones and achievements in 2019-2020

Apr 19

- Recruited two **Nurse Associates**
- Successfully introduced an electronic sign-in system to better manage visitor data and confidentiality

May 19

- **Out of Hours and Weekend Admissions** review for 2018-2019 shows an increase from 1% to 14% of overall admissions
- **Successfully recruited a weekend ward clerk** to support the move to 7 day per week admissions
- **OACCS** measures implemented on IPU
- Dying Matters Awareness Week collaboration with Healthwatch Bolton to provide a one day event named #areyouready exploring the taboo of death, dying and bereavement with over 50 attendees at a local venue in Bolton.

Jun 19

- **IPU Occupancy levels** increased to **above 80%**
- Held a successful and much appreciated **Volunteer Long Service Award evening** – 40 volunteers attended

Jul 19

- **Advance Nurse Practitioner Training** funding secured
- Active participation in **Bolton Wide End of Life Care Strategy day**
- Staff **yoga sessions** set up to support health and wellbeing

Aug 19

- **Care Home Project** has **two poster submissions** to **Hospice UK national conference** accepted

Sept 19

- Won the **Community Organisation & Not-for-Profit Organisation of the Year** at the **Bolton Business Awards** and celebrated the success with our volunteers
- Presented our **out-of-hours and weekend admissions success** as a poster-presentation to the **9th Annual Conference “New Directions in Palliative Medicine”** in Edinburgh
- **Opened our new shop on Tonge Moor Road**

Oct 19

- Excellent and well attended **AGM** with a **new Trustee appointed**
- **SSN successfully interviewed** for Band 6 Sister post secondment

Nov 19

- **Best ever weekly shop takings** recorded in mid-November
- **Opened our fantastic refurbished staff welfare facilities**
- **IPU Sister** passed NMP course

Dec 19

- **Letter of thanks** for going above and beyond within a couple of hours of a patient's admission **to enable a dying wish to be fulfilled**
- **Most successful ever Lottery Christmas Draw - £33,775**
- **IPU CSN** successfully interviewed for **TNA course** in March 2020
- **IPU sister** commenced **ANP course**
- **10% increase** in use of **24 hr advice line**

Jan 20

- An excellent **volunteer recruitment campaign** recruited **33 new volunteers** for our shops
- **Service User LGBT Lived Experience training session** filmed for future use
- **Dr. Sajan Jaleelullah joined the medical team** as a Specialty Doctor

Feb 20

- Successful **mock CQC inspection** process held
- An informative **Trustee Provider Visit** took place

Mar 20

- **Weekly lottery membership** is at its **highest ever total** with **9,751 members** at the end of March
- **COVID-19 Emergency Planning** drawn up and implemented
- Our CEO is one of the leaders involved in the **Bolton VCSE Sector Neighbourhood COVID-19 Emergency response**
- Successful business proposal for **Hospice at Home pilot of twilight service**

Thank you to all our staff and volunteers for making all of this possible!



Education and Training

- Bolton Hospice have recently undertaken a **scoping and training needs analysis** of reviewing Bolton Hospice education with the provision of both internal and external education **remaining a high priority**.
- We continue to welcome **nursing, medical, social and allied health professionals** to learning and development placements within the hospice and are pleased to embrace the Foundation degree nursing associate role delivered through the University of Bolton in conjunction with Bolton NHS Foundation Trust.
- Over **81% of non-clinical staff** have completed foundation level communication skills training in the last 12 months.
- We continue to provide **weekly doctor led education and training sessions** open to both hospice staff and General practitioners in Bolton.
- All **26 clinical staff** have completed **face to face level 3 safeguarding training** over the last year, which was additional training and has enhanced their roles.
- Bolton Hospice continues to **deliver a programme of palliative and end of life care education and training** for health care professionals both internally and externally, ensuring those who come into contact with death, loss and bereavement have the confidence and resources to deal with such sensitive issues. A new **2020 Prospectus** has been produced.



2020 Education
Prospectus new (002

- We continue to address the needs of **inequality training in EoLC** with mandatory equality and diversity training for all staff undertaken and a training package including **disabilities, LGBT and different faiths being explored with both staff and volunteers**.
- We continue to lead on the **Multi-Disciplinary End of Life Care Module** at both HE6 and HE7 in affiliation with **Bolton University**.
- **Bolton Hospice Education department commended** by Salford Royal Foundation Trust - for training **over 220 health & social care professionals** in Advance Care Planning & Communication in the Bolton locality. The training was devised and developed by the **Greater Manchester Strategic Clinical Network**.
- We have worked on a **project titled Improving end of life care through better conversations** led by the Greater Manchester Health and Social Care Partnership and the Greater Manchester and Eastern Cheshire Strategic Clinical Networks – Palliative and End of Life Care Team. **It was funded by NHS England's Personalised care group**.



Enhancing the Quality of Conversation

- Bolton hospice in collaboration with Bolton Council and Bolton CCG, employed two end of life care/harm free care facilitators to deliver education in the **care homes of Bolton** on a fixed term basis. In the **past 12 months** we have been able to **accredit 23 care homes in Bolton** following a six month programme of teaching and support in EoLC and Harm Free Care.
- In May 19 during **Dying Matters Awareness Week** we **collaborated** with **Health Watch Bolton** to provide a one day event named #areyouready exploring the taboo of death, dying and bereavement with over 50 attendees at a local venue in Bolton.
- In 2019 we have continued our work with regards to the provision of **younger people's bereavement support and training developments**. With the success of the child bereavement course for teachers and pastoral supporters, we were awarded a grant from the **Masonic Foundation charity** to deliver training and support to high schools in Bolton in **teenager bereavement**. With this grant we have been able to work with two high schools and the students in Bolton to develop a meaningful toolkit of resources to support our training and help with the delivery in schools and practice. This training has been received well in Bolton with **over 130 attendees** and continues to grow into 2020 with further sessions planned.
- Following our passion in bereavement training and support we have been able to set up our **family bereavement programme** in the hospice **for children aged 3-11 years** and their families. This has been evaluated well by all families who have attended and we continue to **promote and support** this project into 2020, with the hope that we can continue to develop this as a bereavement service in its own right.



Extracts from attendees' evaluation forms:

"Very interesting, even more so when the person doing the course has lived through the problems that some people face. I enjoyed this training session very much and I would recommend any of my work colleagues to attend future sessions".

"Very relevant to my practice. Very well presented. Interesting, easy to understand. Educators appear very knowledgeable and have lots of experience. Thank you".

"Excellent discussion and feedback from the role play, well organised & beneficial. Good course material, good feedback, Enjoyed role play, really supported by course leaders and everyone involved".

"Really interesting & informative, learnt a lot and encouraged me to think about my own professional experiences and how I might work differently in future. A fantastic learning day"

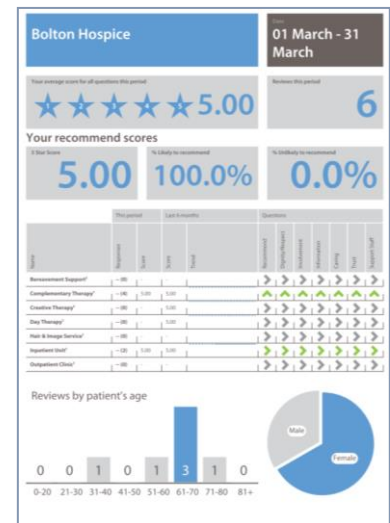
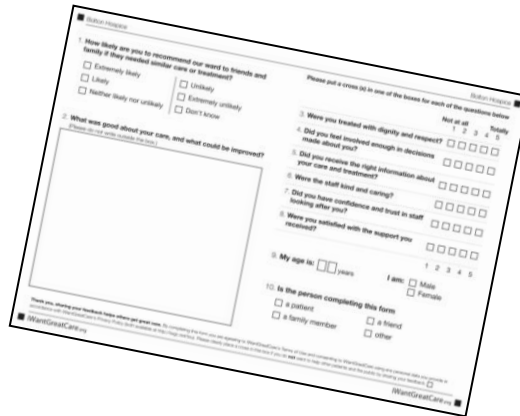
CARING

Staff involve and treat people with compassion, kindness, dignity and respect (CQC 2020)

Patients' and Families' Experiences

- We continue to review feedback from “**I Want Great Care**” surveys, which despite a reduction in numbers of surveys returned, the surveys continue to show **high levels of satisfaction**.
- Within the hospice, care practices are in place to enable and promote **dignity, kindness and compassion** with patients. This includes discussions about their care and through offering **advanced care planning** to patients who have capacity to make decisions and where they do not, the family/carers are **involved in discussions and decisions**. By involving patient/carers in decisions about care we are able to support and enable them to make choices that are right for them.
- The staff frequently check on patients to **offer assistance, comfort and symptom management**, where needed, additionally to the care rounds which are evidenced through documentation.
- Staff receive **equality and diversity training** and ensure that they implement their learning in practice.
- Education sessions have been delivered for staff and volunteers from **religious leaders** within the local community (Hindu and Sikh leaders) to increase staff knowledge and understanding and ensure they provide care that respects **an individual's culture, spiritual beliefs and human rights**.
- **Spiritual/pastoral support** is available to patients on the inpatient unit and in day therapy, as well as being offered to all family members/carers of a person who has died under the care of hospice services.
- The Spiritual/Bereavement Service Lead has supported several patients' to **plan their funerals** and taken the service when requested and **receives positive feedback** from the families/carers for his involvement.
- We have an **ongoing review of patient and bereavement survey feedback** to identify any issues with level of care delivered and actioned accordingly.
- The hospice has representation at the **locality wide palliative and end of life care strategy group** and a recent addition to this meeting is the **patient story topic**, where attendees can share a story to provide learning and a perspective or care from their service.
- Education Team have led on delivery of **Advance Care Planning (ACP) training** across Bolton through an initiative led by Greater Manchester and East Cheshire Strategic Clinical Network.
- Training is also given to staff regarding “**What's important to me**” **document** which includes **personalised care and one page profiles** and this has been **implemented in day therapy** and is utilised effectively to support patients maintaining their autonomy when making decisions regarding their current and future care needs. We will roll this out on the inpatient unit in 2020.
- The **Teenage Bereavement Project** has been launched to support schools in providing care and support regarding bereavement and loss.
- Education sessions regarding **LGBTQI** were delivered for staff and volunteers by **patient representative**.

- We know how important it is to have **effective communication skills** and the importance of our staff to undertake communication skills training regardless of roles.
- We continue to offer **bereavement** to all families known to the hospice including our **family programme, group support, one to one and a walking group.**



Comments received from 'I Want Great Care'

"I am speaking on behalf of my brother. From the moment we arrived we were all treated with kindness, respect and dignity. The staff were always helpful, kind, polite and humble. They made our last 26 beautiful hours feel so special. As a family we can never thank them enough for their kindness and support. We will all be eternally grateful to you all. Thank you so, so much."

"Everything was good, from doctors, nurses, volunteers, cook – food is excellent. Everywhere so clean. Many thanks to all the staff who have been helping me over the last few weeks"

"The love and dignity shown, the encouragement to try different things which would give you a purpose and help you stretch yourself and achieve things you would not have envisaged as possible. In my case they introduced me to art in its various forms, I now love it. The nurses are always attentive and considerate to your health problems. In general, the whole staff are amazing."

"There is not a thing that can be improved on regarding the care received in Day Care or as an inpatient which I have been both. The staff are marvellous on both sides. There is not 1 wrong word can be said about any of them. Volunteers included."

Feedback from patients, families and friends of our **Inpatient Unit** and **Hospice at Home** regarding their experiences of the care they received from the team at Bolton Hospice:

Inpatient Unit

- “I am speaking on behalf of my brother. From the moment we arrived we were all treated with kindness, respect and dignity. The staff were always helpful, kind, polite and humble. They made our last 26 beautiful hours feel so special. As a family we can never thank them enough for their kindness and support. We will all be eternally grateful to you all. Thank you so, so much”.
- “As soon as mum arrived she was treated with dignity and care, the staff and volunteers were absolutely wonderful. Looked after my sister and I and nothing was too much trouble for them to help us understand the ongoing care mum needed, their kindness and compassion were wonderful”
- “Everything was explained clearly. Treated with dignity and respect by ALL staff and volunteers. Felt that my whole wellbeing was considered, not just the pain element. Staff had took the time to talk about my anxieties and worries and nothing was ever too much trouble. Support was given to my wife as well”.



Hospice at Home

- “Every one of the lovely nurses who looked after my partner just could do nothing better in everything they did. I have never known a nicer kind and understanding set of people. Thank you so much”.
- “The care that your service gave when my father was dying was exemplary. We and Dad, were listened to and Dad's wish to die 'in his own bed' was achieved, thank you.”
- “She was visited by the Hospice at Home team during the last 8 days of her life on earth. The care they gave could not be faulted. Many thanks for all the help and support they gave her and myself”.
- “There was nothing else you could do, you made it possible for him to die at home like he wanted with all the care he and we needed. Thanks again for being there”.



RESPONSIVE

Services are organised so that they meet people's needs (CQC 2020)



- The hospice ensures **responsiveness** by measuring a range of **key data** regarding services and staff feedback. Although the latter had a low response rate in 2019 so a new survey will be commissioned in 2020.
- Data has shown that both Inpatient Unit and Hospice at Home (H@H) are able to **respond** to requests for their services in a timely manner, with wait times for IPU admission usually within 1 day and within 1.3 days for H@H support.
- In addition, for patients under the care of the **H@H team** they are more likely to **achieve** their preferred **place of death** (PPD).

- Patients who require consultant assessment are usually seen within **2 weeks of referral** and if a referral suggests that an alternative service would be appropriate to meet the patients' needs sooner this is offered.
- The **IT equipment** has been **updated** in all meeting rooms throughout the hospice to enable video conferencing to **facilitate virtual attendance** by community staff and to utilise staff resources more effectively when required.
- Waiting lists for all hospice services are monitored daily through the role of our **Patient Liaison Nurse**. This role is seen to be **effective and proactive** to streamline the processes and ensuring **effective communication** between services and the patient.
- The hospice facilitates **Weekend and Out of Hours admissions**, where appropriate, to support a reduction in hospital admissions and improving outcomes for patients and those important to them. In 2019-2020 there was **an increase from 1% to 14% for weekend/OOH admissions**.
- The Bolton Hospice **bereavement information booklet** given out following a death of a hospice patient has been **reviewed and updated in 2019**.
- The **family bereavement programme** was set up in **Spring 2019** with support being offered out to families known to hospice services with fantastic feedback received.
- As a hospice we have **supported over 70 students each year** including **nurses, medics and AHPS**. **Educational audits** during this year again we were **commended** as a learning environment for the support we offer the nursing students. **This year we have successfully employed two Nursing Associates within our clinical team and a further third just qualifying after two years of study**.
- We have implemented 2 of the suite of **Outcome Assessment and Complexity Collaboration (OACC) measures** throughout all hospice services in Autumn of 2019, these are **Phase of Illness** and **Karnofsky (AKPS)** scoring which staff have embraced well and embedded into daily practice. Phase of Illness and AKPS help to **describe the complexity of the patients** and staff have reported that knowing the Phase of Illness and AKPS allows for more **targeted interventions**. This scoring is reviewed **daily** at Inpatient handover as a multi-disciplinary approach and on **every review of care** in hospice day services.



Dr. Ellie McCann, Medical Director & Consultant Physician with Specialist Interest (R) and Dr. Jenny Klimiuk, Consultant (L)

We take all comments and feedback seriously and record any concerns raised about care as a clinical incident. We received 2 formal complaints and 8 informal complaints about care during 2019- 2020 which is the same as for 2018 – 2019. None are outstanding at the time of this Quality Account being completed.

WELL-LED

The leadership, management and governance of the organisation assures the delivery of high quality person-centred care, supports learning and innovation and promotes an open and fair culture (CQC 2020)

Bolton Hospice engages its staff in several ways:

- **Management team leaders meeting** is held monthly to bring all managers from clinical and support services together for service discussion, information giving and shared learning across the organisation.
- The **Senior Management Group** meet weekly and a summary of all issues discussed is cascaded throughout the organisation via different means.
- **HR** provide all hospice staff with a monthly newsletter with up to date information, news and important changes to be made aware of.
- **Clinical Governance Bulletin** is sent to all staff via email following each governance meeting held with relevant staff.
- A **Fundraising Income Generation Bulletin** is provided to all staff via email once a month with current strategies, fundraising ideas and income generated for the previous month.
- We ensure we share our collaborative working and **Achievements for 2019-2020** to all staff, volunteers and external agencies involved.
- The annual **Strategic Planning Day** focused on a **Workforce Development** Plan for the future services of Bolton Hospice and current budgets.
- We continue to submit **quarterly activity reports** and **safeguarding data** to the CCG and meet quarterly with the Lead Commissioner and Lead GP for Palliative and End of Life Care to ensure transparency regarding hospice service activity.



QUALITY AND PERFORMANCE STATEMENT

- We have had **two unannounced Trustee visits this year**, which allows an opportunity for staff and patients to speak directly with Trustees about their experiences of Bolton Hospice. The outcome and action plan is available on our website and are shared with all staff.
- We continue to have the role of a **Freedom to Speak up Guardian** within the organisation for a second year to enhance the ability for staff to raise concerns without fear of retribution.
- The hospice has two staff trained to facilitate **Schwartz Rounds** and these are delivered on a monthly basis and have **excellent feedback**. Sessions are **flexible** to meet the needs of all staff groups and mini Schwartz rounds have begun, which is a shorter version with a specified staff group who may struggle to access the full rounds thereby becoming **more inclusive** across all staff groups.
- Bolton Hospice Chief Executive chairs the **Greater Manchester Hospice Partnership Group** to ensure Bolton Hospice is **pivotal** in policy setting and decision making as part of the **Greater Manchester Collaborative**.

- Our Clinical Nurse Director is a member of the **Strategic Clinical Network for Greater Manchester and East Cheshire group**, the **Executive Clinical Leads in Hospice and Palliative Care (ECLiHP)** groups and provides hospice representation at locality groups for **safeguarding, dementia and Learning Disabilities Mortality Review Programme (LeDeR)**.
- Bolton now has a strengthened **Speciality medical team** with provision for **4 consultants** working across the **hospice, hospital and community**. Also to greater strengthen the consultant led services we also have a full time **Medical Director** providing **leadership** and support to all services.
- With the success of the **Six Steps Too programme** in Care Homes across the locality, Bolton Hospice education are currently planning how we **can enhance the training** provided with other skills to enable staff to continue their **learning and translate this into practice**.
- At the outbreak of the Covid-19 Pandemic, the Hospice Senior Management Group developed a Contingency & Continuity Plan for Covid-19 Infection (Coronavirus) and a Procedure for the Infection Prevention and Control of Covid-19 which has been updated as new guidance has emerged. Services were reviewed and changes made to manage staff and patient safety as required.



- All of us at Bolton Hospice are very proud of what we have **achieved over the last 12 months**. We could not have done it without the **collaborative working** with the CCG, health and social care and the voluntary sector.
- **We cannot underestimate the generosity of the people of Bolton who tirelessly fundraise in memory of a loved one or following an episode of care or in their belief as to what Bolton Hospice stands for within their community.**

OUR PRIORITIES FOR 2020–2021

At **Bolton Hospice** we endeavour to incorporate the **National, Local and Individual** drivers to ensure our service is **safe, effective, caring, responsive and well-led**.

We know that everyone's needs are different and change over the course of time. That's why our care ranges from **highly skilled** clinical support, to welfare benefits advice and art classes.

Our care also **extends beyond the walls** of the hospice in order that we can support people in the comfort of their own home, where we provide **physical, emotional, symptom management and spiritual assistance**. We will continue to work collaboratively, with our health and social care colleagues in the wider health economy, to improve care for people and increase the reach of hospice specialist and end of life care services.

We will continue to **monitor our achievements** in respect of the following priorities by internal and external reporting mechanisms which include Bolton Hospice Clinical Governance Group, Quality and Standards Group, Audit and Quality Group, Bolton CCG, Care Quality Commission, The Strategic Cancer Network and ultimately, through Bolton Hospice Board of Trustees and the **Community of Bolton** in which we serve.

SAFE	
Priorities	Monitored By
Medical Team stability with new staffing structure in place (Medical Director-Consultant Physician with Specialist Interest/1x Consultant in Palliative Medicine/ 2 x Specialty Doctors)	CEO - Clinical Services Team/Quality & Standards/ CCG Leads for End of Life Care
Prepare the organisation for forthcoming CQC inspection building on evidence already produced.	CEO - Medical Director/Education Department/Senior Management Team/Clinical Governance/Q&S
Introduce nurse led clinics to support greater access to Hospice support service as well as promote safe and effective Consultant led clinics across all settings.	CND – Wellbeing Hub Service Lead/Palliative & End of Life Care Strategy Group/Board of Trustees
We will strive to minimise all patient harms and undertake Root Cause Analysis to promote individual, team and organisational learning.	Monthly NHS Safety Thermometer/PLACE/Clinical Governance Group/Audit & Quality Group/CCG/Adult Social Services/CCG Pressure Ulcer Partnership
Support staff in obtaining 'Outstanding' in our next CQC inspection under the new regulations.	Audit & Quality Group - Achievements produced quarterly and shared with staff and volunteers
Ensure we are open and transparent and make all relevant reports available to the public and adhere to the Duty of Candour www.boltonhospice.org.uk .	CQC/CCG/Bolton Integrated Safeguarding Committee/Communication Strategy Group/Quality & Standards Group/Bolton Hospice Board of Trustees
Report all clinical incidents promptly and cascade learning throughout the organisation.	Monthly staff bulletins – quarterly Clinical Governance report/Bolton CCG/Clinical Governance Group/Health & Safety Committee and Q&S Committee
All staff to have induction on commencement of employment and annual appraisal.	HR Department/SMG/ Audit & Quality /Training and Development Strategy
Ensure all EoLC training is validated and delivered consistently across the Health and Social Care.	University of Bolton/Bolton Education Strategy Group/Bolton Hospice Board of Trustees/Quality & Standards

SAFE (Cont'd ...)

Priorities	Monitored By
Ensure full compliance with the Information Tool Kit and GDPR.	Clinical Governance/Informatics/Quality & Standards/ Data Protection Officer
Strive to have 100% of staff who are 'Dementia Friendly' trained.	Bolton Hospice Board of Trustees/Quality & Standards Group/PLACE/Bolton Dementia Alliance/CCG
All staff have completed relevant recognised Safeguarding and Mandatory training.	CND/Training & Education Department/Clinical Governance/CCG/Learning & Development Strategy/ Bolton Health Economy/Safeguarding Collaborative
Report all Controlled Drug errors to the Local Intelligence Network and promote learning.	CND/CQC/CCG/Clinical Governance/Health and Safety

EFFECTIVE

Priorities	Monitored By
Work collaboratively with other organisations to help people remain at home at the end of their lives if that is their preferred place of care.	Bolton CCG/Bolton Hospice Audit Group/Bolton Palliative Care Strategy Group
Work with other partners to deliver The Ambition Framework for Bolton in conjunction with the Bolton End of Life Care Strategy.	Bolton CCG/Quality & Standards Group/Clinical Governance Group/Bolton Palliative & End of Life Care Strategy
Utilise our 18 inpatient beds effectively and strive to achieve 80% - 85% occupancy.	SMG/CCG/Board of Trustees/Finance Committee
To increase the diversity of our patient group to include non-malignancy and under-represented groups.	Clinical Governance Group/Quality & Standards Group/Bolton CCG/Bolton Hospice Board of Trustees/ Education Department
Record robust data from the daily hub meeting to showcase best practice and person centred care. Recording this on Patient Records and Adastra.	CCG/Education & Training/Clinical Governance/Board of Trustees/Palliative Care Strategy Group/Quality & Standards Group
To play an active role in Gtr. Manchester Hospice Group. Ensuring the need for good EoLC is appropriately recognised in emerging sustainability and transformational plans and data is consistent.	Bolton Hospice Board of Trustees/Bolton CCG/Social Care/North West Hospices/Palliative and End of life care
Explore new ways of promoting a compassionate community within Bolton through our volunteering and community engagement.	Bolton Hospice Board of Trustees/Quality and Standards/CCG/Bolton NHS Foundation Trust
Work with the CCG to implement EPaCCS, 'This is Me' and Contingency Care Planning across Bolton.	Bolton CCG/Clinical Governance Group/Quality & Standards Group/Palliative Care Strategy
Continue to audit ourselves against recognised national and local audit tools and evidenced based end of life care.	Audit Group/Quality and Standards/Clinical Governance
Employ Advanced Nurse Practitioner and Associate Nurses to ensure our Workforce Strategy for staff and volunteers reflects the changing needs of future society and individuals' expectations and explore other diverse roles as appropriate for the organisation.	Workforce Strategy/Volunteer Strategy/ Patient and Family feedback/Quality and Standards Group/Clinical Governance/CCG
Continue to seek meaningful feedback from service users to improve on our care.	Palliative Care Strategy/Bereavement Strategy/CCG/ Board of Trustees

EFFECTIVE (Cont'd ...)

Priorities	Monitored By
Provide evidence against set Key Performance Indicators for admission, discharge, advance care planning, PPC and PPD and resuscitation status.	Palliative & End of Life Care Strategy/CCG/Audit and Quality/Palliative & End of Life Care Strategy
Adhere to the Learning & Development Strategy and monitor against training matrix.	CND/Learning & Development Strategy
Continue to be the HUB of excellence for Palliative & End of Life training ensuring our prospectus meets the needs of Health & Social Care workers.	Continue to update Prospectus and monitor attendance to all training sessions
Continue to monitor the throughput of people accessing the Macmillan Cancer Information Centre.	Board of Trustees/Quality & Standards
Hospice staff are delivering Harm Free End of Life Care across Care Homes in Bolton.	Education Team Service Lead/Care Home Excellence Team/ Board of Trustees/ Audit & Quality/CCG
Use every opportunity to income generate to ensure funds are used effectively.	Finance Committee/Board of Trustees/ Income Generation and Communication
Continue to deliver Childhood Bereavement courses across Bolton.	Learning & Development/Board of Trustees/CCG

CARING

Priorities	<i>Progress to Date</i>
Evaluate "I Want Great Care" Patient Satisfaction Survey and show results on our website.	CQC/Bolton CCG/Audit & Quality Group/ Quality & Standards Group/General Public
Ensure our branding and key messages are consistent on all our literature and promotional materials.	Communication Strategy Group/User feedback
All staff, irrelevant of role, will access mandatory communication skills training.	Learning & Development Team/Staff Learning Profile/Quality & Standards/ Clinical Governance
Provide robust evidence of learning taking place following concerns raised and sharing stories with our partners.	Clinical Governance Group/CQC/Bolton CCG/Palliative Care Strategy Group
Staff and volunteers go the extra mile and display care and compassion in all we do.	Positive feedback/Patient Satisfaction Surveys
Monitor the uptake and outcomes of bereavement support at Bolton Hospice and across Bolton.	Clinical Governance Group/CCG/Quality & Standards Group/Bereavement Strategy Group
Facilitate delivery of Advance Care Planning training, including "What's Important to Me" Document, across Bolton so that staff can ensure patients and families can access these tools to support achievement of their wishes.	Bereavement Strategy Group/Bolton Hospice Board of Trustees/Quality & Standards Group/Palliative Care Strategy Group
Ensure all staff have relevant education and training to undertake their role competently.	Learning & Development Strategy/Education Group/Clinical Governance/CCG
Optimise the use of our facilities to ensure patient's stay and relatives' experience are one of comfort and supported care.	Audit & Quality Group/Clinical Governance/CCG/Board of Trustees
Ensure staff have relevant training and safeguarding in place to deliver Family Bereavement Support.	Bereavement Strategy Group/Bolton Hospice Board of Trustees/Face to face Safeguarding training.

CARING (Cont'd ...)

Priorities	Progress to Date
Encourage staff attendance at Schwartz Round sessions monthly as a forum for safe reflection regarding the environment and the work that staff undertake.	Clinical Governance/Health and Safety Committee/ Board of Trustees/Quality & Standards.
Provide real insight into the patient experience through the utilisation of service users within education and training.	University of Bolton/Education & Training Department/Student Evaluation

RESPONSIVE

Priorities	Progress to Date
Utilise Dying Matters Week and Hospice Care Week to promote awareness and increase open discussion around death, dying and bereavement.	Information & Community Strategy Group/ Bereavement Strategy/Quality and Standards Group/CCG/Bolton NHS FT/Palliative Care Strategy Group
To explore enhanced roles for our volunteering workforce.	Clinical Governance Group/Quality and Standards Group/Workforce Strategy/Volunteer Strategy
Facilitate the implementation of the re-designed Day Therapy Services and monitor new Wellbeing Centre occupancy.	SMG/CCG/Board of Trustees/Quality & Standards Group
Continue to implement outcome and complexity (OACC) measures in all clinical services.	Clinical Governance/Audit & Quality Group/ Board of Trustees/Patient feedback
Care for the Carer through training and support sessions in all services.	Carer feedback/Clinical Governance Group/Audit & Quality Group/CCG
Promote 7 day admissions for IPU and evaluate impact on medical cover.	CCG/Audit & Quality Group/Workforce Strategy/ Board of Trustees
With the CCG, support the implementation of EPaCCS and Bolton patients' shared care records to improve outcome for end of life care patients.	CCG/Clinical Governance Group/Audit & Quality Group/Board of Trustees/Quality & Standards Group/Palliative Care Strategy Group
Continue to host the daily hub meeting at the Hospice and provide administrative support.	CCG/Clinical Governance Group/Board of Trustees
Deliver Advanced Care Planning Training across the Hospice, Hospital and Community.	Education and Training Department/Clinical Governance Group/Quality & Standards Group
To support the role of Education and Harm Free Care in Care Homes across Bolton.	Education and Training Department/Bolton NHS FT/Social Care Excellence in Care Homes/Clinical Governance Group
Have the right staff in place for the changing workforce requirements for the future.	Human Resources Dept./Workforce Strategy/ Board of Trustees/Quality & Finance
Continue to support the Bolton Locality Multidisciplinary Team Meeting with Hospice, Hospital and Community.	Palliative & EoLC Strategy Group/Clinical Governance
Continue to support the AHPs and Social Workers within their practising privilege roles within the Hospice.	HR/Quality & Standards

WELL-LED

Priorities	Progress to Date
Continue to submit Quarterly Quality and Performance Report to the CCG.	CCG/Audit & Quality Group/Clinical Governance Group
Deliver our Workforce Strategy, fit for the future and invest in Advanced Clinical Nurse Practitioner/Nurse Consultants and Associate Nurses.	Senior Management Team/Quality & Standards Group/Board of Trustees/HR Department/ Finance Department
Explore ways to expand our 24 hour Palliative and End of Life Care Telephone Advice.	CCG/Palliative Care Strategy Group/Quality & Standards Group/Board of Trustees
Have a workforce who are driven by a shared vision and feel included in decision making.	Senior Management Group/Board of Trustees/ Workforce Strategy
Remain financially stable whilst not diminishing the quality of what we do.	Finance Committee/Board of Trustees/Finance Department/Quality and Standards Committee
Work in collaboration with others to develop and implement innovative services for the diverse population of Bolton including disadvantaged groups.	CCG/Bolton NHS FT/Palliative Care Strategy Group/Social Care
Ensure Senior Management Group is focused on key developments and cascade this to all staff.	Staff Survey/HR Department/Clinical Governance/ Board of Trustees
Ensure our skill mix remains staffed safely at all times.	Clinical Governance/HR/Quality & Standards Committee.
Undertake 2 Trustee Visits yearly and publish action plans.	SMG/Quality & Standards/Clinical Governance/Board of Trustees
Remain the centre of excellence in the provision of Specialist and End of Life Care in Bolton and be a part of the Bolton Health & Care Partnership.	CCG/Clinical Governance Group/CQC/Quality & Standards Group/Board of Trustees

Chairman's Statement



The Quality Account for Bolton Hospice 2020/2021 is one of the ways we can show to all those people we serve; our patients, their families and carers that quality, compassion and effectiveness is at the heart of all we strive to do here at Bolton Hospice.

We are totally committed, day in, day out to ensuring that we deliver, at all times, the highest possible standards of palliative care to all those people who access our services, be that as an outpatient, an inpatient or via Hospice at Home for advice and support as a patient or family member.

This commitment is also at the heart of our Corporate and Clinical Governance structures overseeing and scrutinising all that we do.

Within Corporate Governance, the board seeks to ensure that we have systems and processes in place to maintain our services and quality which is dependent on our growth as a viable organisation, ensuring that as a minimum, we maintain our income and wherever possible develop it even further so our income generation grows to a greater level as without these funds we could not continue to deliver the level of care needed to ensure our quality service for the people of Bolton.

We have completed architects plans and the tendering process for the refurbishment of our Bolton Hospice Support Services area, which once completed will become the Well Being Hub, providing a wide variety of flexible sessions to meet the ever changing needs of our patients.

Clinical Governance is critical to the smooth running of all our services to ensure that we deliver to the highest possible standard at all times and whilst clinical targets are an important element, once again, it is the human touch which is such an integral part of our mission, particularly in ensuring that patients are treated with respect, compassion and dignity at all times.

The Quality Account contains extracts from letters we have received from families and patients. These are a small sample of the many letters we receive and are the best testament to what we do here at Bolton Hospice and as Chairman of the Board of Trustees, I have great pleasure in endorsing the Quality Account and on behalf of all the members of the Board and our dedicated and caring staff, pledge our commitment to continue to build upon our existing strengths to improve quality wherever possible.

A handwritten signature in black ink, which appears to read 'Judith Bromley'. The signature is fluid and cursive.

Judith Bromley
Chairman

“The CCG continues to work closely with Bolton Hospice to gain assurance that you provide safe, effective and patient focused services. Performance and quality continues to be monitored via a collaborative and clinically led process and the content of this account is consistent with the information presented in year.

The CCG acknowledges the challenges faced by the Hospice throughout the year, not least those posed by COVID-19, and we would like to thank the staff for their commitment and hard work which has led to you being able to maintain a ‘Good’ rating by the CQC. The CCG note the continued development of a patient safety culture and we not only support your strategic aims and objectives but we are also grateful for your contributions in shaping Bolton’s Palliative Care Strategy.

In noting your impressive list of achievements in 19/20, we further note that staff, patients and their families are very much at the heart of what you do and this is represented by many positive testimonies in the Account.

Specifically we note the extensive education and training programme, the importance placed on communication, diversity and inclusion, and the work you have done to support children and young people associated with those receiving your care. The CCG would also like to thank you for supporting many of our collaborations throughout the year, Safeguarding and Learning Disabilities to name but a few.

The CCG is pleased with the progress made in 19/20 and acknowledges your ambitious quality priorities for 20/21. We look forward to seeing how you perform against these throughout the year and in next year’s Account. Significant challenges most certainly lie ahead but we are confident that by working together on these priorities you will continue to deliver safe, effective, compassionate and patient focused care for the people of Bolton”.

Michael Robinson MCSP SRP BSc(hons) MSc AQuA Fellow
Associate Director of Governance and Safety, DPO, Exec Lead for Safeguarding

Dr. Jane Bradford
Clinical Director for Governance and Safety

