



Quality Account 2023-2024





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1 Statements from St Luke's Chief Executive

Statement on quality from the Chief Executive



On behalf of St Luke's Executive Team and the Board of Trustees, I am pleased to present this, the 2023-24 Quality Account for St Luke's Hospice, Sheffield. This account gives us the opportunity to provide information on the services we delivered, how we have focused on quality, how we measure and gain assurance about the quality of our services, and some thoughts about future priorities.

The year in review has been another one of significant activity and extensive progress on a number of important fronts to develop services, extend breadth and access, and improve systems – all of which contribute towards an enhancement in the quality of the services St Luke's delivers to the public in Sheffield. In addition, the organisation has been developing its new Strategy 2024-28 which will move us forward to address some of the challenges facing our communities in coming years, as well as to strengthen St Luke's sustainability in light of increasing pressures on a number of fronts. **Section 2** of this report - **Special focus areas – Strategy, social prescribing, workforce, and EDI** – provides more information on a number of these areas and other highlights are included throughout the report.

The national and local framework in which we operate is not getting easier. Whilst Integrated Care Boards ('ICBs') continue to 'bed-in' to their roles and develop system-wide objectives and plans, place-based end-of-life care strategies are still forming. There has been significant national discussion regarding hospice funding, including a Commons debate on 22 April, but there is no sign of a positive outcome and many hospices are now seeing a real and sustained funding

threat to their continued operation. A consolidated 25% cost-of-living rise over the last two years has placed significant pressures on finances, with large consecutive increases in the National Living Wage a major component which have driven wage levels well ahead of recurrent income growth. The result is that St Luke's, like many other hospices, is now routinely budgeting for annual deficits. **Recurrent NHS funding via the South Yorkshire ICB ('SYICB') has now fallen to just 25% of our income** – from a recent peak of 30% in the 2022-23 financial year – and annual inflationary uplifts in this funding do not address the cost-of-living driven increase in clinical costs. Thankfully we have been the recipient of one-off funding from SYICB in the year which has helped us to maintain an overall balanced operating outturn for the year, for which we are grateful. The challenging state of NHS finances for 2024-25 adds to the feeling of future uncertainty, and St Luke's is doing all it can to grow its own income for sustainability.

Whilst times are not getting easier, St Luke's continues to live up to its commitment to the people of Sheffield. Our charity is enabled and supported by tens of thousands of donors, volunteers, staff and partners, helping to deliver vital services now whilst planning for a sustainable future. We know that having a sustainable, passionate and effective St Luke's into the future is vitally important for the health of our city. **The fact that St Luke's supported 1,762 clinical patients in 2023-24 shows how important that role continues to be (prior year: 1,726).**

St Luke's staff and volunteers have once again performed with incredible dedication and selflessness

across the year. Following the strains caused by the pandemic, the subsequent crises across the world and the associated cost-of-living pressures have not provided a background against which a fatigued workforce can easily recover. We are endlessly grateful to the teams who work so hard, and with such dedication, to deliver St Luke's services and we have worked hard to offer the best support we can for wellbeing and recovery, and we are heartened by the results of recent surveys showing how staff continue to feel positive about working for St Luke's.

Across the totality of our clinical activities, we've seen huge growth in numbers, with 2,324 referrals accepted into our services (prior year: 1,945), leading to a total of 2,834 episodes of care (prior year: 2,591).

St Luke's Community team of nurses, doctors, and health and social professionals have seen the needs and demands of patients receiving care and support continue at high levels across the year, with an ever-increasing growth in complex conditions. In order to ensure that only relevant referrals are brought into St Luke's services, there has been an investment in more effective triage during the year, resulting in **1,785 referrals being accepted** (prior year: 1,663). During the year the Community team **undertook 6,583 (prior year 6,826) person-to-person assessments** with patients and families at home and in care homes, including 1,681 intensive treatment visits often in the most difficult – frequently crisis - circumstances. The team also made **16,110 specialist palliative care contacts** with those patients and families to support their care. For those needing more intensive support, our **In Patient Centre admitted 285 patients for specialist palliative care**



(prior year: 294) providing a total of 4,494 days of care (prior year: 4,517), with an average length of stay of 16 days within the Centre. Around 33% of admitted patients were ultimately discharged.

After opening in 2022, St Luke's **Patient and Family Support** ('PAFS') service has seen sustained levels of activity, with **6,267** attendances during the year. **PAFS combines clinical specialist day services** for patients provided at our Little Common Lane site (focusing on clinics, consultations, therapies and other interventions) **with a wide range of social prescribing activities and other services including consultations and bereavement support** at our Ecclesall Road South site. Patients and families referred into this service get the benefit of access to specialist clinicians, plus a wide range of supportive activities and group sessions adding quality and purpose to life. Now embedded as part of the PAFS service, St Luke's supported 378 bereaved relatives with Tier 3 bereavement support across Sheffield, all funded from our charitable income.

Through our **'ECHO' tele-mentoring and support system**, St Luke's continues to provide a variety of sessions supporting not just palliative and end-of-life care, but broader to cover the Oliver McGowan training programme across South Yorkshire, to GP and ICB groups, and other healthcare providers such as Yorkshire Ambulance Service. **In the year, St Luke's ECHO superhub provided and enabled the delivery of 263 sessions attended by 6,157 delegates** (almost double that delivered in 2022-23). ECHO has become a key part of the Sheffield and South Yorkshire health system.

During the year, St Luke's has continued to take strides in **Equality, Diversity and Inclusion** with the recruitment of a dedicated officer to help develop and embed principles and practices within our organisational culture. We've also invested heavily to move our clinical systems on to the **SystemOne** patient-record, due to go live in 2024, which will help to integrate St Luke's with the GP and wider healthcare community in the city. We've also maintained our support and funding for the **Compassionate Sheffield** project, of which St Luke's is a founding and funding

partner (alongside Sheffield's Public Health Directorate and SYICB), as well as being the host for staff engaged in the development of the initiative and its activities. We are delighted to see its growth and impact across communities in the city as it develops as a movement enabling better support for people facing end-of-life issues.

During the year, St Luke's has supported a number of **international palliative care** organisations, including Global Cancer Care Alliance (focusing on Egypt in particular) and Hospice Africa, for which we have facilitated exchanges between nurses in Uganda and Sheffield as well as working with charity bodies based in the UK, Ireland and the USA. We believe that mutual learning is vital, particularly in our diverse community, and that we can learn as much as we can teach when we decide to work together.

St Luke's **Research activity** has grown in the year and this is highlighted in section 3 of this report. Following significant recruitment, we now have a critical mass of high-calibre staff and secondees to help develop our own research programme, and to participate in regional, national and international collaborations – always focusing on how learning can be 'brought back to Sheffield.' We're delighted to see interest from a wide variety of staff at St Luke's who wish to participate in research, which helps to embed a culture of progress, learning and quality. We're planning to hold our first research conference, in Sheffield, in October 2024.

This is my final Quality Account for St Luke's as I will be leaving the organisation after 15 years as Chief Executive. I am proud of all that the teams – staff, volunteers, supporters – have achieved and the place that St Luke's has forged as a key partner in the delivery of high-quality care in Sheffield. The fight to provide a good death for all our citizens is one that St Luke's continues, as it has done for over 50 years, and I hope that my successor will continue to have success in expanding St Luke's role whilst maintaining its unique approach and dedication to quality.



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

Healthcare governance frameworks

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

In 2023, St Luke's with other South Yorkshire Hospices, was successful in receiving a grant of £165k from the SYICB and the South Yorkshire Children's and Young People's Alliance to look at the issue around the feasibility of transition from children's to adult hospice services. St Luke's is hosting this project on behalf of the South Yorkshire Hospices and has appointed the programme lead, with the expectation that the results will be reported in the 2024-25 year.

Information governance

St Luke's meets the requirements arising from both the Information Commissioner's Office (including General Data Protection Regulations) and the NHS's information governance code. During the year, we have responded to enquiries from data subjects regarding the information we hold about them, and have respected their wishes in accordance with regulation. We investigate potential breaches – including those arising from 3rd party suppliers and cyber-attacks – when they

are identified, and follow the advice of our independent Data Protection Officer in ensuring that the actions we take comply with regulations.

Equality, diversity and inclusion

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

Quality

The Board of Trustees is fully focused on maintaining and improving the quality and extent of care we provide, and bases the decisions it makes on managing risk and serving our beneficiaries. This is reflected in our approach to corporate and healthcare governance which, in conjunction with operational groups, enables me to give assurance to our Board that the appropriate processes and procedures are in place to support our activities, and that these are regularly monitored and reviewed using key quality and performance indicators. During the 2023-24 year, St Luke's has received regular communication from the Care Quality Commission ('CQC') with regard to our services, and at 31 March 2024 St Luke's overall 'Outstanding' rating continued to be retained.

The CQC has changed its inspection regime and will be conducting reviews under a new Single Assessment Framework, effective in South Yorkshire from 1 April 2024. St Luke's continues to keep abreast of the expectations of the CQC and we hope to be able to demonstrate our continued commitment to quality under the categories of well-led, safe, effective, responsive and caring.

St Luke's is adopting the PSIRF ('Patient Safety Incident Response Framework') in common with other healthcare providers. There is more about PSIRF in section 4 of this report, but it marks a major change in the way an organisation deals with incidents and seeks to learn from them for future improvement. As a result, from 1 April 2024, St Luke's will no longer be reporting serious incidents as it had previously done under the

former system.

As we develop our Strategy 2024-28, St Luke's has developed a new **vision** which will be:

'A world where patients and families facing terminal illness **don't feel alone - receiving the care and support they need to make the most of **precious time**, and experiencing a good death'**

Whilst any vision of the future is aspirational, St Luke's remains dedicated to seeing this delivered in Sheffield as we deliver and campaign for better end-of-life care for those in our city. Achieving this is down to people, and I would like to thank all of our employees and volunteers for their achievements in 2023-24, continuing to deliver high-quality services to people in Sheffield and to expand upon those services, despite the challenges we continue to face.

I am responsible for the preparation of this report and its contents. To the best of my knowledge, the information reported in this Quality Account is accurate

and a fair representation of the quality of healthcare services provided by St Luke's for the people of Sheffield.

Peter Hartland, Chief Executive, May 2024



Statement on governance and public benefit

Overview of governance structures

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

A skills-based system is used by the Board in considering the adequacy of its trustee complement, reflecting St Luke's need for a balanced mix of skills – clinical and non-clinical. This is reviewed regularly, and proposed new trustees must undertake a 'fit and proper person' check, which from April 2024 will be enhanced following the recommendations of the Kark Review. Appointment is followed by a full programme of induction into all aspects of the organisation, and their obligations as a trustee, in line with Charity Commission guidance and best practice. Trustees may serve a maximum of ten years, with breaks at four-year intervals.

Committees are also supported on occasion by external lay-members, with two supporting Research Committees and two supporting Healthcare Governance Committees. Lay-members have specific terms of reference and may not vote.

During the year, St Luke's saw the retirement of four trustees who reached their maximum term of office – Sue Inglis (Chair of Healthcare Governance Committee), Andrew Snelling (Chair of Resource and Finance Committee), Laurence Gavin (member of Healthcare Governance Committee) and Neil MacDonald OBE. Neil has served as a trustee but most recently as Chair of the Board of Trustees since 2016. We thank our retiring trustees for their dedication and commitment over such a lengthy period. To ensure effective continuity, there has been a lengthy and appropriate handover period for other trustees

to take up roles as Committee Chairs, with Dr Lucy Cormack and Angus Ridge taking over as Chairs of the Healthcare Governance and Resource and Finance Committees respectively. **Adrian Belton has taken up the role of Chair of the Board of Trustees**, having joined the Board in 2022. St Luke's is not currently recruiting trustees.

First line leadership of St Luke's is provided by the Chief Executive, who is charged with ensuring that St Luke's is run as a cost-effective and sustainable charity while providing the best possible care for patients and relatives. **The Chief Executive is supported by an Executive team, comprising the Chief Nurse & Director of Care Services (also Registered Manager), the Medical Director, the Director of Finance & Chief Operating Officer, the Commercial Director, and the Director of People & Wellbeing.** The Executive team is also subject to the 'fit and proper persons' review. Executive team members take responsibility as leads for the various regulatory bodies which oversee St Luke's activities, and also support the committees as facilitators working with committee chairs.

The Executive team is supported by a clear and accountable organisation structure focusing on leadership, accountability and empowerment. The 'Operational Leadership team' for senior managers, heads and leads offer a collective group undertaking the normal day-to-day operations of the charity, bringing resilience, succession planning, knowledge-sharing, experience and learning.

With the Chief Executive Peter Hartland standing down in June 2024, the Board has commenced a recruitment programme to find a successor. The process is being conducted with the help of an external agency to attract the wide and diverse pool of applicants. Should there be an interregnum the Executive team will cover required aspects of the role

before a new appointee is in place.

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

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

St Luke's Board and Executive team last undertook a Board Performance and Development Review in 2022, which reported that that the Board and Executive team work effectively together with a high level of performance. The limited actions identified have been worked on and progressed, with particular progress in EDI (Equality, Diversity and Inclusion) and succession planning. With a new Chair, the Board will look for a further review in 2025.



Public benefit

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

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

- In Patient Centre

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

- Patient and Family Support service

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

- In Patient Centre

2 Special focus 2024

Special focus areas – Strategy, social prescribing, workforce and EDI

Strategy 2024-2028

St Luke's last strategic review of 2017 set our direction for the period to 2022. This, however, was interrupted by the Pandemic in 2020-22, which required a special strategy based on continuance of service delivery, team safety and organisational survival. During 2023, St Luke's continued its recovery from the Pandemic as an organisation, and concluded the 2017 strategy, which in most material aspects had achieved its purpose.

Since Summer 2023, the organisation has been working on the development of our Strategy 2024-2028, working with its wider management group and Board to develop an approach responsive to the challenges and ambitions we see across the period to 2028. This includes an appreciation that demand will continue to grow given the ageing population, that complexity is likely to increase, that the move to more care in the community will only expand, and that the existing pressure on finances and resources is likely to be sustained.

In formulating the strategy, St Luke's has determined that there are none of the existing services that can be withdrawn as each is vital to its community of patients and clients, highly valued and in the eyes of service-users is essential. Hence our strategy is directed as follows:

St Luke's will continue to deliver its current range of high-quality services, and will seek to expand upon these as resources allow, under the following six key themes.



Each of these themes has three core objectives which will guide our action plans across the period.

St Luke's Board has reviewed the draft strategy and approved it for finalisation; it has subsequently been shared with employees and been out for consultation with key partners, including SYICB, Sheffield Healthwatch, Public Health, Sheffield Teaching Hospitals and others. The feedback received from these partners is now being considered so that a final version of the strategy can be received by St Luke's Board in September 2024 and formally approved. We are pleased that feedback received is very positive regarding the direction and ambition, and that the draft strategy is consistent with the outline SYICB

end-of-life care strategy which was itself subject to consultation in January 2024.

A key element of the strategy is to help home-based patients suffering from end-of-life situations in a more significant way, as this is an area where there is a real need for additional support, particularly out of hours when patients and families can feel very much alone. We are also focusing on expanding our services, including those around social prescribing, to hard to reach communities and the under-served in Sheffield – and this will involve delivering some elements of our activity in other parts of the city.

We look forward to sharing the final strategy with stakeholders later in 2024.

Social prescribing at St Luke's

In last year's Quality Account, Sheffield City Council's Health Scrutiny Sub-Committee made a point regarding St Luke's work in the social prescribing arena, highlighting its importance and how the value of the wellbeing it brings cannot be overstated.

You'll find comments about social prescribing at St Luke's throughout this document. Our philosophy is that whilst specialist palliative and end-of-life care will always be the cornerstone of St Luke's services, in order to support quality of life for those affected by terminal diagnoses – of whatever type – then an additional range of services are required that are based on the personal, social and emotional needs of patients and families, rather than on their clinical needs which will change over time. That is where activities under the banner of 'social prescribing' come into their own.

St Luke's provides social prescribing activities from its site at Ecclesall Road South, which is ideally suited given its setting – a country house in beautiful grounds, presented as a home rather than as a clinical facility. The services offered are free of charge (except for the Café where contributions are welcomed but optional), and the whole facility is funded from charitable income. Clients access the services by referral, often from their GP or St Luke's Community Nurses, but can also contact St Luke's to self-refer if necessary. Voluntary and charitable groups are welcomed to use the facilities, as are groups supporting particular terminal health conditions.

Across four days a week, clients are welcomed to St Luke's at Ecclesall Road South to participate in a range of activities, usually as part of an eight-week session (per referral). On average, around 26 referred clients attend per day across the year, excluding those attending from partner charities and voluntary groups, totalling 5,836 attendances in 2023-24. Where needed, clients are brought and returned home by community transport or taxis, at St Luke's expense (costing around £50,000 per annum to provide), to enable access by those with ambulatory problems or wishing to attend from remote areas.

Services are delivered by a small core staff group with around 40 volunteers attending in shifts each week, together with a number of bought-in services. The range of activities provided is extensive, including (in order of popularity):

Crafternoon, indoor bowls, indoor curling, singing group, chair Pilates, chair-based dancing, Tai Chi, mat Pilates, board games, Gupshup club, Christmas party, knit and natter, Big Quiz, Zumba, art club, cookery, Yoga, mindfulness, complimentary therapy, garden group, confidence in beauty, fly fishing, Reiki, cinema club, pamper, spoken stories, footballer visits, and a wide variety of carer groups. In total, with other activities not recorded, there are 24 activities delivered in the service, plus access to the Café, house and gardens as a place of rest, relaxation and social engagement.

As can be seen, the sessions cover a range of needs – social interaction, advice, wellbeing and relaxation, therapies, mindful activities, and above all fun and engagement. The activities are accessible by a diverse client base, and some elements are especially delivered for ethnic groups – such as the Gupshup Club that provides an opportunity for social interaction for the Asian community, although the group has welcomed a wider ethnic membership.

The social prescribing services are being routinely referred into by GPs and St Luke's is working to encourage more to become familiar with the offering so that their patients can benefit from something unique in Sheffield.

In terms of feedback, the most commonly used words associated with social prescribed services at St Luke's are: welcoming, helpful, kind, safe, love, laughter, fun and amazing. We believe that sharing in social prescribing at St Luke's can help the quality of life for these vulnerable patients and assist them with coping better with their conditions.

Workforce wellbeing and EDI

In last year's Quality Account, Sheffield Healthwatch made reference to St Luke's EDI programme and its employee wellbeing programme, reflecting on the positive activity in place and asking that more information be shared regarding these issues.

Both workforce welfare and the EDI programme are high priorities for St Luke's, being reflected in the agendas, discussions and actions at Executive and Board level. The Board has a special working group of trustees who meet with managers and staff on a regular basis to discuss progress on the EDI programme and ambitions, and there are staff groups covering both welfare and EDI.

During the year, St Luke's has employed a full-time EDI Advisor whose role is to work with staff to address issues around the subject and to help make a cultural shift forwards. The Project Officer is building on foundation work shared in last year's Quality Account which indicated, following an EDI staff survey, that



93% of St Luke's staff understood equality in the workplace, 72% believed that St Luke's champions and models inclusion, 92% would recommend St Luke's as an inclusive employer, but that 57% did not believe that St Luke's is particularly diverse in its workforce.

During the year the EDI Advisor, with support from the wider team, has engaged staff through a series of focused weeks of activity. Examples of the programmes delivered are as follows:

- Race Equality Week – a five day programme including daily challenges covering Microaggressions, Names, Different Cultures, A Culture of Belonging, and The Big Promise
- National Inclusion Week – including sessions on Unconscious Bias, Neurodiversity, and Trans and Gender Diverse identities
- Celebrations around national awareness days: Stress Awareness, Mental Health, Pride, Menopause Awareness, International Men's Day, Inter-Faith Week

We continue to develop our EDI programme and will be assessing its impact later in the 2024-25 year. We continue to work on our five pillars illustrated in the following graphic.

With regard to employee wellbeing, we work on initiatives throughout the year to address generic and specific issues, such as: stress management, mental health, men's health, and menopause as examples. Supportive sessions and activities are planned through the year, and St Luke's pays for external providers to offer additional support through clinical supervision, coaching, and access to the Cavendish Centre and Westfield Health specialists.

St Luke's undertook a Health and Wellbeing staff survey in March 2024, which gave the following organisational headlines:

- Over 75% of respondents feel well supported both by St Luke's as their employer, and directly by their line manager
- Around 50% of staff reported excellent personal

workplace health & wellbeing, with around 15% reporting poor personal and workplace health & wellbeing

- Employees have good understanding of St Luke's health and wellbeing benefits
- 75% of respondents were interested in participating in health and wellbeing initiatives and activities in the workplace

In responding to this survey and working in particular to address those with a poor score on personal and workplace health and wellbeing, the following plan (on page 11) has been formulated for the 2024-25 year to help support employees across the organisation.



Developing St Luke's Employee Health & Wellbeing Programme, 2024-25, in response to feedback:

Our position:

Introduction of quarterly online employee benefit sessions to ensure full understanding and awareness of the benefits we offer, delivered by the HR Team. Delivery of health focused staff groups e.g. Menopause & MHFA groups etc. We also commit to complete regular reviews of employee health & wellbeing benefits and to develop organisational health and wellbeing information, signposting and awareness/educational communication.

Healthy eating:

Introduction of quarterly healthy eating staff days, with one free healthy meal for each member of staff at Little Common Lane, Ecclesall Road South, and via a healthy hamper delivery to retail outlets, every quarter.

Quarterly healthy eating days will also promote suggested recipes and seasonal tips coordinated by our Catering team.

Exercise:

Exercise: Introduction of a regular (weekly/monthly) break-time Walking Group for Little Common Lane and Ecclesall Road South staff (timings to be rotated), coordinated by the People team.



Mental health:

Introduction of quarterly Mental Health First Aider drop-in sessions for employees to attend. Coordinated by our EDI Advisor, and hosted both face-to-face and online by St Luke's team of MHFAiders.

Wellbeing days:

Introduction of one day each quarter where we will offer a health and wellbeing session that is externally sourced to include for example, Mindfulness Session, Online Boot Camp, Mental Health Awareness, Stress Management techniques, yoga in the garden, financial wellbeing session and Sheffield College Pamper Days.

3 Review of 2023-24 performance, activity and status

Review of services and activity

St Luke's provides palliative and end of life care for patients who have life limiting illnesses. This is not limited to patients who have cancer but includes neurological conditions like motor neurone disease, human immunodeficiency virus (HIV) and end stage heart, kidney and lung conditions. Care of patients with non-cancer illnesses has risen to 33% for the 2023-24 year from 32% last year.

Overall, our clinical teams helped 1,762 individual patients (2022-23: 1,726), through 2,834 spells of care (2022-23: 2,591). The increase in spells of care reflects a growth in the number of outpatient clinic attendances in our Patient and Family Support (PAFS) service. The complexity, acuity and dependency of patients continues to show deterioration compared to previous years. The demand for St Luke's services remains extremely high and at times through the year the pressure on services reached a level where the ability to accept further cases became pressured. St Luke's role as a 'provider of last resort' for many crisis cases continues to support the healthcare system in the city.

During the year, St Luke's accepted 2,324 referrals into its services (2022-23: 1,945) – note that some individuals may be accepted through referral on more than one occasion in the year. Those not accepted into service had in some cases died before initial assessment, others declined St Luke's services, and in a number of cases it was determined that St Luke's was not the appropriate care provider for their needs based on triage assessment. St Luke's investment in the triage process not only helps better manage our resources to focus on patients with specialist palliative

care needs, but also allows patients not best suited to our services to quickly seek alternative support through their GP or healthcare professional.

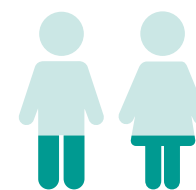
It is vital that St Luke's cares for the wellbeing of its staff despite the pressures faced. Complex end of life care is emotionally draining, for the patient and their loved ones but also for the caring team. At St Luke's, we invest heavily in appropriate support for staff, from clinical supervision and opportunities for reflection to dedicated 'learning days' and extensive wellbeing support. During 2023-24, we've continued to focus on a number of important areas such as mental health, menopause and men's health, creating a culture where these issues can be raised and actively supported. We've introduced staff pulse surveys to help identify areas where we're doing well and those where we can do more.

St Luke's also offers special support to patients through our hardship fund, designed to assist those in financial need exacerbated by the cost-of-living crisis, which offers assistance for living costs and funding for special requirements where cases of real hardship are identified by our healthcare professionals. We're currently working with South Yorkshire Community Foundation (SYCF) to create a similar fund to support end of life patients in under-served parts of our community, which will allow a better targeting of assistance to those who might not otherwise access St Luke's services. We're excited at the prospect of this partnership.

As well as SYCF, we've engaged with a number of partner organisations in Sheffield to offer use of our

facilities, and shared events and activities, to offer support to a wider number of groups – these include Age UK Sheffield (helping facilitate their weekly dementia wellbeing sessions), Alzheimer's Association, Breast Cancer Support, MNDA and The Manor and Castle Trust amongst others. St Luke's continues to partner with local universities, colleges, schools and healthcare services to offer work experience opportunities to a wide variety of disciplines.

St Luke's work with Global Cancer Care Alliance and Hospice Africa supports better palliative and end of life care in the developing world – part of our vision – through mutual support, funded secondments, and technology solutions. These opportunities give assistance to those in much less favourable circumstances than we enjoy, but also offer real development opportunities to our healthcare teams at St Luke's.



33%

of our patients have a non-cancer diagnosis

1,762

patients were helped by our clinical teams in 2023/24



During 2023-24 St Luke's provided the following services:

Community team



In the year, our teams made **6,583** visits to patients at home and in care homes across Sheffield, and **14,475** phone and video calls to them in support of their care

St Luke's accepted **1,785** referrals to our Community service from GPs and other healthcare professionals



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

In the year, St Luke's provided about **424** specialist packages including tailored food and drink parcels and laundry packs to community patients, all free of charge



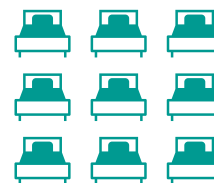
"The care given to my Mum was second to none. The whole team were amazing, always professional and wonderful. The whole team were fantastic, we as a family couldn't have had any more help and support in looking after my Mum. We were involved and informed every step of the way. An amazing job is done by all. Thank you for making my Mum's final days happy and pain free, and also the tremendous support you gave all of the family." – Community relative

In Patient Centre (IPC)



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

Over the last 12 months, we cared for **285** patients on our IPC



We provided **4,494** nights of care for patients on the IPC



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

"You looked after my mum as if she was your own mum and made sure she wasn't alone. You were there to support to the family during her stay and after. There are no words that I know that can praise you any higher."

– In Patient Centre Relative

Project ECHO

St Luke's is a UK Supehub for the Project ECHO system, which facilitates telementoring and collaborative learning for communities of care – covering end of life care and a wider portfolio of disciplines, including in the year the Oliver McGowan Training on Learning Disability and Autism across the whole of South Yorkshire ICB.

In the year, St Luke's delivered **263** ECHO sessions with a collective of **6,157** attendances for healthcare professionals and practitioners



Patient and Family Support service (PAFS)



Over **6,200** attendances in the year, with **791** receiving clinical outpatient, clinic or day-patient support at Little Common Lane and **5,836** attendances to our Ecclesall Road South site for 'social prescribing' activities

During the year, around 50 different activities were offered weekly across both sites, including physio/occupational therapy, medical assessment, intervention and clinics, wellbeing, fatigue anxiety and breathlessness group, movement-4-all, creative therapies, bathing, therapies through nature, indoor curling and bowls, Reiki, 'crafternoons,' seated Pilates, Tai Chi, laughter yoga, art club, singing group, knit and knatter, chair dancing, social work workshops, bereavement services – and much more.

Activities are supported by staff plus **43 volunteers** offering **152 hours per week** of their time, including serving in the on-site Café at Ecclesall Road South



378 relatives were supported with bereavement counselling after the death of a loved one

"A much needed service for the Muslim communities. Well done for your amazing work. Always full of great insight and knowledge. Naureen thank you for making us aware of this and your support. I speak for many who have felt isolated 'pre' and 'post' bereavement - especially as a result of cancer. Never knew there was such a service." – Relative



Care Quality Commission (CQC) oversight

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

During the year, St Luke's has not been the subject of a formal inspection or visit by the CQC, although there has been regular communication and St Luke's has received monthly updates about its regulatory status.

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

2008. The CQC's report, published in January 2017 gave the following results below:

Ratings

Overall rating for this trust

Outstanding ★

Is the service safe? Good ○

Is the service effective? Outstanding ★

Is the service caring? Good ○

Is the service responsive? Outstanding ★

Is the service well-led? Outstanding ★

The full report can be viewed at: www.cqc.org.uk/location/1-108415043

The CQC has moved to a new methodology for inspections – the Single Assessment Framework - and St Luke's has reviewed the requirements so that it can assist the CQC as and when it requires further information about its services.

Finance and resource review

As noted in the Chief Executive's statement in section 1, the national and local framework in which we operate is not getting easier. As a charity, St Luke's is required to manage its finances in a sustainable manner, and there continues to be significant uncertainties around our environment, as noted in section 1. However, St Luke's has a robust risk management system which includes its financial forecasting processes, and so through the diversity of our income streams, our coordinated plans for income growth, and through effective cost review and control mechanisms, we feel confident in our ability to remain sustainable and a going concern in the medium term.

**Normal running costs
for 2023-24**

£14 Million



**Budgeted financial
deficit for 2024-25**

£600K



For the year 2023-24 St Luke's is expecting to record a broadly break-even outturn based on normal operations. In summary, we've managed our expenditure in line with expectations, we've seen returns from our self-generated income (retail, fundraising and legacies) in aggregate on target for the year, and an additional non-recurrent contribution from SYICB (in respect of complex case bed occupancy following pressures in other parts of the healthcare system) helping to bring a budgeted £500k annual deficit back to balance. This summary covers what has, in reality, been a complex and challenging year. Adding to that complexity, we have undertaken our periodic revaluation of properties (for which we account at

market valuation) and this has recorded an uplift of c.£2.5m and this exceptional gain will be recorded as part of an overall accounting surplus for the year. Of course, the property valuation provides no real additional available funds for St Luke's and is solely an accounting entry. We've seen a 3.0% increase in our core funding from NHS South Yorkshire ICB (SYICB) in 2023, with a further 2.3% in 2024, which doesn't keep pace with real inflation running at around 10% per annum. This core funding now represents just 25% of our income. However, we've been awarded special funding by SYICB for supporting the wider system across winter 2023-24, which has provided much needed additional core funding. We've also had success in achieving new contracts for our ECHO work.

In looking to 2024-25, St Luke's has set another budget deficit of c.£600k for the financial year. In terms of costs, the expectation on wage uplifts – much of it driven by awards offered in NHS organisations and their effect on the market – is once again a key driver of the inflationary pressures we face. The National Living Wage (NLW) uplift of £1.02 per hour (9.8%) has affected the baseline pay uplifts at the lower end of the pay scales, and from April 2024 St Luke's has given pay rises to staff on a sliding scale between 8.5% for lower paid staff and 3.5% for higher paid staff, as well as a standard one-off non-consolidated payment to all staff. The impact of these awards adds c.£600k to our annual costs. The new rates keep St Luke's ahead of NLW as well as providing a competitive position on salaries which we've benchmarked against national profiles – hopefully allowing us to recruit and retain the quality of staff we need.

Income generation and growth remain essential to our future, and we're delighted to have opened a new shop on The Moor in Sheffield city centre in 2023, with a further department store planned for opening on Kilner Way retail park in 2024/25. These

are large and complex operations, and together with the overall retail portfolio require management expertise and an extensive infrastructure to maintain and grow. We're also working on our Lottery scheme to grow player numbers, and we've launched a legacy marketing campaign to help us maintain and hopefully grow this income source for the longer term. These developments and the new net income arising are helping to offset the cost pressures noted.

The income from our NHS contract, managed through the SYICB, is rising at an annual inflation rate of 2-3% per annum, much lower than the real inflationary pressures we are facing. This impact has, over a number of years, reduced the real value of that funding to the extent that the recurrent NHS funding has now fallen to just 25% of our income (having been as high as 30% in recent years – a real-terms fall of around £700k per annum in value). In recent years, one-off funding from SYICB has helped us to maintain an overall balanced operating outturn, for which we are grateful, but the challenging financial position faced by the overall healthcare system does not provide confidence that such one-off funding might be repeated. Given the essential nature of St Luke's services, it remains inequitable that end-of-life care remains so relatively poorly funded compared to other elements of care, and subject to the vagaries of occasional and unpredictable 'top ups' when funds allow. St Luke's current contract with SYICB ends in March 2025 and in renegotiation we will hopefully see a rebalancing of funding across forthcoming years to add stability and reflect more reasonably the value of the services provided by the charity. Our future ability to deliver essential services has to be a balance between a fair settlement with the NHS and our own challenge to grow self-generated income.

St Luke's is funding the implementation of SystmOne as our electronic patient record and clinical workflow system across its services to the cost of c.£1m, with £300k of that cost supported by SYICB. Unfortunately

hospices cannot access any government funding which might be available to NHS bodies to offset such costs, and whilst we believe that the move to SystmOne (due to complete in late 2024) will benefit patients, GPs and other healthcare providers, it is largely being funded from charitable resources.

As we look forward and implement our Strategy 2024-2028, the continued focus on our sustainability is essential. At this moment, St Luke's has financial forecasts showing that we expect to remain sustainable across that period, with reserves adequate to manage ongoing recurrent challenges as well as investing in new activity and funding one-off developments. This is a positive position but finely balanced, and the future discussions with SYICB about rebalancing the NHS to charitable funding ratio is an imperative over the next year and beyond.

“Every single person involved in my care has been brilliant. In my entire life I have not been treated with so much respect and dignity in the healthcare service. All the staff clearly take a lot of pride in the work they do. Thank you.”

- Patient

Continuous improvements through research and clinical audit

Research

St Luke's is a research active organisation and has integrated research and audit activities into its wider governance framework. Research activity is overseen by the Research Committee and Clinical Audit and Research Group, ensuring that it is consistent with the objectives of the charity and follows the UK policy framework for health and social care research.

Our research programme is focused on initiatives that will benefit the people of Sheffield. Through fulfilling our charitable objectives, St Luke's is an important partner within South Yorkshire ICB. We enable the ICB's Statutory duty on promoting research on matters relevant to the health service, and the use in the health service of evidence obtained from research.

The programme is led by Dr Sam Kyeremateng (Medical Director) and Dr Paul Taylor (Head of Research at St Luke's). In December 2023, St Luke's appointed a Research and Innovation Manager, who has had a significant impact in driving our research portfolio and processes and accelerating our ongoing development. We are in the processes of developing applications to enable us to progress with our plans to lead on high-impact studies and have grown our involvement in supporting national research studies to answer questions important to our staff, patients and their careers.

In our previous report, we shared St Luke's plans to move from a position of research engagement to research leadership underpinned by our ambitious strategy and comprehensive governance processes now in place. The Head of Research has contributed to a Yorkshire-wide partnership, offering mentorship to doctors developing their own research agenda, supporting research groups, and contributing to a multi-centre grant application researching delirium in hospice patients. We also continue to lead on

development of a funding application to the National Institute for Health and Care Research (NIHR) aimed at using routine data to improve the care of palliative patients across the healthcare system.

We remain active in publishing and have seen 4 papers submitted to peer-reviewed high-impact journals since April 2023, with 3 conference abstracts over the same time period. We have watched our journal club go from strength to strength with the engagement of more staff in our organisation reviewing evidence and sharing good practice to ensure we provide the best care possible. Indeed, our growth in the research agenda has led us to develop new quality procedures in our daily practice reinforcing the evidence available that research organisations provide better care outcomes for its patients and workforce. In November 2023 we funded a stand at Hospice UK, at which we shared information about our upcoming conference, spoke at a plenary session on our international work, and presented posters on our ECHO programme.

In early 2024, a researcher from City, University of London, attended St Luke's and interviewed staff regarding their engagement with psychological support for patients. It is expected that this will help to improve referral practices for this scarce resource. We also continued to support the Yorkshire Cancer Research sponsored RESOLVE study over the past year, contributing to a research database which will enhance symptom recording and subsequent management for palliative care patients.

In March 2024, due to investment and growth in our research workforce, we felt ready and able to take on a national multicentre randomised controlled trial looking at the provision of clinically-assisted hydration at the end-of-life and recruit patients from our inpatient unit at St Luke's. We expect this to be one of the most impactful palliative care studies of recent

years, which will have a significant effect on practice.

On 18 October 2024, we will be hosting what is hoped to be our first Research Conference in Sheffield - "Establishing Research in your hospice" where we will bring together the expertise of established research leaders and share our experiences of becoming a research active organisation to support interested hospices and partner organisations in embedding research in their work.

“Project ECHO Adult Social Care Dementia Programme - Thanks St Luke's you're an amazing gang.”

-City-based health professional attending a Dementia focussed ECHO session

Clinical audit

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

The audit and service improvement process is managed by the Clinical Audit and Research Group (CARG) a group which is chaired by the Research Lead and attended by the Chief Nurse, Medical Director, Pharmacy Lead, Head of Clinical Governance, Clinical Quality and Risk Lead, Chief Operating Officer, Infection Prevention and Control Nurse, and St Luke's Audit Lead (Deputy Medical Director) to ensure representation and buy-in from the whole clinical and organisational team. Governance for the audit process and learning comes through the Audit & Risk and Healthcare Governance Committees. During 2023-24, St Luke's carried out a number of audits that provided assurance around the quality and safety of our services, and led to improvements in care for our patients.

Examples of improvements from our clinical audit programme include:

- Changes to the blood transfusion care pathways
- Implementation of measures to reduce the risk of sharps injuries on the IPC
- Training for staff on reducing falls risks
- Introduction of an alert in patient records to reduce the risk of venous thrombo-embolism



4 Quality at St Luke's

Quality priorities 2023-24 & 2024-25

St Luke's intention to improve quality is always a key part of the work of our teams, supported by our leadership team and governance bodies. Quality underpins our strategic objectives and is continually measured through a framework that spans the organisation's clinical and operational teams.

It should be noted that St Luke's receives no funding earmarked for quality improvements, and given its low overall level of statutory funding, all quality improvements are being supported and funded from charitable resources, unless noted otherwise.

Our 2023-24 priorities and outcomes - review

- **Implementing SystmOne as an electronic patient record and clinical workflow tool**

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

The implementation will have a significant positive effect on the healthcare system in Sheffield, with SystmOne GPs and St Luke's team able to share records, which will also be accessible by hospital services. The implementation covers all care settings across St Luke's including community. Having redesigned the necessary workflow systems, we are still aiming to have SystmOne implemented by Q2 of 2024-25.

- **Tissue viability training**

St Luke's committed to implementing tissue viability training for clinical staff and this took place over a number of sessions throughout the year, and a training package developed by the Learning & Development team which is now included on all clinical training days. The benefit of this training has been demonstrated through increased reporting and awareness of skin damage and utilisation of clinical decision-making tools to manage patients with vulnerable skin.

Our 2024-25 priorities:

- **Completing the implementation of SystmOne as an electronic patient record and clinical workflow tool**

As noted from the 2023-24 priorities above, St Luke's continues its implementation of the SystmOne project with expected completion in Q2 2024-25. As a fundamentally important project with benefits across the healthcare system, this project remains our highest quality improvement programme and will take the majority of our resources invested for the financial year – both financial and human – to bring to conclusion.

- **Patient Safety Incident Response Framework (PSIRF)**

St Luke's will implement the requirements of the NHS England Patient Safety Incident Framework (PSIRF) to develop and maintain effective systems and processes for responding to patient safety incidents for the purpose of learning and improving patient safety. This will see us move away from the previous

NHS Serious Incident Framework and work with other local hospices and South Yorkshire ICB to establish a proportionate and concise approach that focuses on our identified safety proprieties.

The aims of PSIRF are to ensure St Luke's has an effective patient safety incident response system with compassionate engagement and involvement of those affected by patient safety incidents. It aims to use a systems-based approach to learning and supports staff to ensure a 'no-blame' culture is adopted when reviewing and responding to incidents. St Luke's will develop its own 'Patient Safety Incident Response Plan' and training will be rolled out to all staff to ensure we have the right people with the appropriate skills to identify, review and embed learning from patient safety incidents.

Our PSIRF priorities will continue to monitor our three main themes of incidents within St Luke's; they are medication incidents, inpatient falls and skin damage. In addition, we will focus on incidents that are person centred and reflect the experience of patients and their families. These include incidents arising around admission, transfer and discharge and will seek to improve the smooth transition of care across services, both within and external to St Luke's.

Monitoring and managing the quality of our services

Serious Incidents ('SI's)

There were no incidents reported during the year that met the SI criteria as set out by NHS England (compared to two in 2022-23).

We reported one incident with moderate harm in 2024 relating to a patient fall occurring at St Luke's to South Yorkshire ICB for consideration as an SI. The ICB concluded this did not meet their SI criteria however, this incident was thoroughly investigated due to the injury sustained and was reported to appropriate statutory bodies.

A number of actions were put in place following this review and these continue to be developed and implemented. These include a review of the clinical care pathway for patients being admitted for administering specialist pain medication, amendments to the falls pathway to take into account a patient's risk factors to significant injury and current analgesia, and auditing of the falls prevention measures in place on the IPC.

Clinical Governance and Patient Safety (including incident management)

St Luke's continues to develop its governance structure in order to improve quality and maintain oversight of incidents and near misses which have the potential to impact on patient safety. There are a number of groups in place which sit under the Healthcare Governance and Audit and Risk Committees to provide assurance to the Board that we are meeting the requirements of our regulator, the Care Quality Commission. The integrated governance structure ensures that clinical effectiveness, patient experience and risk management form the basis of this framework and is supported by specialist involvement

from medicines management and infection control groups.

The Vantage incident and near miss management system at St Luke's has been in place since 2022 and there is a healthy incident reporting culture across the organisation. Further work is now ongoing to expand the use of the Vantage system modules that are available, and to further develop the incident reporting module in order to capture quality data around our incident profile and further encourage reporting of incidents and near misses. Vantage training is now provided on the induction day for all St Luke's staff and this training package will continue to be developed as new functionalities become available.

Learning from incidents and near misses takes place across the organisation through regular safety bulletins shared with all staff, team huddles and by working with the Learning and Development team to deliver relevant training and updates to staff.

Infection control at St Luke's

Over the past year, St Luke's has maintained a strong focus on infection prevention and control. Due to the vaccination programme, COVID-19 is now much less likely to cause severe disease. The focus at St Luke's has therefore been a continued reduction of COVID-19 measures, wherever possible, to maximise service delivery whilst still ensuring patient safety. Subsequently, COVID-19 practices have now been absorbed into broader practices around infection prevention control. This year, ten pieces of staff-facing guidance were published in the area of infection prevention control. A new work programme was also implemented, containing a new, evidence-based audit schedule. Progress on this work programme is discussed quarterly in infection prevention control meetings, which are attended by senior members of the Clinical team, Maintenance and Housekeeping.

Healthcare-acquired infections continued to be closely monitored by the Infection Control Lead. The results of this monitoring have been reported via quarterly reports which are presented to the Healthcare

Governance Committee. Over the previous year, there have been no cases of healthcare-acquired MRSA, MSSA or Clostridioides difficile. Any outbreaks have been dealt with in line with UKHSA guidance.

The education of staff remains a cornerstone of the infection prevention control programme at St Luke's. All staff members working at the Little Common Lane or Ecclesall Road South sites (from which patient services are delivered) have undergone in-person hand hygiene training through the use of a lightbox. The standard mandatory training programme contains an hour-long, in-person training session for all clinical team members in the area of infection prevention and control. In addition, all members of the Housekeeping team have undergone an hour-long session, focussing on areas key to their role, such as decontamination. The Maintenance & Portering services team have also undergone their own infection prevention control training.

Surveys and quality monitoring – gathering feedback and using it

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

The results from all of these sources, together with other complaints, concerns and compliments are reported to St Luke's Healthcare Governance Committee for governance oversight, including the actions taken on this feedback and the monitoring of themes and trends amongst the comments received.

All compliments received by St Luke's from all sources are collated and reviewed; it's important for us to know what we are getting right and to share this with our staff. This is done through a monthly Patient Experience Bulletin where examples of outstanding care are shared and celebrated. We receive compliments in a variety of ways such as through FAMCARE responses, cards, emails, via website and social media, and the quality questionnaire. The quotes throughout this report are derived from the FAMCARE survey and other direct feedback received by St Luke's, including through our open website contact and social media streams.

"I cannot praise the team enough. They were top class, friendly, professional, on the ball in every way, both for my wife who died and was so well cared for in her last days and myself who would not have managed without their help."

- Relative

"Words cannot describe how wonderful the staff were at St Luke's. From cleaners up to the consultants, everyone was kind and compassionate towards myself and family. Nothing was too much trouble. When my husband was coming to the end of his life I stayed with him with our dog and was supported every day by the wonderful nurses."

- Relative

Key quality indicators

We have a range of quality indicators agreed with South Yorkshire Integrated Care Board that define service quality and these were revised and updated in 2023 by SYICB. St Luke's holds regular formal meetings with SYICB on a quarterly basis where we discuss performance and progress, and we continue to fully meet these requirements.

Safeguarding

St Luke's takes a serious approach to safeguarding to ensure all service users are protected from harm. We have safeguarding policies and procedures which are regularly reviewed and updated to follow legislation and local protocols, and key staff and the governance body are given appropriate training and support. St Luke's Chief Nurse is our organisational safeguarding lead and takes part in quarterly safeguarding meetings. There is an active safeguarding log which is monitored by the Social Work team and any safeguarding concerns are discussed with the Chief Nurse and reported externally as appropriate. All safeguarding incidents are reported locally on the Vantage incident management system, and learning is shared through the Clinical Effectiveness meetings.



Focus on – complaints and feedback 2023-24

Complaints

We received 3 complaints through the 2023-24 financial year (compared with 6 from last year). All complaints were investigated and two were responded to. We were unable to respond to one complainant as the contact details they had provided could not be verified and they did not make any further contact. One of the three complaints was partially upheld. Taking the opportunity to learn from the issues raised in the complaints, we identified that we could improve our services as follows:

- Communication methods with family and loved ones
- How we refer to external services
- How we share information about the services we offer

Feedback

As explained in the previous section, feedback is encouraged and gathered from patients and their loved ones in numerous ways at St Luke's.

During the 2023-24 year, we sent out 689 FAMCARE surveys for the In-Patient Centre and Community Service in total and received 217 responses (31.5% return rate). This response rate has increased in comparison to the previous year when we had a response rate of 26.4%. Patient families score our care from 1-5 in various domains and we continue to achieve a median score of 5 across all questions and an average of 4.5. Any low scoring responses are fully explored where possible and investigated with appropriate changes put in place.

Our "Quality Questionnaire" is a tailored set of questions that cover a variety of topics which seek to assess care in line with the QQC 'key lines' criteria.

The questionnaire is conducted on a one-to-one basis with patients, and is also distributed by St Luke's Reception to family and friends. During 2023-24 we received 110 responses in total, up from 76 in the previous year.

We continue to hold our 15-Steps challenge and St Luke's Feedback Group. These enable us to see St Luke's services and facilities through the eyes of patients and their families. This insight is an invaluable source of information and helps us to use the opinions of those who experience our services to contribute to ongoing quality and development.

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

- Development of a new patient handbook for the In Patient Centre
- Patient information about our community services updated
- Training arranged for clinical teams from a clinical nurse specialist at the local NHS trust
- Improvements to the facilities and offering at the Coach House Café at the Ecclesall Road South site

Compliments

In 2023-24 we recorded 446 formal compliments about clinical services, compared to 438 the previous year. These are received through our feedback questionnaires, website, emails and thank you cards from patients and their families. Compliments are shared and communicated with teams through the monthly Patient Experience Bulletin. A number of compliments are shared throughout this report as examples of the comments made by service-users and family members. St Luke's receives compliments in respect of other aspects of its operations, and these are not included in the numbers above.

"I could not wish for a better place to die than St Luke's. What they give to the person dying and their family is beyond belief. I for one could never thank these people enough. They don't just look after them they also look after you."

- Relative

"Couldn't change mum's diagnosis but you made mum's journey the very best it could be."

- Relative

"My dad stopped being her husband and turned into her full-time carer, with my sister and myself helping wherever we could. Her time in St Luke's gave my dad the opportunity back to be a loving husband again and gave us very precious memories that we definitely wouldn't have had if mum was still at home. You not only cared for mum and dad but took my sister and me under your wings too, in fact the whole family."

- Daughter of patient

5 Statements from stakeholder organisations

NHS South Yorkshire Integrated Care Board (Sheffield)

NHS South Yorkshire Integrated Care Board- Sheffield Place, (the “ICB”) has reviewed the information provided by St Luke’s Hospice in this account. In so far as we have been able to check the factual details, the ICB’s view is that the report is materially accurate and gives a fair representation of the provider’s performance.

St Luke’s Hospice provides in-patient and community based support to patients reaching end of life. During 2023-24 St Luke’s implemented Tissue Viability training to clinical staff and this resulted in increased awareness in skin damage and reporting culture, work also continued around the implementation of SystmOne as an electronic patient record and clinical workforce tool.

Key priorities for 2024-2025. Work is continuing around the final implementation of SystmOne, this project will result in benefits across the healthcare system. The second priority will be around the implementation of the (PSIRF) Patient Safety Incident Response framework.

Quality of service continues to be central St Lukes’ approach. There is evidence of a pro-active approach to managing all aspects of service quality, supporting the CQC rating of “Outstanding”. New Equality, Diversity & Inclusion initiatives continue to remove barriers to access and encourage diversity as both a service provider and employer.

St Luke’s provides a lifeline for people and their families at a most challenging time and the feedback from the service users is testimony to this. As a service, the ICB values St Lukes’ knowledge, compassion, experience and ability to respond to need and changing situations and thanks them for all the work done over the past year.

The ICB’s overarching view is that St Luke’s Hospice continues to provide high-quality care for patients, with dedicated, well-trained staff and good facilities. The service flexes to meet the needs of individual service users, their families/carers and the changing local context as a key partner in delivery of PEOLC in the city.

Submitted by Charlotte Ferguson on behalf of:

Alun Windle - Chief Nurse

and Suzanne McAllister, Senior Contracts Manager

Sheffield City Council Health Scrutiny Sub Committee

The first draft report was provided to Sheffield City Council Health Committee on 6th June 2024. The following response was agreed by the Committee at that meeting:

The Sub Committee welcomed the opportunity to discuss St Luke's Quality Account and they found the discussions informative and helpful. In particular the discussion focussed on a number of issues which the Sub Committee members sought clarification and reassurance on:

- Electronic patient records; St Luke's decision to move towards SystemOne due to the number of patients within the community setting
- An annual deficit making it harder to deliver services
- The role of social prescribing
- St Luke's as a founding partner in Compassionate Sheffield and their role in the new End of Life Care Strategy
- Issues with the readability and accessibility of the document

The Sub Committee were reassured by measures being put in place by St Luke's to address these issues and received verbal updates very positively.

They wished to congratulate St Luke's on their progress made since last year and particularly welcomed the following:

- The courage shown by St Luke's in not cutting services and continuing to innovate, despite their deficit
- The continuing commitment to social prescribing
- Research activity and work on knowledge transfer

The Sub Committee looks forward to receiving further updates and to even more social prescribing work in the future. They would also welcome a future discussion on the parity of esteem for hospice care.

Healthwatch Sheffield

Thank you for sharing this year's quality account with us. Overall this report sets out a clear picture of high quality care from St Luke's over the last year, in a continuously challenging financial environment. It gives a helpful and interesting overview of the breadth of the work which is easy to understand, and we liked the inclusion of pictures, graphics and quotes throughout. We did find the format of the report (with non-standard page sizes) somewhat challenging to read both on computers and as a printed copy.

We have done a sizeable piece of work on end of life and palliative care this year, and spoke to many people whose relatives and friends had used St Luke's services. While some people highlighted that they were unfortunately unable to access hospice care, all of those who had used the service shared positive experiences, with people referring to high quality care and caring staff. This reflects the many positive pieces of feedback presented throughout this report, which were nice to see.

The priorities set out for the coming year – and the progress against priorities from last year – seem like positive directions for St Luke's to grow in. While it wasn't an official priority area, we were also pleased to read about the growth of the Patient And Family Support (PAFS) service.

We appreciate the focus on workforce wellbeing and EDI (Equality, Diversity and Inclusion) in this report, and the welfare programme was interesting to read about.

It is clear from this report that St Luke's has robust methods for seeking feedback (both positive and negative) from patients and families, with good levels of support given to people to fill in questionnaires. The report does seem to reflect a learning culture where changes are implemented based on the comments received.



Acronyms

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



St Luke's Hospice
Little Common Lane
Sheffield S11 9NE

www.stlukeshospice.org.uk

Telephone: 0114 236 9911
Email: info@hospicesheffield.co.uk



St Luke's Hospice Limited

President – Lady Neill
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The stated address is the registered office of the company.