

LEEDS PALLIATIVE CARE NETWORK

PROGRAMME OVERVIEW 20 /21



Objective:	To capture progress of the LCPN projects during 20 -21 To enable monitoring of achievement and provide targeted support where required.	<div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid black; padding: 2px;">on track</div> <div style="border: 1px solid black; padding: 2px;">on hold</div> </div> <div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid black; padding: 2px;">delayed</div> <div style="border: 1px solid black; padding: 2px;">off track</div> </div> <div style="border: 1px solid black; padding: 2px; text-align: center;">complete</div>	Lead Name:	A Hurlow
			Start Date:	April 2020
			End Date:	March 2021

June 2020 Update

Given the Covid -19 pandemic and impact on frontline capacity it is recognised that most projects will slip over the coming months.
The programme will be fully reviewed once we return to normal business.

Progress

Education and training

1. Palliative and EoLC Learning Outcomes Ensure a consistent approach and standard is used for delivery of EOLC education that is evidence based.	-Map city wide education to the outcomes. -Support any planned new implementation; -Evaluate the impact of using the outcomes. - Leeds input to Regional work; benchmarking CNS roles to outcomes	Trish Stockton	Prof Taylor is undertaking an evaluation of how the outcomes are currently being used in Leeds and what challenges there are to implementation. Then we will review how we are going to use them citywide. The EOLC outcomes are now in the Professional section of the new LPCN website as a key place to access, they have been updated to include the Nurse associate role. CNS mapping completed and they are being used regionally through ECHO programme;	Jul-17	Ongoing	N	on track
2a Communication Skills Training To deliver consistent and high quality training in communication skills for EOLC across Leeds - Training Delivery	- Deliver Training -Support new facilitators to develop skills. -Update for existing facilitators.	Trish Stockton	1 new facilitator has been trained 2019. TS continues to support facilitators - new and existing training programme continues to be delivered regularly.	Jul-17	Mar-21	N	on track
2b Communication Skills Training To deliver consistent and high quality training in communication skills for EOLC across Leeds - Strategy and Programme Content	-Update current training material. -Refresh Communication Skills Strategy		LPCN agreed to use resources to support a post to deliver key strategic development. Draft role profile written and to be taken forward		Mar-21		off track
3. Website Education Content To ensure the education materials and information available on the LPC website is up to date, accurate and complete.	-Agree content list for education section. -Agree lead responsible people for each sub section -Agree materials to be uploaded - Provide content materials to LPCN office within agreed timescale -Review and update content on regular basis	Trish Stockton	Education content on the LPCN website Ongoing review of content by Education Group and areas updated or added to accordingly	Feb-19	01/03/2021	N	on track
4. Train the Trainers - Advance Care Planning for People with Dementia To deliver agreed Advance Care Plan training programme to professionals across the region as commissioned by West Yorkshire and Harrogate ICS	- Finalise the training programme content with ICS - Agree training dates and advertise - Select 10 facilitators for first cohort - Deliver training twice / year	Trish Stockton	Delivered 2 training sessions for facilitators and supporting in practice Delivered sessions to front line staff and there are more Advanced Care Planning training sessions taking place up to May. Programme will be evaluated March 2020 TS to hold a citywide meeting to scope current and future ACP training	Apr-19	Mar-21	NHSE	on track
5. EOLC / Symptom Management /Syringe Driver Use Training for LYPFT / The Mount To provide clinicians within The Mount the skills necessary to deliver EOLC, use and administer medications via a syringe driver	- Agree training needs and content - Develop a training plan / sessions - Deliver the training - Evaluate Training - Monitor clinician competence and confidence using the equipment and delivering care	Trish Stockton Alex Irvine	Training Team (includes St. Gemma's, Wheatfields and LCH) delivered 6 sessions which included prescribing and medication training from Moira Well evaluated and training group to meet LYPFT to discuss future training needs Syringe Driver Training on hold pending development of LYPFT guidelines	Apr-19	Mar-21	N	on track
6. Verification of Expected Adult Death To provide training to registered nurses in both LCH and Care Homes enabling them to carry out this procedure during the Covid-19 outbreak	- Develop new training plan and materials in line with national guidance. - Develop promotional materials and advertise sessions - Place education materials on the LPCN website - Deliver training as planned - Evaluate Training	Trish Stockton	Training plan and materials developed. Training Sessions advertised. Education Materials added to VoEAD on website. Training to commence 4th May 2020 via Zoom.	April 20	Sep-20		on track
7. ECHO System To develop, support and promote a tele-education system citywide. (incl GP's, Care homes, EOL Teams and NHS Trusts).	- Engage with national roll out for use of ECHO -Secure Funding for staff time to support project -Complete training for initial ECHO team -Citywide Engagement event -Agree next steps and roll out -Start first ECHO course -Evaluate ECHO use -Agree next stage roll out - Recruit Admin Support	Jane Chatterjee	1 GP programme completed. Commenced 2nd GP programme Feb 2020. ECHO Co-ordinator will increase to 2 days per week to meet demand. CNS regional ECHO programme in progress. Care homes programme - gone out for EOI in collaboration with EOLC facilitators. Discussions with key people about using the Hub for other areas of training e.g. Frailty and also working other regional hubs. To take forward connection with WYICS.	Sep-17	Mar-21	Funding made recurrent for ECHO Support Team	on track

Workforce & Service Development							
<p>13. Transfer of Care - Hospital to Hospice To improve the transfer of patients between hospital and hospices to improve continuity of care and patient experience.</p>	<ul style="list-style-type: none"> - Monitor impact of daily patient transfer meeting process. - Agree new areas for improvement and prioritise - Refresh Terms of Reference - Monitor ED transfer pathway impact 	Clare Russell	<p>Meeting Dates Set for 2019-20. Priorities will be: Hospital : Hospice</p> <ul style="list-style-type: none"> - Optimise use of Hospice EOLC Beds - Monitoring implemented changes and TOC data. - Scoping Trusted Assessor Models - Silver Command responses - ED TOC project <p>Group met 4th February 2020. To review and update the TOC process guidance following. Catherine Malia to meet with ED consultants regarding ED TOC process. Hannah leading the Trusted Assessor pilot.</p>	Oct-19	Mar-21	N	on track
<p>14. TOC - Community Flows Improvement To improve the transfer of patients between all providers to improve continuity of care and patient experience</p>	<ul style="list-style-type: none"> - Establish new working group - Agree SCOPE for the project - Agree TOR including membership - Understand current service provision / models of care - Agree best way to improve model of care - Agree actions required and way forward - Implement changes agreed. 	Ruth Gordon	<p>The Community Flow Improvement Group was held virtually on the 30th June. We agreed that we would progress with a postponed launch date for the WSA work (originally set as 29th April). This will now take place in October and November through a series of virtual meetings rather than one large face to face event. Work preparing for the launch continues, with the development of a stakeholder map and PID both of which have been shared with the executive group of the network and with the CFG group. Links with key groups such as primary care and patients and carers are also being made. Work to ensure that the project passes through all relevant governance processes also continues. Phase 2 will be to consider a longer piece of work which will review, then identify opportunities for improvement.</p>	Oct-19	Mar-21		on track
<p>15. Improving EOLC for people with Heart Failure To improve the quality of care for patients with advanced heart failure in Leeds</p>	<ul style="list-style-type: none"> - Re-establish project group links with LHTT Cardiology and Community Heart Failure Nurses - Agree priorities for 19/20 workplan - Map Leeds against Hospice UK recommendations and identify gaps - Put in place activity monitoring process - Check staff confidence via self efficacy scale - Deliver update / refresh training as required 	Jason Ward	<p>Report with recommendations written and circulated. Funding to support MDT and further Quality Improvement work agreed by CCG for 2019-20. Meeting to agree high level plan for 19/20 complete. Review against Hospice UK standards ongoing. Guidance on S/C diuretics in community implemented.</p>	Apr-19	Mar-21	Y Recurrent funding	on track
<p>16. Leeds Palliative Care Ambulance To provide support to the operational Group and deliver service improvements identified</p>	<ul style="list-style-type: none"> - Agree the new Terms of Reference - Establish formal reporting into LPCN - Develop Quarterly Activity Report for LPCN - Develop a Stand Operating procedure for the service - Ensure SOP is adopted by YAS formally - Agree service improvement plan for 19/20 (Contracting and Commissioning with CCG) 	Dave Green	<p>TOR for group completed including reporting into LPCN and new Chair. LPCN office will administrate meetings. Final SOP approved by YAS Governance and LPCN Executive. SOP added to LHP - staff view only Training to crew delivered. Action Plan updated Mar 20. Quarterly Summary Activity Report to be developed. Still pursuing procurement of replacement ambulance. CCG Funding will be secure until new ambulance in place but may be hire agreement not purchase. YAS and CCG contracts to resolve. Service promotional Poster and information leaflet produced. To support YAS with distribution. NB - YAS not attending external meetings during Covid.</p>	Apr-19	Mar-21	Y CCG funded service	on track
<p>17. Improving EOLC for people living with Dementia Through a collaborative and whole system approach implement evidenced based practice and influence system wide workforce, training and development.</p>	<ul style="list-style-type: none"> -Secure funding for project lead -Establish a citywide project group -Develop project plan for priorities agreed. -Establish links with regional/ national groups -Identify gaps in workforce and propose solutions -Share Evidenced Base Practice 	Ruth Gordon	<p>Priorities :</p> <ul style="list-style-type: none"> - Securing End of Life Admiral Nurse post(s) for Leeds - Bid not funded. Resubmitted via P&EOLC commissioner - To develop a cohesive approach to the assessment of pain and distress - Pain Subgroup established- work ongoing. - To develop a cohesive approach to Advanced Care Planning. The ACP Subgroup has run a workshop; report completed and published. <p>Made links with LCP Clinical Leads and is a member of WY&H ICS Working group; Jane presented EOLC work at Dementia Strategy Group Event. ACP guidance added to website. Overarching dementia Governance clarified. LPCN Execs approved new Project Lead - Ruth Gordon. Virtual meeting being planned for July.</p>	Jan-18	Mar-21	Pipeline bid	on track

Medicines Management							
<p>18. Anticipatory Medications To provide consistent advice and access to Network member organisations on the prescribing and use of anticipatory medicines</p>	<ul style="list-style-type: none"> - Audit of S/C medication administered in last days of life - Present Results to Anticipatory Meds Group - Discuss issues identified at National Anticipatory Study Days - Review Anticipatory Syringe Driver Guidance - Identify next Steps 	Moira Cookson	<p>To undertake a further 3 month audit within LCH: Audit form redesigned and approved by PCL's at LCH Karen Neoh briefed PCL's about form completion. Audit to commence Jan 2020 for 3 months to include pre and post death medication quantities Anticipatory Syringe Driver Guidance redrafted as appendix to LCH last days of life guidance. To circulate to LPCN Group once comments received from working group. First Audit work being presented as Poster to Palliative Care Congress - March 2020; was cancelled. Develop link with Ben Bowers (Cambridge) to share learning through audit work and influence national agenda.</p>	Sep-17	Mar-21	N	on track
<p>19. Review and Refresh Existing Guidance Ensure all existing and approved guidance is updated within agreed timescales and redistributed across the system</p>	<ul style="list-style-type: none"> - Ensure all approved guidance have review dates agreed - Establish review groups for guidelines as required <p>Review and update Liver and Renal Guidance</p>	Moira Cookson Rachel Sorley	<p>Ongoing</p> <p>Previous author group met to update documents. Minor amends required. Moira to update community renal guidance in line with above document. Circulated to LPCN group for comments; documents amended in light of comments received. Rachel to agree amends with Liver and Renal teams and share final document.</p>	April 19	Mar-21 May -20	N	on track
<p>20 Electronic Prescribing in the Out Patient / Community setting Improve prescribing and recording of medicines prescribed so reducing risk of medication errors</p>	<ul style="list-style-type: none"> - Produce internal LPCN bid for funds to support pharmacist time - Link with TPP to identify if System One developments required in order to plan timescale of project - Produce Leeds Hospices Community Formulary - Implement EPS to allow paper less prescribing in community by specialist Palliative Care Teams - Support LCH in developing a formulary for use by their prescribers as they too implement EPS 	Moira Cookson		Mar-20	Mar-21		on track
Corporate							
<p>21 Palliative Care Website: To maintain LPCN website for public and professionals to provide advice and support regarding EOLC.</p>	<ul style="list-style-type: none"> - Oversee input and website content - Quarterly oversight and review group meetings - Manage associated promotional materials - Maintain links with BML who support management and development of website. 	Diane Boyne	<p>Website Group to oversee further developments established. Activity on website significantly increased Agreement for BML support for 2020-21 agreed. Invoice paid. Added banner to front page to direct to key content Developed Covid-19 pages and guidance for public and professionals. Added VoEAD training section. Added ReSPECT training section. Updated key weblinks Increased ACP information available.</p>	Jun-19	Mar-21	Pipeline bid Recurrent Funding to maintain from 20-21	on track
<p>22 Strategy Development To inform and develop the next Strategy for Palliative and EOLC for Leeds</p>	<p>Gather all available intelligence and feedback: Strategy Event Report, Refreshed HNA, Optum Information, Bereaved Carers Survey Report, EPaCCS / Metrics Report AUPC - EPaCCs analysis / survey PHM - Frailty Outcomes etc. Scope Out and agree Key Priority Areas / Themes. Secure Support for Strategy Production Establish Strategy Advisory Group High level Plan Agreed SAG to agree dates</p>	Mike Stockton	<p>Strategy Advisory Group TOR agreed. Proposed Strategy Document Format provided by Penny Allison , CCG. LPCN Executives agreed to help with writing of sections of strategy. Impact of Covid-19 will extend timescales. Document part drafted. SAG met 13th May . Approved final amend to Outcomes. Updated version put on website Initial draft document shared with Penny Allison who will review and edit. Recognise system will be in different operational position post Covid and will impact on actions. DONM = 14th July 2020</p>	Feb-19	Mar-21	Core LPCN	on track

Wider Network / External							
<p>22 Frailty Ensure palliative & EoLC is represented in plans for development of Population Management Approach to Frailty and EOL</p>	Maintain LPCN links to working groups and ensure mechanism for feeding back	Adam Hurlow Sarah McDermott Gill P	<p>LPCN maintaining involvement. Working groups formed: Training & Culture; Proactive Care; Virtual Ward; Rapid Response; Discharge.</p> <p>Links with 2 LCP's made regarding Advance Care Planning. Virtual Ward due to go live 4.11.19 for Beeston and Middleton NTs. Initial focus will be on hospital avoidance. Frailty agenda remains complex and variable so Adam H will continue to liaise via Frailty Strategy Group. Contact made with Emma Fraser - CCG project lead. New Frailty Support Service to commence in response to Covid-19 demands.</p>	n/a	ongoing	CCG PHM £6k	on track
<p>24 Single Point of Access (SPA) Ensure Palliative & EoLC is represented in plans for Citywide SPA.</p>	Better understand the citywide work.	Sarah McDermott Diane Boyne	<p>EOLC colleagues to met with LCD separately on Oct 9th 2019 and agreed if SPA remains a priority LPCN will need to plan for this and approach CCG for support as citywide project will not deliver EOL SPA for some time.</p> <p>Effective patient communication, support and care coordination a priority but to consider if SAG best way of delivering.</p> <p>Extended hours SPC CNS service will provide some insight into demand.</p>	n/a	n/a		on track
<p>25. Respiratory /Breathlessness Pathway Ensure Palliative & EoLC is represented in plans for COPD pathway(s).</p>	LPCN contribute to citywide agenda and service redesign.	Sarah McDermott	<p>The group is currently focussing on the following:</p> <ul style="list-style-type: none"> • Advance care planning in relation to pulmonary rehab • Perceived delays in care packages at the point of discharge and for people already at home • Non-pharmacological approaches to care/breathlessness • Wider sharing of LTHT medicines management guidance around de-prescribing • Wider sharing of LTHT training podcasts • Further citywide study day <p>Links with the Community Geriatricians have been made Presentation of audit to LPCN group on 10th July.</p> <p>26th Feb - Discussion about potential future service redesign with Hospices, LTHT, LCH and CCG colleagues. Agreement there should be full service redesign for all breathless people from diagnosis to death. In meantime EOLC group to focus on redesign of an integrated service for people with advanced breathlessness in Leeds. Chris Kane to be Clinical Lead.</p>	n/a	n/a	Y WF Recurrent Therapy Post	on track
<p>26. Care Homes To provide Palliative and EOLC support to the citywide Care Homes agenda</p>	- Contribute to the citywide Care Homes Groups - Ensure Care homes are represented within the LPCN	Helen Smith Diane Boyne	<p>NHS Leeds CCG Lead is Helen Smith. DB member of citywide Care Homes Oversight Group. LPCN website to be linked from LCC Quality Team Care Homes website. ECHO training plans shared with the March Oversight Group Leeds COVID-19 Care Home Advisory Group now closed. Mike S on Bronze Command Care Home Group representing P&EOLC.</p>	01/08/19	01/03/21		on track
<p>27 Dying Matters A citywide programme of initiatives and activities to enable people in Leeds to: • Feel more comfortable about death and dying • Discuss their end of life wishes with family members and/or health and social care professionals • Plan for their death including writing their will, registering as an organ donor and communicating their funeral wishes.</p>	<p>This programme will be delivered through 3 workstreams:</p> <ul style="list-style-type: none"> - Stakeholder and community Engagement - Building Capacity - Communications and Marketing <p>The work is coordinated by the Leeds Dying Matters Partnership</p>	Carol Clarke Liz Messenger	<p>In the light of previous conversations about how the DM partnership can support the long term plan for bereavement, grief and loss support, we have added a fourth section to our action plan - Supporting Communities dealing with grief and bereavement to reflect this recognised need.</p> <p>All partners are identifying managing and supporting grief, loss and bereavement a major issue for 2020.</p> <p>The partnership is supporting the promotion of the new grief and loss helpline.</p> <p>Previously members of the partnership have spoken at various events and have run some training and awareness raising sessions.</p> <p>The partnership feels that this can be developed into a proactive offer of a service as a group of experts to speak to voluntary and public sector organisations, and businesses in response to grief loss and bereavement.</p>	01/10/19	01/03/21		on track
<p>28 Shared Decision Making Pilot</p>	This is an NHSE supported pilot within Supporting People Living with Cancer in Leeds.	Gill Pottinger	<p>Gill P is the LPCN and primary care representative within this pilot.</p> <p>The main focus of the trial is within oncology in LTHT engaging with patients that are living with cancer. Karen Henry is main lead for the Project. 2nd workshop focused on patient engagement. Next steps are looking at specific training available for clinicians on SDM. Also looking at patient groups to get involved. Also consultant letters - now informing GPs it is a palliative approach.</p>	01/08/19	Mar-21		on track
<p>29 Rotational Nursing Posts To pilot recruiting newly qualified nurses to an 18 month rotational post opportunity between the hospices and LTHT (Respiratory Unit)</p>	Project between both Hospices and LTHT led by SR Wheatfields LTHT will be the lead recruitment and employing body	Sue Waddington	<p>Initial meetings held. LPCN Execs agreed to meet again now less demand from covid meetings</p>	01/12/19	TBA		on track
<p>30 Learning Disability EOLC Service Improve EOLC, including support at home, for people living with a Learning Disability</p>	Not a formal Project. Group are building links and engaging with LD patients about their needs and choices.	Margaret Deardon Chris Stothard	<p>Presented at Celebration event- slides on website Easy Read documents produced and shared. Michelle Evans left LYPFT- may impact on work Dr Sam Browning CCG interested in ACP for people with LD so introductions made.</p>			N	

<p>31 Gypsies and Travellers Supporting individuals at EOL to access care and remain in their own home.</p>	<p>Not a formal project. Hannah Wilson CNS at Wheatfields has developed links with the Liaison Officer for the Cottingley Springs Gypsy and Travelers Site: https://www.leeds.gov.uk/residents/housing/housing-options/gypsy-and-travellers</p>	<p>Hannah Wilson</p>	<p>Highlighting issues with fair access to care and GP registration. Presented at celebration event - slides on website.</p>				
<p>32 Prison EOLC MDT Providing Specialist Palliative Care advice and support to the Armley Prison Health</p>	<p>Consultant and therapist attend 1/12 MDT to discuss advanced illness and complex cases.</p>	<p>Chris Kane</p>	<p>Ongoing input to MDT virtually or as required. Inmates would like to be able to die in cells not on healthcare unit - Challenges. Developing Education Programme for Prison Health and Care Staff.</p>	<p>Apr-18</p>		<p>Yes CCG R</p>	
<p>33 Homelessness Widening access to palliative and end of life care for homeless and vulnerably house people in Leeds.</p>	<ul style="list-style-type: none"> • Establish project steering group. • Develop project plan. • Develop Job descriptions. • Recruit project Lead and project worker • Set up regular GSM • Develop educational sessions/teachings. • Develop a hand held easy read information tool. • Review existing system to enable identification of homeless people with palliative care needs. 	<p>Catherine Malia</p>	<p>Workshops involving wider partners met throughout 2019 and they are considering next steps. Bid to Hospice UK for funding for additional resource submitted and successful in gaining £25,800. A further bid of £10K has also been agreed by Gwyneth Forrester Trust . This will support an 18 month collaborative project to improve EOLC for the Homeless.</p> <ul style="list-style-type: none"> • Project steering group agreed • Draft PID to be signed off 11/6/2020 • Project worker Job description drafted • Steering group meeting monthly. Next meeting 11/6/2020 • Project lead identified, project worker to be appointed. 	<p>Apr-20</p>	<p>01/09/21</p>	<p>N</p>	<p>on track</p>