

LEEDS PALLIATIVE CARE NETWORK

PROGRAMME OVERVIEW 20 /21



<b>Objective:</b>	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; width: 100px; margin: 0 auto;">complete</div>	Lead Name:	A Hurlow
			Start Date:	April 2020
			End Date:	March 2021

**July 2020 Update**  
 Given the Covid -19 pandemic and impact on frontline capacity it is recognised that most projects have slipped over the recent months.  
 The Project Groups are all arranging to meet again virtually from July 2020 onwards to review and reset their work plans.

Project title and Purpose	Key Milestones	Project Lead	Update	Start date	End date	Funding?	add from dropdown
<b>Education and training</b>							
<b>1. Palliative and EoLC Learning Outcomes</b> 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 LCPN 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
<b>2a Communication Skills Training</b> 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. Model of delivery requires adaptation as face to face training not currently an option. To convene small group to discuss future need and delivery.	Jul-17	Mar-21	N	on track
<b>2b Communication Skills Training</b> 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	Trish	LPCN agreed to use resources to support a post to deliver key strategic development. Draft role profile written and to be taken forward. Funding for new Education Post provided . To discuss role further in September.		Mar-21		on hold
<b>3. Website Education Content</b> 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 LCPN office within agreed timescale -Review and update content on regular basis	Trish Stockton	Education content on the LCPN website Ongoing review of content by Education Group and areas updated or added to accordingly. New training information and flyers for new courses added to website.	Feb-19	01/03/2021	N	on track
<b>4. Train the Trainers - Advance Care Planning for People with Dementia</b> 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
<b>5. EOLC / Symptom Management /Syringe Driver Use Training for LYPFT / The Mount</b> 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.  Significant training provided to LYPFT during Covid to enable staff to deliver safe EOLC.	Apr-19	Mar-21	N	on track
<b>6. Verification of Expected Adult Death</b> 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 LCPN website - Deliver training as planned - Evaluate Training	Trish Stockton	Training plan and materials developed. Training Sessions advertised. Education Materials added to VoEAD section on website. Training to commence 4th May 2020 via Zoom. Training very well received and used.	April 20	Sep-20		on track
<b>7. ECHO System</b> 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	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. Significant ECHO use during Covid -19 outbreak to enable access to training virtually	Sep-17	Mar-21	Funding made recurrent for ECHO Support Team	on track



Workforce & Service Development							
<p><b>13. Transfer of Care - Hospital to Hospice</b> 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"> <li>- Monitor impact of daily patient transfer meeting process.</li> <li>- Agree new areas for improvement and prioritise</li> <li>- Refresh Terms of Reference</li> <li>- Monitor ED transfer pathway impact</li> </ul>	Clare Russell	<p>Meeting Dates Set for 2019-20. Priorities will be: <b>Hospital : Hospice</b></p> <ul style="list-style-type: none"> <li>- Optimise use of Hospice EOLC Beds</li> <li>- Monitoring implemented changes and TOC data.</li> <li>- Scoping Trusted Assessor Models</li> <li>- Silver Command responses</li> <li>- ED TOC project</li> </ul> <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><b>14. TOC - Community Flows Improvement</b> To improve the transfer of patients between all providers to improve continuity of care and patient experience</p>	<ul style="list-style-type: none"> <li>- Establish new working group</li> <li>- Agree Scope for the project</li> <li>- Agree TOR including membership</li> <li>- Understand current service provision / models of care</li> <li>- Agree best way to improve model of care</li> <li>- Agree actions required and way forward</li> <li>- Implement changes agreed.</li> </ul>	Ruth Gordon	<p>The Community Flow Improvement Group was held virtually on the 30th June. There will be a postponed launch date for the WSA work, with this now taking 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. Healthwatch has kindly agreed to undertake a short survey to better understand the most recent experience of people caring for those at the end of their life. This is likely to take place in late August/early September. Work to ensure that the project passes through all relevant governance processes also continues including submission for ethics approval. 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><b>15. Improving EOLC for people with Heart Failure</b> To improve the quality of care for patients with advanced heart failure in Leeds</p>	<ul style="list-style-type: none"> <li>- Re-establish project group links with LTHT Cardiology and Community Heart Failure Nurses</li> <li>- Agree priorities for 19/20 workplan</li> <li>- Map Leeds against Hospice UK recommendations and identify gaps</li> <li>- Put in place activity monitoring process</li> <li>- Check staff confidence via self efficacy scale</li> <li>- Deliver update / refresh training as required</li> </ul>	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><b>16. Leeds Palliative Care Ambulance</b> To provide support to the operational Group and deliver service improvements identified</p>	<ul style="list-style-type: none"> <li>- Agree the new Terms of Reference</li> <li>- Establish formal reporting into LPCN</li> <li>- Develop Quarterly Activity Report for LPCN</li> <li>- Develop a Stand Operating procedure for the service</li> <li>- Ensure SOP is adopted by YAS formally</li> <li>- Agree service improvement plan for 19/20 (Contracting and Commissioning with CCG)</li> </ul>	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. 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. <b>NB - YAS not attending external meetings during Covid.</b> Quarter 1 Service Delivery Report received and circulated to the Group. Date of Next meeting - 6th October 2020</p>	Apr-19	Mar-21	Y CCG funded service	on track
<p><b>17. Improving EOLC for people living with Dementia</b> 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"> <li>-Secure funding for project lead</li> <li>-Establish a citywide project group</li> <li>-Develop project plan for priorities agreed.</li> <li>-Establish links with regional/ national groups</li> <li>-Identify gaps in workforce and propose solutions</li> <li>-Share Evidenced Base Practice</li> </ul>	Ruth Gordon	<p>The End of Life dementia group met virtually on the 23rd July and agreed that there were still significant pieces of work that the group needed to support. There are three key work streams: End of Life Admiral Nurse post(s) for Leeds –a subgroup is planning to meet to decide how funding (once available) could be best managed in the Leeds system and research into possible sources of funding is taking place. Pain Subgroup established - work has included development of easy read pain descriptions available on line and a template has been developed for Pain Assessment CI for use in SystemOne. Advanced Care Planning - workshop report completed and published with links made with LCP Clinical Leads and WY&amp;H ICS Working group. ACP guidance added to website. St. Gemma's Hospice was a Hub for the WYH ICS dementia pilot to deliver a train the train the programme for ACP facilitators. 8 facilitators were trained in Leeds to deliver one day ACP training to front line staff - has been put on hold due to COVID 19 Overarching dementia governance clarified and the group has been invited to comment on the Dementia Strategy Next virtual meeting to be held in late September/early October</p>	Jan-18	Mar-21	Pipeline bid	on track

Medicines Management							
<p><b>18. Anticipatory Medications</b> 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"> <li>- Audit of S/C medication administered in last days of life</li> <li>- Present Results to Anticipatory Meds Group</li> <li>- Discuss issues identified at National Anticipatory Study Days</li> <li>- Review Anticipatory Syringe Driver Guidance</li> <li>- Identify next Steps</li> </ul>	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><b>19. Review and Refresh Existing Guidance</b> Ensure all existing and approved guidance is updated within agreed timescales and redistributed across the system</p>	<ul style="list-style-type: none"> <li>- Ensure all approved guidance have review dates agreed</li> <li>- Establish review groups for guidelines as required</li> </ul> <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><b>20 Electronic Prescribing in the Out Patient / Community setting</b> Improve prescribing and recording of medicines prescribed so reducing risk of medication errors</p>	<ul style="list-style-type: none"> <li>- Produce internal LPCN bid for funds to support pharmacist time</li> <li>- Link with TPP to identify if System One developments required in order to plan timescale of project</li> <li>- Produce Leeds Hospices Community Formulary</li> <li>- Implement EPS to allow paper less prescribing in community by specialist Palliative Care Teams</li> <li>- Support LCH in developing a formulary for use by their prescribers as they too implement EPS</li> </ul>	Moira Cookson	Small amount of budget left for EPMA work so will not require LPCN bid at present time.	Mar-20	Mar-21		on track
Corporate							
<p><b>21 Palliative Care Website:</b> To maintain LPCN website for public and professionals to provide advice and support regarding EOLC.</p>	<ul style="list-style-type: none"> <li>- Oversee input and website content</li> <li>- Quarterly oversight and review group meetings</li> <li>- Manage associated promotional materials</li> <li>- Maintain links with BML who support management and development of website.</li> </ul>	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 Annual Report. Added additional training information and flyers. Added EPaCCs report.</p>	Jun-19	Mar-21	Pipeline bid Recurrent Funding to maintain from 20-21	on track
<p><b>22 Strategy Development</b> 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</p> <p>Recognise system will be in different operational position post Covid and will impact on actions.</p> <p>Strategy Document in draft format. Content reviewed by editor. Amends suggested. To have first draft ready for meeting in late August.</p>	Feb-19	Mar-21	Core LPCN	on track

Wider Network / External							
<p><b>22 Frailty</b> Ensure palliative &amp; 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	LPCN maintaining involvement. Working groups formed: Training & Culture; Proactive Care; Virtual Ward; Rapid Response; Discharge.  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.	n/a	ongoing	CCG PHM £6k	on track
<p><b>24 Single Point of Access (SPA)</b> Ensure Palliative &amp; EoLC is represented in plans for Citywide SPA.</p>	Better understand the citywide work.	Sarah McDermott Diane Boyne	EOLC colleagues to meet 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. Effective patient communication, support and care coordination a priority but to consider if SAG best way of delivering. Extended hours SPC CNS service will provide some insight into demand.	n/a	n/a		on track
<p><b>25. Respiratory /Breathlessness Pathway</b> Ensure Palliative &amp; EoLC is represented in plans for COPD pathway(s).</p>	LPCN contribute to citywide agenda and service redesign.	Chris Kane	The group is currently focussing on the following: <ul style="list-style-type: none"> <li>• Advance care planning in relation to pulmonary rehab</li> <li>• Perceived delays in care packages at the point of discharge and for people already at home</li> <li>• Non-pharmacological approaches to care/breathlessness</li> <li>• Wider sharing of LHTT medicines management guidance around de-prescribing</li> <li>• Wider sharing of LHTT training podcasts</li> <li>• Further citywide study day</li> </ul> 26th Feb - Discussion about potential future service redesign with Hospices, LHTT, 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. Group interested in developing a website. Alison Bolond to liaise with DB for advice and support. Single point of referral for breathlessness management group established and to be rolled out incrementally whilst reviewing capacity to ensure this meets demand.	n/a	n/a	Y  WF Recurrent Therapy Post	on track
<p><b>26. Care Homes</b> 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	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 <b>Silver Command Care Home Group</b> representing P&EOLC.	01/08/19	01/03/21		on track
<p><b>27 Dying Matters</b> A citywide programme of initiatives and activities to enable people in Leeds to:  <ul style="list-style-type: none"> <li>• Feel more comfortable about death and dying</li> <li>• Discuss their end of life wishes with family members and/or health and social care professionals</li> <li>• Plan for their death including writing their will, registering as an organ donor and communicating their funeral wishes.</li> </ul> </p>	This programme will be delivered through 3 work streams: - Stakeholder and community Engagement - Building Capacity - Communications and Marketing  The work is coordinated by the Leeds Dying Matters Partnership	Carol Clarke  Liz Messenger	The Dying Matters Communications sub-group has had a meeting and agreed that we will promote the national 'I Remember Campaign' led by National Dying Matters Coalition at the end of October which will be a chance to share memories of loved ones; we are looking at how we make this meaningful in Leeds through all the partners.	01/10/19	01/03/21		on track
<p><b>28 Shared Decision Making Pilot</b></p>	This is an NHSE supported pilot within Supporting People Living with Cancer in Leeds.	Gill Pottinger	Gill P is the LPCN and primary care representative within this pilot. The main focus of the trial is within oncology in LHTT 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. ☐	01/08/19	Mar-21		on track
<p><b>29 Rotational Nursing Posts</b> To pilot recruiting newly qualified nurses to an 18 month rotational post opportunity between the hospices and LHTT (Respiratory Unit)</p>	Project between both Hospices and LHTT led by SR Wheatfields LHTT will be the lead recruitment and employing body	Sue Waddington	Initial meetings held. LPCN Execs agreed to meet again now less demand from Covid meetings	0/12/19	TBA		on track
<p><b>30 Learning Disability EOLC Service</b> 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	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.			N	
<p><b>31 Gypsies and Travellers</b> Supporting individuals at EOL to access care and remain in their own home.</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: <a href="https://www.leeds.gov.uk/residents/housing/housing-options/gypsy-and-travellers">https://www.leeds.gov.uk/residents/housing/housing-options/gypsy-and-travellers</a>	Hannah Wilson	Highlighting issues with fair access to care and GP registration. Presented at celebration event - slides on website.				

<p><b>32 Prison EOLC MDT</b>  <b>Providing Specialist Palliative Care advice and support to the Armley Prison Health</b></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. Support given for managing dying patients during COVID. Developing links as liaison with other specialties such as Parkinson's team to enhance care                  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><b>33 Homelessness</b>  <b>Widening access to palliative and end of life care for homeless and vulnerably house people in Leeds.</b></p>	<ul style="list-style-type: none"> <li>• Establish project steering group.</li> <li>• Develop project plan.</li> <li>• Develop Job descriptions.</li> <li>• Recruit project Lead and project worker</li> <li>• Set up regular GSM</li> <li>• Develop educational sessions/teachings.</li> <li>• Develop a hand held easy read information tool.</li> <li>• Review existing system to enable identification of homeless people with palliative care needs.</li> </ul>	<p>Catherine Mallia</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"> <li>• Project steering group agreed</li> <li>• Draft PID to be signed off 11/6/2020</li> <li>• Project worker Job description drafted</li> <li>• Steering group meeting monthly. Next meeting 11/6/2020</li> <li>• Project lead identified, project worker to be appointed.</li> </ul>	<p>Apr-20</p>	<p>01/09/21</p>	<p>N</p>	<p>on track</p>