

LEEDS PALLIATIVE CARE NETWORK				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; background-color: #6aa84f; color: white; text-align: center;">on track</div> <div style="border: 1px solid black; padding: 2px; background-color: #0070c0; color: white; text-align: center;">on hold</div> </div> <div style="display: flex; justify-content: space-around; margin-top: 5px;"> <div style="border: 1px solid black; padding: 2px; background-color: #e69d00; color: white; text-align: center;">delayed</div> <div style="border: 1px solid black; padding: 2px; background-color: #d9534f; color: white; text-align: center;">off track</div> </div> <div style="border: 1px solid black; padding: 2px; background-color: #999999; color: white; text-align: center; margin-top: 5px;">complete</div>	Lead Name: Adam Hurlow	A Hurlow	
	Start Date: March2020	April 2020	End Date:March2021	March 2021			
September 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 workplans.							Progress
Project title and Purpose	Key Milestones	Project Lead	Update	Start date	End date	Funding?	add from dropdown
Education and training - whole Section to be updated after September meeting							
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 where relevant. -Provide guidance on different ways to use; -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 develop a Pan Leeds Communication skills programme in Palliative and End of Life Care	- meet with the LAHP to discuss support for the project - outline current communication skills training provision - to who, how and what level and identify gaps	Trish Stockton	Met with LHHT OD representative to discuss the need for a sustainable model of communication skills training in the trust and capacity to deliver. Meeting with the LAHP to discuss their support in developing a training model that would be delivered across all health/ social care providers in Leeds in palliative and end of life care	Oct-20	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	Trish	The training material is currently being developed to being delivered on line for the foreseeable future. To discuss training more facilitator with the education group.		Mar-21		on track
3. 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	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>9 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 - Optimise use of Hospice EOLC Beds - Monitoring implemented changes and TOC data. - Scoping Trusted Assessor Models - Silver Command responses - ED TOC project Group met 4th February 2020. To review and update the TOC process guidance following - ongoing. 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>10. 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>A series of dates have been advertised for the WSA work. Shared widely and will be held as a series of virtual "table" meetings rather than one large face to face event. A workbook which will be sent to participants ahead of the meetings allowing them to see the stakeholder map, which they can annotate for return to the central team. 50 people from a range of organisations across Leeds have already signed up for one of the 7 events. Work to engage primary care, care homes and the public will take place as focused table events. The stakeholder map and PID have been shared with the executive group and with the CFG. Healthwatch has 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 will be launched in the first week of October. They have also been commissioned to undertake a more detailed piece of insight work into the experiences of families and carers who have had loved one receive end of life services. Work to ensure that the project passes through all relevant governance processes continues; ethics approval was received mid-September.</p>	Oct-19	Mar-21		on track
<p>11. 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 LTHT 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>12. 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. 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. August 2020 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>13. 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>The End of Life dementia group continues to deliver three d key work streams: End of Life Admiral Nurse post(s) for Leeds – a subgroup met in September to decide how funding (once available) could be best managed in the Leeds system. The project manager is researching possible sources of funding. Pain and symptom Subgroup established - work has included development of easy read pain tool available on line and a template has been developed for Pain Assessment CI for use in SystmOne. Advance Care Planning - workshop report completed and published with links made with LCP Clinical Leads and WY&H ICS Working group. This has been shared with members of the group ahead of the October meeting. ACP guidance has been added to the website. St. Gemma's Hospice is a Hub for the WYH ICS dementia pilot to deliver a train the trainer programme for ACP facilitators. 8 facilitators were trained in Leeds to deliver one day ACP training - on hold. Overarching dementia governance clarified and the Dementia Strategy has been submitted to the Health and Wellbeing Board. Next virtual meeting to be held on the 8th October.</p>	Jan-18	Mar-21	Pipeline bid	on track

Medicines Management							
<p>14. 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. Capacity within LCH due to Covid requires project to be temporarily put on hold</p>	Sep-17	Mar-21	N	on hold
<p>15. 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> <p>Review and Update Heart failure Guidance</p>	Moira Cookson Rachel Sorley Jason Ward	<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. Final amends made; waiting for formal approval prior to being added to LHP and website.</p> <p>Y&H guidance requires updating. Jason has agreed to lead this for Leeds as Y&H author group no longer exists</p>	Ongoing Sept - 20	Mar-21 OCT- 20 Mar - 21	N	on track
<p>16 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	Will request LPCN funding as / when required. Capacity due to Covid requires project be temporarily put on hold	Mar-20	Mar-21		on hold
Corporate							
<p>17 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 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>18 Strategy Development To inform and develop the next Strategy for Palliative and EOLC for Leeds</p>	<ul style="list-style-type: none"> Develop draft Strategy in partnership with CCG and agree Key Authors Circulate Draft to Strategy group and LPCN executive Final comments and content from partners. Share final Draft with NHS Leeds CCG Executive share with CCG Comms for finalisation ready to publish Publish and share. Place on LPCN Website 	Adam Hurlow	<p>Impact of Covid-19 extended timescales. 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>Updated Document circulated for final comments to Strategy Group and LPCN Execs; Due back 2nd October Final draft will go to CCG Executive for Sign off. PA will then finalise ready for publication Group to meet again mid-October.</p>	Feb-19	Mar-21	Core LPCN	on track

Wider Network / External							
18 Frailty Ensure palliative & EoLC is represented in plans for development of Population Management Approach to Frailty and EOL	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
19 Single Point of Access (SPA) Ensure Palliative & EoLC is represented in plans for Citywide SPA.	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
20. Respiratory /Breathlessness Pathway Ensure Palliative & EoLC is represented in plans for COPD pathway(s).	LPCN contribute to citywide agenda and service redesign.	Chris Kane	Partner 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 Boland 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. Additional Palliative Care Consultant sessions funded to support.	n/a	n/a	Y WF Recurrent Therapy Post	on track
26. Care Homes To provide Palliative and EoLC support to the citywide Care Homes agenda	- Contribute to the citywide Care Homes Groups - Ensure Care homes are represented within the LPCN	Helen Smith (CCG) Diane Boyne	Citywide Care Homes Oversight Group meeting regularly again virtually. DB attends System reviewing support required by care homes in future. LPCN website linked from LCC Quality Team Care Homes website. ECHO training plans shared with the March Oversight Group. Mike S on Silver Command Care Home Group representing P&EoLC.	01/08/19	01/03/21		on track
21 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.	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	• Dying Matters will be promoting our key messages on the back of the national 'I remember' campaign. • Developing a one hour information session to promote our key messages which partners can run themselves. • Developing the arts strand of Dying matters as this is an effective way to promote key messages, and we have a number of artists involved with the partnership, this includes looking at our involvement in the Leeds 2023 proposals being developed by the Grief Series • Partners have been asked to prepare some proposals for reaching out to more men and BAME communities which can go ahead in line with current COVID regulations.	01/10/19	01/03/21		on track
22 Shared Decision Making Pilot	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 LHHT 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. No recent meetings or updates available.	01/08/19	Mar-21		on track
23 Rotational Nursing Posts To pilot recruiting newly qualified nurses to an 18 month rotational post opportunity between the hospices and LHHT (Respiratory Unit)	Project between both Hospices and LHHT led by SR Wheatfields LHHT 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
24 Learning Disability EoLC Service Improve EoLC, including support at home, for people living with a Learning Disability	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	
25 Gypsies and Travellers Supporting individuals at EoL to access care and remain in their own home.	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	Hannah Wilson	Highlighting issues with fair access to care and GP registration. Presented at celebration event - slides on website.				
26 Prison EoLC MDT Providing Specialist Palliative Care advice and support to the Armley Prison Health	Consultant and therapist attend 1/12 MDT to discuss advanced illness and complex cases.	Chris Kane	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.	Apr-18		Yes CCG R	
27 Homelessness Widening access to palliative and end of life care for homeless and vulnerably house people in Leeds.	<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. 	Catherine Malia	<ul style="list-style-type: none"> Next steering group meeting planned for 22nd October Teaching has been developed for hospice staff regarding Homelessness and Travelers which will be delivered early 2021. Practice Enquiry planned for 2021 Marketing strategy being developed Project being discussed at key GP Gold Standards meetings to encourage referrals 2 new referrals received this months 	Apr-20	01/09/21	N	on track