

STATEMENT OF PURPOSE



Willen Hospice
always there to care

Willen Hospice
Manor Road
Milton Keynes MK15 9AB
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Email: info@willen-hospice.org.uk
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Registered Charity Number 270194

October 2014

This service has been registered by the Care Quality Commission under the Health and Social Care Act 2008.

Certificate of registration number: 1-192389229

Provider ID: 1-101635351

Name of Service Provider: Hospice of Our Lady and St John
AKA - Willen Hospice

Address of Service Provider:
Willen Hospice
Manor Road
Milton Keynes MK15 9AB

Name of Registered Manager: Paul Hinson
Tel: 01908 663636

Regulated activities: Treatment of disease, disorder or injury.
Accommodation for persons who require nursing or personal care.
Nursing Care.

Date of Registration: 25/01/2011

This document has been written in accordance with the Health and Social Care Act 2008. The document will be reviewed every six months unless circumstances dictate that it should be reviewed earlier.

MISSION STATEMENT

Our vision is to be the lasting and thriving provider of free care to all people affected by life limiting illness in our community. This will be made possible by a community working together continually to share in the delivery of the most assuring, equally accessible and advanced care available.

Always There to Care

PHILOSOPHY OF CARE

Willen Hospice offers specialist physical, emotional, spiritual and practical support to people with life limiting conditions, at differing stages of illness. The personal circumstances, beliefs, dignity, choices, needs and privacy of patients will be respected. The service is offered to people in the community and in the hospice by a multi-disciplinary team of staff and volunteers. Support is also offered to families, friends and carers.

The hospice is committed to continuously reviewing and improving its services.

Willen Hospice is a registered charity which was founded on Christian principles to offer high quality specialist palliative care to patients who have cancer or other life-limiting illnesses. This care is provided to people of any age, race, sexuality, religion or ethical belief. Support is also given to their families and carers, both during illness and after the death of the patient.

The hospice staff work as a multidisciplinary team. Our aim is to alleviate suffering which may be physical, emotional, social and spiritual, in order to enhance the quality of life of each patient.

We believe that patients, their families and carers are partners with us in the planning and implementation of their care. Wherever possible, information is provided to enable patients to make their own choices about the care they receive and the setting in which it is provided.

The hospice is an education and resource centre which aims to teach others about the needs of patients who are seriously ill and dying, so that all who are involved in their care may feel well equipped for their responsibility, whether they are in hospices, hospitals or in the community.

AIMS AND OBJECTIVES

With over 30 years experience, the trustees, management and staff of Willen Hospice aim to offer high quality specialist palliative care services for the local community.

To achieve this aim a variety of services are provided including a 15 bedded in-patient unit, a Wellbeing Centre, a community palliative care team and a hospice at home service. Family and psychological support services are provided for patients, families and carers. Bereavement services are provided for those who have been looked after by any of the hospice services. All these services provide holistic care utilising the skills of a multidisciplinary team of staff, including medical, nursing, psychotherapy, social work, chaplaincy and complementary therapy, all of whom have received specialist training in

palliative care.

There is also an onsite education service providing a wide range of mandatory and specialist palliative care specific education for in-house and external participants, to support the development of palliative care knowledge and skills of specialist and generalist health and social care workforces.

HOSPICE MANAGEMENT

The hospice is run by a board of Trustees, called the Council of Management. The Council meet regularly on the hospice premises.

Chairman of the Council of Management – Sheila Kemble

Sheila has extensive knowledge of the fashion retail industry and has lead the development of the retail service of the hospice ventures company extending to the current eleven outlets. A significant supporter of the charity she has raised thousands of pounds for the hospice through many sporting and extreme activities. Sheila has been involved with the development of the hospice as a Council member for over 10 years.

The day to day management of the hospice is carried out by a Chief Executive and five Directors: -

Chief Executive Officer – Paul Hinson

Paul has worked at the Hospice for over eight years, initially as the director of nursing for three years before being promoted in to the role of Chief Executive. Paul has instigated considerable change since being in post, with review to the brand and vision of the organisation and restructuring the senior management team facilitating diversity and development. He joined the hospice in Jan 2005.

Medical Director – Dr Penny McNamara

(Consultant in Palliative Care, Lead for Clinical Governance)

Penny joined the Hospice in March 2014 with vast experience as a Consultant in Palliative Care working at Bedford Hospital NHS Trust and St John's Hospice Sue Ryder Care. Before joining as Medical Director Penny served as a Trustee to the hospice for three years and had a good understanding of the Hospice and how it works.

Director of Nursing and Patient Services – Rachel Tomlinson

(Registered Manager for Care Quality Commission)

Rachel joined the Hospice in January 2013 she is an experienced nurse leader in both adult and paediatric services she has served as a midwife health visitor and paediatric nurse. Rachel has managed another Hospice in the past and held senior management roles in the NHS hospital setting.

Director of Human Resources – Clare Reeve

(Lead for Volunteer services and Reception)

Clare has been with the Hospice for over eight years and has developed the HR department from nothing to a team of four staff, developments have been made in staff support, education and training and recruitment and retention.

Director of Finance - Julie Cooper

(Lead for IT and Estates)

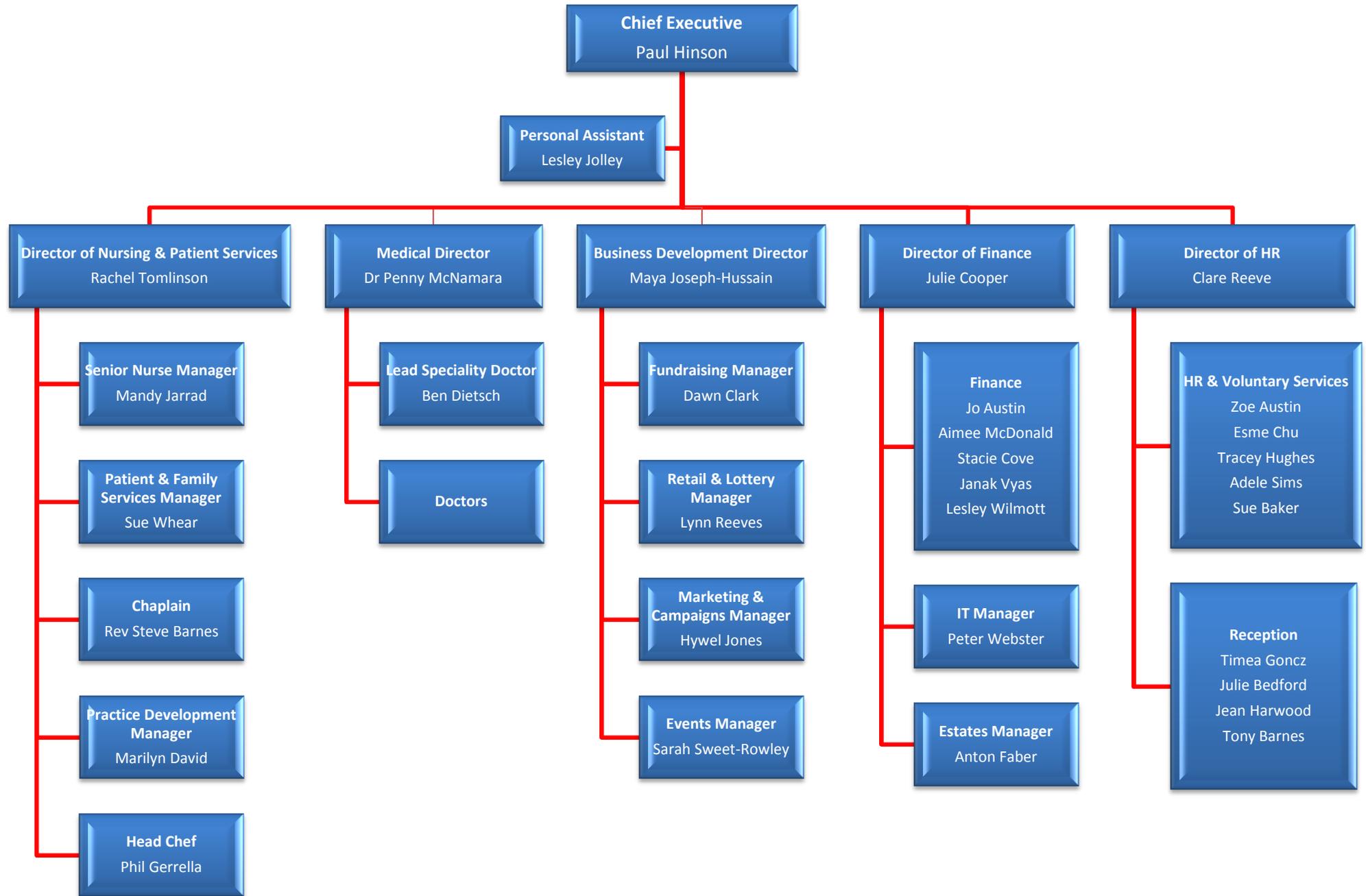
Julie has led the finance department at the hospice for over four years, she has in that time revolutionised the function which was dated. New auditors, bank, insurers and investment managers have all been appointed. Furthermore a new finance data base has been installed and soon to be installed a new payroll system. The department now has the correct staff resource to meet the task.

Business Development Director – Maya Joseph-Hussain

(Lead for all Income generation and marketing)

Maya was appointed in March 2012 and has in her first year with the Hospice reviewed the business development team and identified a new structure to better generate the income required to sustain the hospice.

Willen Hospice – Organisational Structure



HOSPICE SERVICES

We provide 'hospice at home' services, day care and in-patient care to people resident in Milton Keynes and surrounding areas, including Buckingham and Leighton Buzzard. We also offer support to the families and carers of our patients.

Most patients are referred via their GP or another healthcare professional, but people can, and do, refer themselves.

Specialist Palliative Care Services provided are managed by Mandy Jarrad

Inpatient Service (15 beds)

Staffing: Senior Sister, and two Deputy Sisters 43 Nurses and Healthcare Assistants
The inpatient unit offers specialist palliative care for those patients with the most complex needs associated with any life limiting illness. Admissions can be for assessment, control of symptoms, rehabilitation and end of life care. The key aim is to help patients to get on with living – almost half of all admissions lead to patients returning home. We are unable to provide long term inpatient care, however we would support anyone for whom long term care is required by exploring future care options with them.

Community Palliative Care Service

Staffing: Community Palliative Care, has 8 Clinical Nurse Specialists,
The community palliative care team supports people in the community by providing specialist advice, working in close liaison with a patient's own doctor, district nursing team and other health and social care providers. They provide support for the whole family enabling more patients to remain at home if that is their wish.

Wellbeing Centre

Wellbeing Centre Service (15 places per day, maximum, on a Tuesday and Wednesday and a drop in session on a Thursday).

Staffing: Wellbeing Centre Manager and three Nurses

The Wellbeing Centre is an integral part of our specialist palliative care service, enabling patients to access the hospice and specialist palliative care teams during regular weekly visits whilst continuing to live at home. With the support of a complex multi-professional team it aims to enhance the independence and quality of life of patients by responding to their physical, psychological, social and spiritual needs.

Hospice at Home Service

Staffing: Hospice at Home Team Manager and 15 Nurses

This team of trained nurses and health care assistants provides care for patients at home in the last 2-3 weeks of life. They work closely with the community palliative care team, district nurses, Marie Curie carers and social care teams to provide extra professional home support at a critical time.

Education Service

Staffing: Head of Education, 3.2wte Lecturer Practitioners, 4.2wte Support Team

Education is an essential part of our specialist palliative care service. The NICE Guidance for Supportive and Palliative Care (2004) sets out clear guidelines for the development of specialist palliative care education to support the delivery of palliative care at all levels and in all locations. As a provider of specialist palliative care, Willen Hospice is required to provide educational opportunities to develop the palliative care knowledge and skills of all professionals and carers providing that care.

The hospice also offers the following:

- Outpatient appointments
- Family and psychological support services
- Bereavement support
- Carer Support
- Lymphoedema service
- Spiritual support and chaplaincy
- Extensive multi-professional team working
- Complementary therapy service.

STAFF AND STAFF TRAINING

The Hospice employs 170 staff. This includes medical, nursing, social work, psychotherapy, complementary therapy and chaplaincy staff as well as administration, fundraising, Estates, and ancillary staff. The catering service is provided on the premises by our own catering team. The recruitment and selection policy and procedure ensures that all staff are carefully screened and references are always checked thoroughly including CRB checks where appropriate.

All staff undergo an induction programme organised and supervised by experienced staff. An overall welcome and induction interview is carried out by the personnel manager during the first week, on the first day if possible.

The induction of a new member of staff is an important managerial responsibility and is an opportunity for the new employee to establish rapport with colleagues and learn something about the hospice. Where a senior member of staff joins the hospice, he or she is given an opportunity to request particular meetings or visits.

The personnel interview is a very detailed exchange of information process where the employee is given a wide range of employment-related documentation. Formal payroll, pension, contract of employment documentation, and other important matters are dealt with; and the joiner has the opportunity to learn more about hospice policies and procedures and ask questions.

Departmental induction takes place over a longer period of time and deals with all the necessary operational activities as well as instructions concerning the employee's day-to-day duties. Each quarter a formal 3-4 day induction training programme takes place which is mandatory for all staff. This includes sessions on fire, health and safety and equal opportunities. In addition staff are informed about hospice strategy and governance and are given a series of informative sessions about all areas of the hospice's work – corporate, fundraising and clinical.

Each year all staff undertake mandatory health and safety training which includes fire and manual handling and relevant staff undertake food hygiene courses much of this training is web based e-learning.

The hospice employs a large number of professionally trained staff a high percentage of whom have obtained a qualification in palliative care. All qualified nurses joining the hospice team are supported in obtaining recognised accredited training in palliative care. Competence in the administration of drugs by qualified nursing staff is assessed annually. Many of the health care assistants are also working towards obtaining their NVQ level 3.

Many other education and training sessions relevant to the speciality of palliative care are run by the Practice Development Team. Staff are actively encouraged and supported to obtain a vast range of external qualifications and training.

FINANCIAL ARRANGEMENT & FEES

There is no charge for the hospice services. However, as a registered charity we are always grateful for any donations that will help us continue to provide our service to the local community.

PRIVACY & DIGNITY

All staff strive to preserve and maintain the dignity, individuality and privacy of all our patients and their families within a warm and caring atmosphere.

COMMENTS COMPLIMENTS & COMPLAINTS

Comments and Compliments

We are always interested to hear your views and if you have any comments or suggestions, please let us know by using forms available in the in-patient unit.

Complaints

Sometimes mistakes happen and, when they occur, we would like to know. If any aspect of our service gives you cause for dissatisfaction, please speak to us. All complaints are taken seriously and will be dealt with promptly, sympathetically and in complete confidence.

What should I do first?

Ask to talk with the nurse in charge who will try to deal with your concerns straight away.

What can I do if I am not happy with the response to my complaint?

Ask to see, write or email one of the hospice's Directors (see pages 5 and 6) to discuss your concerns further.

Receipt of your complaint will be acknowledged within two working days. Every endeavour will be made to investigate your complaint and provide a full response within 20 working days of receipt of the complaint.

In cases where a more lengthy investigation is required, you will be kept updated on a fortnightly basis.

What can I do if I am not happy with the outcome?

You can write to Paul Hinson, Chief Executive, who will arrange to meet with you and further explore your issues.

If you are still unhappy you can contact the Care Quality Commission at the address below. Although they cannot investigate individual complaints, they would like to hear about your experience.

Care Quality Commission
Citygate Gallowgate Newcastle upon Tyne NE1 4PA
or by email at enquiries@cqc.org.uk

If, at this point, you are still unhappy with the outcome, we would recommend that you discuss your concerns with the Health Service Ombudsman,

Monitoring quality through user involvement

The hospice is committed to maintaining standards of the very highest and carries out quality monitoring to ensure this is the case. We have worked hard to create a patient-focussed culture in line with national recommendations that place emphasis on user feedback to monitor service quality, facilitate quality improvement and ensure that services are developed to meet the needs of all that use them.

We have developed our user involvement to ensure that we ask the full range of our users for feedback on our services. We currently seek the views of users through:

- The service user group
- Patients and carer experience surveys
- Volunteer experience surveys
- Focus groups for external stakeholders
- Feed-back forms for users of our education service

Chief Executive
October 2014