

Havens
Hospices



Quality Account

2023 - 2024

Every one of us
Making every day count.



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About Us

Havens Hospices provides specialist care and support for people of all ages who are living with incurable conditions and their families. We work closely with health and social care professionals to ensure their care and support is the best it can possibly be so they can get the most from life and make every day count.

Our Vision

Making every day count.

Our Mission

To offer the best possible palliative and supportive care, free from fear and barriers, where the patient and those important to them are always put first.

Our Values

1. Care and Compassion

We are driven by our desire to care for and help people with complex or incurable conditions. We focus on their quality of life, offering choice and support in ‘Making every day count’.

2. Commitment

We are committed to putting other people’s needs first. We seek to achieve fairness and equality by making our services inclusive and available to all who need them.

3. Community

We work together as a charity and to serve our communities, to ensure everyone feels included, valued and respected for what they contribute.

4. Courage

We listen calmly to others and respect different opinions and beliefs. We reflect and think before we act, seek to understand the consequences, overcome fears in making difficult decisions and accept that we can sometimes make mistakes.

5. Integrity

Our patients and families are at the heart of every decision we make. We are open, honest and transparent and every action is taken in good faith.



A Review of our Services

Havens Hospices provides specialist care and support for people of all ages who are living with incurable conditions and their families. Its services are across the three local authority boundaries of Essex, Southend and Thurrock, with a percentage of commissioned income which includes some NHS contracts.

The care we provide is uniquely person-centred and focuses on what matters most to the person concerned. Our purpose is to enhance their quality of life and wellbeing, ensuring they can live life to the full and helping them make every day count with their loved ones.

Havens Hospices' annual turnover in 2023/2024 was £15.7 million, with NHS income accounting for 29% of our total income. This percentage includes the new funding this year for our Rapid Access Discharge Service, which is run in collaboration with St Luke’s Hospice in Basildon and Farleigh Hospice in Chelmsford.

Fair Havens

In Patient Unit

A purpose-built In Patient Unit based near Priory Park in Southend-on-Sea. All beds are in private rooms with en-suite facilities and private outdoor space.

This unit provides individualised specialist palliative care, including end-of-life care, symptom control and respite support. The beds are nurse-led with medical support and specialist palliative care consultant input from the Mid and South Essex Foundation Trust Consultant Team.

In addition to specialist palliative care beds, Fair Havens also hosts Rapid Access Discharge Service beds for patients assessed as rapidly deteriorating with a primary health need, as per the referral criteria, whose needs and preferences are best met by a bed within the hospice.

Care is provided 24/7, 365 days per year.

Community Team

Fair Havens' Community Team offer community-based hospice services for adults living in South East Essex:

- 1. Rapid Access Discharge Service
- 2. Respite Service (day and night)

The Rapid Access Discharge Service is a new service funded by the Integrated Care Board (ICB). It allows people who are rapidly deteriorating and thought to be in the last 12 weeks of life to access hospice-influenced care. These people may receive domiciliary care directly from the team, or this may be supported through the identification and funding of external agency provisions. For people meeting the criteria who need or prefer nursing home care, placement in a local nursing home or admission to a rapid-access discharge bed at Fair Havens can be facilitated. This service works closely with the hospital discharge team and the community palliative care nursing specialist team hosted by Essex Partnership University Trust.

The Community Team Respite Service provides daytime and overnight respite support to unpaid carers who care for someone with a complex or incurable illness, so they can maintain their physical health and emotional wellbeing.

Our specialist team of Healthcare Assistants provide the care and compassion someone at the end of their life deserves, as well as supporting their family. Provision of respite is prioritised based on the needs of the individual or when their carers face care needs of their own or are struggling with their responsibilities as a carer.



“The team from Fair Havens is flexible, and they give me a choice in how and when I’m cared for. If something happened, I know they’re on the other end of the phone. They will always ask what kind of care I need.”

Graham, who was cared for in the community

Fair Havens Hub

Fair Havens Hub provides therapist-led outpatient-based services with a community wellbeing focus for adults with complex or incurable illnesses.

Services are focused on person-centred care and activities that help patients live well and independently with their condition for longer. Our specialist team is here to empower and enable patients and those important to them to live well and plan for the future.

People referred to the service undergo an assessment of needs by one of our trained multi-disciplinary team and are asked, “What matters most to you?” before developing a personalised programme of care jointly with the team to support and meet the identified needs. This includes providing a wide range of therapies and activities offered at the Hub, signposting, and referral to other local services where needed.

People remain under the care of their own GP and their community palliative care nurse while supported by Fair Havens Hub and may have more than one episode of care during their illness, depending on their needs and wishes.

“You don’t realise how much life you have in you until you come to places like this. I’m naturally shy, but now I come here and am experiencing new things, socialising and talking to people. It’s nice to live instead of exist.”

Martin, who attends Fair Havens Hub



Little Havens

In Patient Unit

Little Havens is an eight-bedded children’s hospice that covers the whole of Essex and provides palliative and end-of-life care to children and young people between the ages of 0-18. Children and their families are cared for in a safe and secure environment with nurses, experienced Healthcare Assistants and Allied Health Professionals.



“Little Havens has helped us to make every day count and create memories through their activity days and spending time in the gardens. You don’t have to worry when you come here - it’s a bit of a break from being a carer. It’s like a home from home.”

Alyssa’s Mum

Community Team

The Little Havens Community Team provides home-based respite care to children and young people aged 0-18. This team also works with our In-Patient Unit and community children’s nursing teams to provide end-of-life care at home, where this is the preference of the child or young person and their family.

Family Engagement

The Children and Young People’s Service offers various activities and short breaks for children and young people to enjoy with or without their families to make special memories.

These include on-site groups and services such as music therapy, adapted gardens and play areas, the hydrotherapy pool, and offsite trips. Last year, trips have included an accessible canal boat trip in Harlow and sibling days out to Stubbers Adventure Park.

These activities provide an opportunity for children, young people and their families to meet, make friends and develop support networks.

Wellbeing

Our Wellbeing Team supports patients and families across all our hospice services, ensuring their emotional, social, spiritual, and psychological needs are met.

Services offered and provided depend on individual needs and goals but can include:

- Social workers offering advice, support and advocacy
- Counselling for adults and children
- Spirituality advice and support
- Complementary therapies
- Creative art therapies, including legacy work and memory-making
- Therapeutic workshops and events
- Carers support
- Adult bereavement groups
- Children’s support and therapeutic bereavement groups

“The course has helped to demystify things. We can all learn from each other’s experiences, so it’s nice to be able to exchange ideas and discuss the different stages we are at. The people that run the group have a wealth of experience.”

Richard, who attended the Carers Support group



A Statement on Quality from the Chief Executive

The Quality Account for 2023–24 reflects a year of challenge, improvement and growth for Havens Hospices.

We are operating as a charity at a time when the cost-of-living crisis has impacted many of our income streams. Costs have increased, and NHS funding remains a small proportion of the costs of running our services. The workforce shortage in nursing is making recruitment and retention challenging. Despite these challenges we have made some significant changes to our services, with the launch of our Rapid Access Discharge Service this year.

We have reviewed our children’s and young people’s service offer, with the help of an external consultant, and developed a plan for improvement, which will be delivered gradually over the coming years. This will support the delivery of more care to more people and help us to increase the specialist offer available to children locally.

We have had externally commissioned infection control audits and the support of an Adult Executive Nurse to review our current nursing workforce support and make recommendations to improve it. We have also made many internal improvements, with over 50 quality improvement projects presented at our 'Quality Awards', followed by the launch of our new 'Bright Ideas' initiative to encourage further quality improvement work.

Despite the challenges, we have reached more people and increased the hours of care provided. We are caring for more people with non-cancer diagnoses in line with our goals to offer wider access and increase the range of people we care for. The introduction of the Rapid Access Discharge Service has also allowed more people to benefit from hospice-influenced care, even where it is not directly delivered by our teams.

We are excited by our plans for 2024–25, which include a range of strategic improvements designed to improve quality and safety, increase our reach, strengthen our workforce, and future-proof our organisation for providing care in the coming decades.

This Quality Account follows the model requirement set out in the regulations by the Department of Health and has been prepared by our Medical Director and Acting Head of Quality.

To the best of my knowledge, the information reported in this Quality Account is accurate and a fair representation of the quality of healthcare provided by Havens Hospices. The report is endorsed by our Trustees.

I hope you will find this account informative, but if there are any questions, comments or clarification required, please do contact us at www.havenshospices.org.uk/contact.

Steve Smith
Chief Executive



Board of Trustees Commitment to Quality and Statement of Assurance

Havens Hospices Board of Trustees are committed to assuring the provision of outstanding care and patient experience alongside a culture of continuous quality improvement throughout the organisation. This is driven by the ambition to make every day count for people using our services and those important to them.

The board works together with senior staff to provide oversight of Havens Hospices activities. Within the 2023/24 year, and ongoing into the coming year, work has been funded to improve the 'Ward to Board' governance process and increase assurance around all activities to the Board of Trustees. We recognise the importance of maintaining a diverse board with a skill set appropriate to the needs of the organisation, providing constructive challenge and oversight. We also understand the need to celebrate improvement and excellence within our teams and services.

The board are fully sighted on patient outcomes and feedback on both positive improvements and areas of risk and is in full support of senior staff leading their teams to make continual improvements. This year, the board has overseen the launch of the new Rapid Access Discharge Service, the review of our children’s services and the beginning of embedding the Patient Safety Incident Reporting Framework.

The board has approved strategic plans and budgets for the coming year, which reflect the need to maintain current work and planned developments while assuring the charity’s financial future. We are excited by the plans for the coming year and the way the organisation is growing and developing.

The Board of Trustees are proud to be part of Havens Hospices and the outcomes and experience of care being achieved for people.

To the best of my knowledge, the information reported in this Quality Account is accurate and a fair representation of the quality of healthcare provided by Havens Hospices.

Liz Mell
Chair of Trustees



Priorities for Improvement from the Previous Year

Last year was the first Quality Account formally published by Havens Hospices, and three key priorities for improvement were identified. This section outlines progress on these priorities and provides evidence of our commitment to a culture of continuous quality improvement throughout the organisation.

Priority 1 – Review of Children & Young People's Services

This review has been completed in full, led by an external specialist nurse consultant with vast experience in the children's hospice sector, resulting in the Little Havens Development Project. The project will take three years to deliver in full but is already making progress with recruitment to the first key posts.



Priority 2 – Introduction of 24/7 Community Palliative Care Services

This remains a priority across the Mid and South Essex system, and Havens Hospices remains committed to being part of a collaborative solution as this is developed. This is not a service which Havens Hospices can fully fund or deliver without support from other organisations.



Priority 3 – Review of Staffing (skill mix/roles and establishment)

Full establishment reviews have been carried out for all of our care areas. This has included considering innovative solutions to workforce challenges, including recruiting our first paramedic, increasing the Fair Havens Community Team and training an Advanced Nurse Practitioner to support the adult In Patient Unit. Nursing establishments will continue to be reviewed regularly.



Commitment to a Culture of Continuous Quality Improvement

We are committed to a culture of continuous quality improvement for our whole organisation. This is demonstrated through a commitment to further develop our robust audit plan using software to automate reminders and collect data sets in a more meaningful way over time.

In November 2023, we held our Quality Awards and had over 50 posters presented of quality improvement projects completed over the last year across the organisation. The overall winner of these awards was a nurse from the adult In Patient Unit with a project introducing dignity boxes to return precious belongings to families after someone has died. These have replaced carrier bags and are a clear improvement for both staff and families. This and five other posters of quality improvement projects were presented at the national Hospice UK conference in 2023.

November 2023 also saw the launch of 'Bright Ideas', a simple process through which any member of staff can suggest a change, idea, or

improvement and be supported, where possible, to take that through to a completed quality improvement project. Since the launch, we have already received 40 'Bright Ideas', many of which we hope will be presented at our next Quality Awards, to which we hope also to invite external stakeholders.

Embedding Patient Safety Incident Response Framework (PSIRF) and using this to continue our improvements based on learning from incidents is also a priority for 2024/2025.

66 When we came to Little Havens, we realised that end of life care was only a small part of what Little Havens do – the rest of the care and support is for families like ours. 99

Jay, Millie's mum



Clinical Audits

Havens Hospices' audit plan has two main purposes. To assure quality and to improve quality. Core annual audit activity is planned with oversight from the Clinical Quality Group but audits are added or frequencies changed in response to risks or concerns.

2023/2024 Audits

The 2023/2024 audit programme had a range of audits to ensure compliance with local and national standards and identify opportunities for continuous improvement.

Routine internal audits included:

- Hand washing
- Record keeping
- Safeguarding
- Syringe pumps
- Mattress audit
- CQC self-assessment controlled drug audit
- Facilities audits
- Transcribing audits

Additional audits included:

- Quality of resuscitation decision documentation
- Patch check audit after introduction of a new process

External audits included:

- Hospital pharmacy drug storage audits on both sites
- Participation in the end of life audit for hospices co-ordinated by Hospice UK
- Infection control and prevention audit

In addition to our formal audit programme, we routinely monitor and benchmark against Hospice UK data on our key patient safety incident areas. For these areas in 2023/2024, we also completed thematic reviews. These areas are:

- Falls
- Medication incidents
- Tissue viability incidents

We also monitor referrals, staffing levels, incidents and patient feedback through the Clinical Quality Report.

We have updated our audit plan for the coming year and also reviewed the process for routine audits, many of which are being standardised across our services and moved into Vantage to allow more consistent reporting and monitoring.

Vantage is the software used by Havens Hospices for managing incidents, accidents, near misses, risk assessments, and CQC compliance. Going forward, audits and document control will be added.



Quality Performance Information

This part of the report reviews our quality performance. At Havens Hospices, we pride ourselves on providing the best quality care possible and on our commitment to continuous quality improvement, where we will always strive to improve things.

This section covers our governance arrangements and quality performance indicators we choose to or are required to measure or report on. The most important quality markers to us are our data on outcomes and feedback, as these reflect how effective our services are and how people experience them.

Clinical Governance

Our governance structure continues to develop in response to the needs of our services and provides support and assurance around these. We are currently undergoing a robust review of all our governance processes and structures to further improve our current situation.

Currently, we have regular patient safety groups, including safeguarding, medicines management, tissue viability, infection prevention and control, and falls prevention. These groups, along with our combined risk meeting, feed into our Clinical Quality Group, which provides assurance to our Trustee-led care committee around the quality of services, any risks and how they are being mitigated, and any new developments or key improvements.

This structure is further supported by regular team meetings at all levels within care.

Towards the end of 2023, we introduced a new Patient Safety Incident Reporting Framework with an increased focus on learning from incidents and wider systems thinking to improve patient safety. This includes increasing oversight of incidents through thematic reviews of our main incident types.

Patient safety groups examine key priority areas across the organisation. Risk meetings, chaired by the registered managers and supported by the Quality Team, are held monthly to review metrics and incidents.

The Clinical Quality Group provides a space for the sharing of audit outcomes, quality metrics and ratification of policies and procedures with oversight and scrutiny provided by the Trustee-led Care Committee.

Reach of Services

Havens Hospices Adult Services

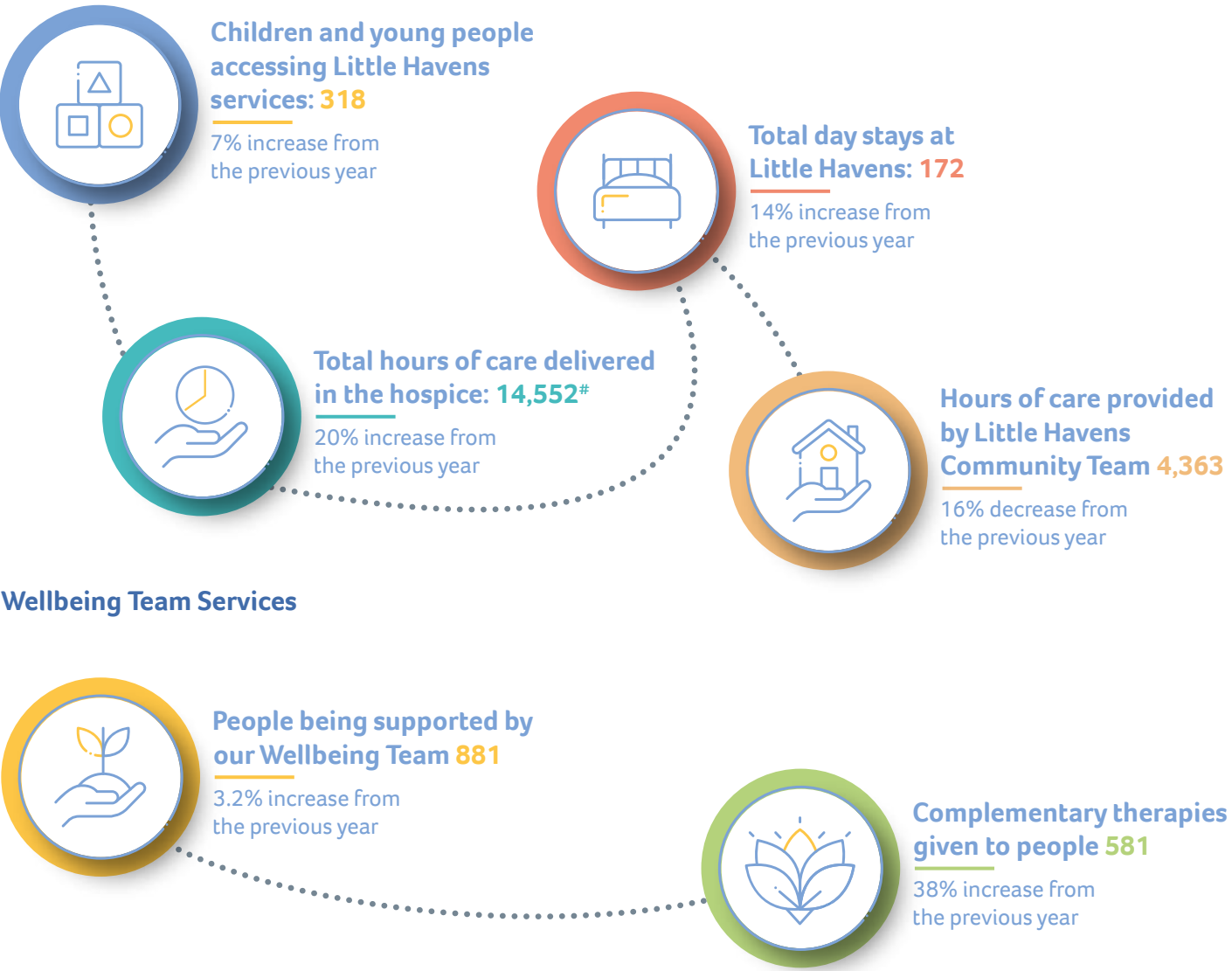
Our adult services have seen a significant change in reach this year with the introduction of Rapid Access Discharge Service, which cares for patients with any condition who are rapidly deteriorating and thought to be in the last weeks of life. The Fair Havens Community Team assesses all patients referred to this service, and care plans are made to meet their needs. Patients are then either cared for directly by Havens Hospices or placed with an appropriate domiciliary or nursing home care provider.



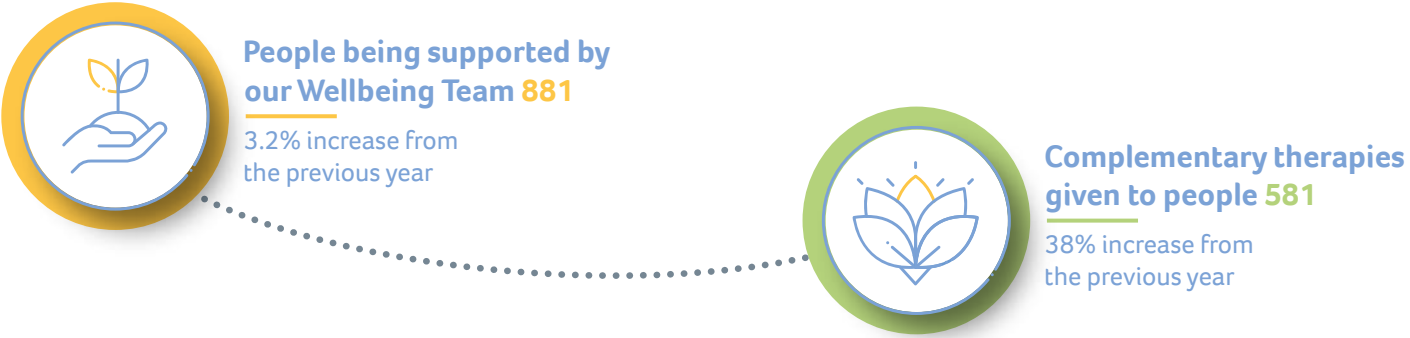
*This includes those provided with care by external providers through RADs.
* Including Rapid Access Discharge Service.
Including overnight and day stays in the In Patient Unit.

Little Havens Children and Young People Services

There has been an increase in the reach of our children’s and young people’s services, with more children and young people accessing our services.



Wellbeing Team Services

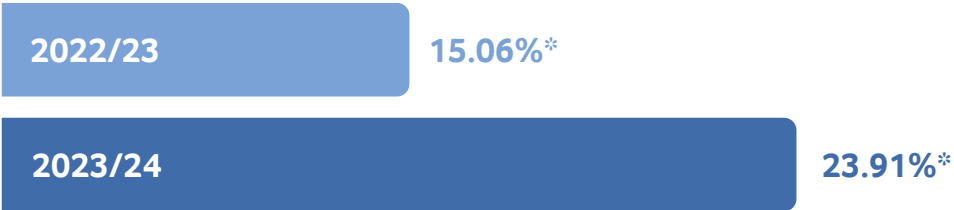


Overall, the reach of Havens Hospices continues to increase, with more care being provided to the local community.

What conditions the people we are seeing have

There has been a significant increase in the percentage of people using Havens Hospices services who have a non-cancer diagnosis. This is in line with our ambition to widen access to services to those who would not have traditionally accessed hospice care. It is in part due to RADs, which provides or sources care for people who are rapidly deteriorating and likely to be in the last 12 weeks of life regardless of their symptoms or diagnosis.

Percentage of Patients with a Non-Cancer Diagnosis*



*Not including children and young people.

Patient Reported Outcomes

One of the most important measures of any service is the outcomes it provides for people who use it.

The Outcome And Complexity Collaborative (OACC) suite of measures provides validated tools designed to measure the impact of palliative care services. At Havens Hospices, we introduced some of these into routine care across all adult services in 2019/20. The Integrated Palliative Care Outcome Scale (IPOS) is one such tool. These are completed by people entering our services and repeated at regular intervals until discharge or death.

We use software in collaboration with other hospices, which provides us with information about the meaning of our scores in terms of service effectiveness. This is converted to a grade from A+ to F. A normally performing service should expect to score C in all indicators. Our combined service grades are C and above in all but two indicators, with many indicators scoring better. Our lowest scores are D+ for mobility and friends and family being anxious or worried. These are areas we will aim to improve on in the coming year.

Service scores for each indicator	Grade
Pain	B+
Shortness of breath	B
Weakness or lack of energy	C
Nausea	A
Vomiting	A
Poor appetite	C+
Constipation	B+
Sore/dry mouth	B+
Drowsiness	C+
Poor mobility	D+
Feeling anxious/worried about treatment/illness	B
Friends/family have been anxious/worried	D+
Feeling depressed	B+
Felt at peace	B
Share feelings with friends/family	C+
Had as much information as wanted	B
Practical issues have been addressed	B+

In 2023/24, we introduced the Warwick-Edinburgh Mental Wellbeing Scale (WEMWBS) scoring for our adult counselling service. This is not one of the OACC measures but a validated tool for measuring wellbeing. Scores are measured before and after intervention, and the results so far show an improvement in average scores in all areas measured.

This tool measures a range of positive wellbeing statements such as ‘I’ve had energy to spare’ and ‘I’ve been feeling loved’ on a scale of ‘none of the time’ to ‘all of the time’. We also collect information on a number of service specific measures at the same time which again all show movement in a positive direction between pre and post intervention scores.

Once available, the Children’s Palliative Care Outcome Scale (C-POS), an equivalent tool to IPOS for children and young people, will be rolled out for Little Havens’ services. More information about the development of C-POS can be found at www.kcl.ac.uk/research/c-pos.

When I was referred, I was a bit unsure and felt overwhelmed and anxious, but Fair Havens was nothing like I imagined. I expected it to be sad, but it is full of light and happiness – there isn’t one staff member who hasn’t got a smile on their face

Robin



Patient Feedback

Compliments

Patient feedback is collected from a wide range of sources, including online anonymous feedback forms, feedback cards and feedback we receive from bereaved people through the medical examiner's service.

Feedback continues to be positive overall, with 480 compliments received across all services in the last year.

66 Your kindness and care made such a huge positive difference to us all and gave us the opportunity to share precious time together. Your skills in making each person feel that they matter and that their needs are important mean everything. 99

Complaints

All complaints and negative feedback provide valuable learning for Havens Hospices, and we take the responsibility to learn from these seriously.

In 2023/24, we received 12 complaints. Seven of which were formal and five informal. There were also five incidents of negative feedback. All of these have been investigated, responded to as appropriate, and actions taken to prevent recurrence.

Of the complaints, eight related to Little Havens In Patient Unit and were complaints about care, communication, and facilities. Three related to Fair Havens Community Team and were complaints about care and funding decisions. One related to Fair Havens In Patient Unit and was a complaint about care.

15-Steps Challenge

In 2023/24, we introduced a modified version of the NHS 15-Steps Challenge, which looks at quality through the eyes of patients and relatives.

This involved a walkaround of both sites facilitated by the Quality Team, which included Trustees, members of the Leadership Team, other members of staff, and a person who uses our services. The voices of people using our services were also captured during this time through in-the-moment conversations with current inpatients and families.

Action plans with a total of 30 improvements were then developed between the Care Teams and those involved in the challenge based on their feedback.

Many of these improvements have already been completed, and the remainder are planned. We will continue to embed the 15-Steps Challenge over the next year, rolling it out to our community services in an adapted form and refining the process to maximise the challenge's potential.

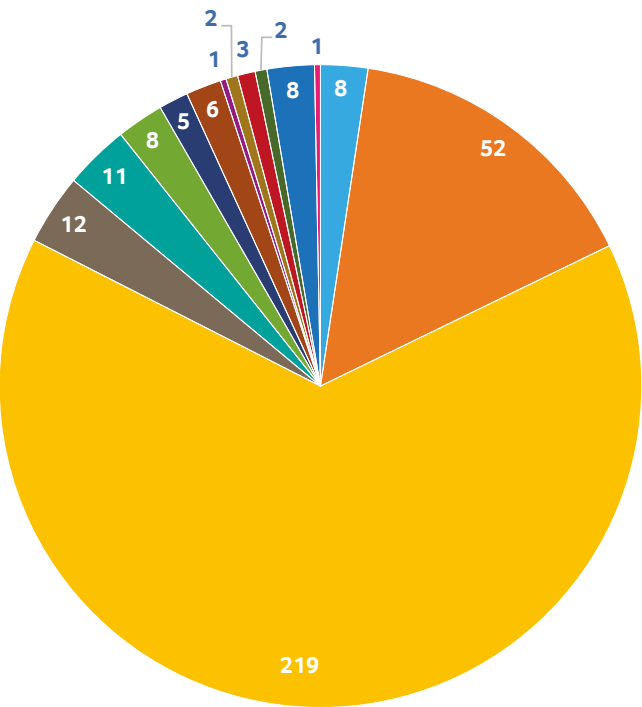
The Future of Patient Feedback at Havens Hospices

As an organisation, we are keen to develop more consistent ways to seek the views of all those using our services. This is why a review of our current feedback systems has been carried out, and some immediate improvements have been made. A short-term working group has now been set up to unify and further develop this system over the 2024/25 year with the aims of:

- Having a single place where all feedback, wherever it comes in from, is collated
- Having numerical data which we can compare from month to month and year to year
- Having better insight into the characteristics of those providing feedback
- Increasing the accessibility and number of people we get feedback from

Clinical Incidents

As an organisation, we take a positive approach to incident reporting and strongly encourage reporting all near misses and no-harm incidents for learning responses and any incidents resulting in any level of patient harm.



In 2023/24, we launched the new PSIRF and are working towards embedding our policy and plan in everyday practice.

Summary of all Care Incidents

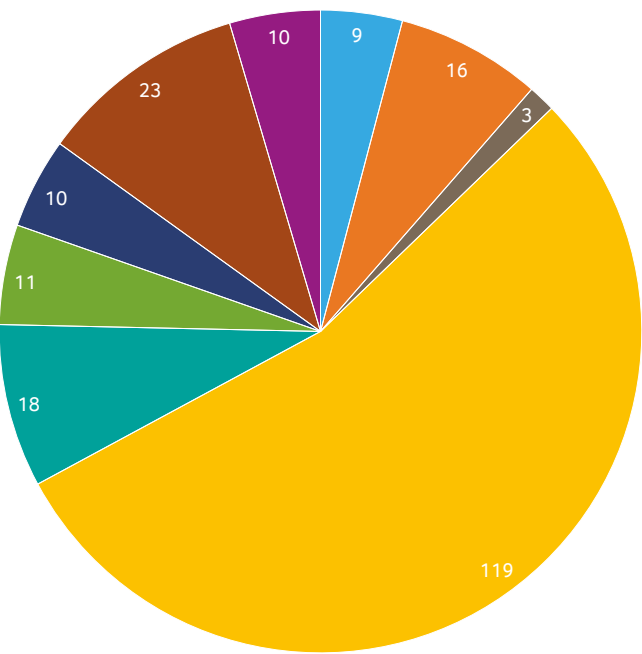
As the pie chart on the left shows, clinical incidents and falls are the main incident types in care.

- | | |
|----------------------------|-----------------------|
| Abuse | Feedback |
| Accident inc. Falls | Fire |
| Clinical Incident | Health & Safety |
| Complaint | Illness |
| Data Security & Protection | Information inc. I.T. |
| Environmental | Safeguarding |
| Equipment / Device Failure | Security inc. Theft |

Grand Total: 338

Clinical Incidents Breakdown

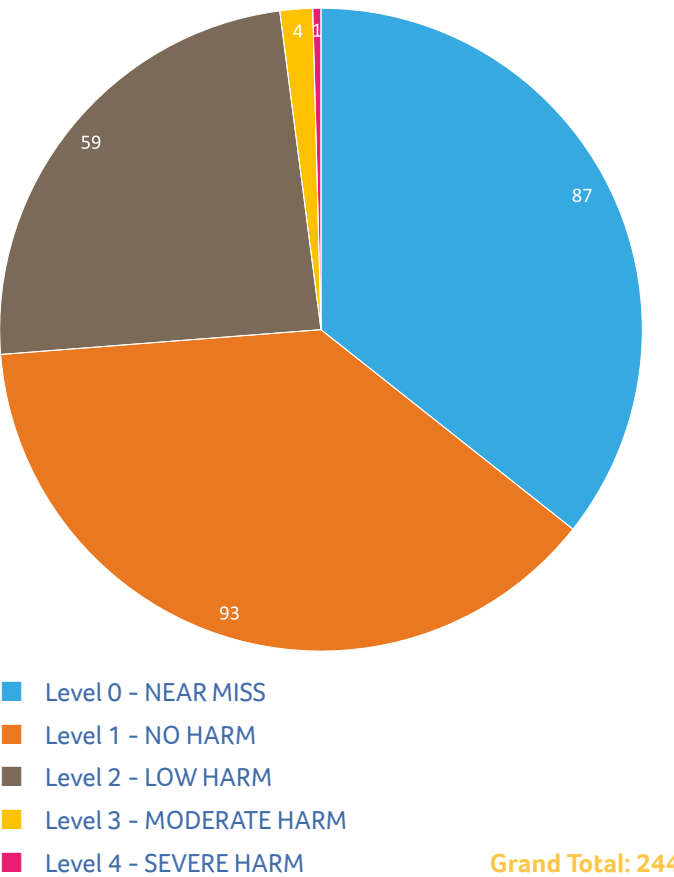
As the pie chart on the left shows, medication/drug error is the main clinical incident.



Grand Total: 219

Clinical Incidents and Falls by Level of Harm

The pie chart below shows incidents by the level of harm, demonstrating the high levels of reporting of level 0 near-miss events and level 1 and 2 low and no harm incidents.



The only severe harm incident relates to a fall in which a significant injury was sustained. Moderate harm incidents relate to pressure ulcers, moisture-associated skin damage, medication incidents, and a fall. There were a significant number of incidents where no level of harm was recorded.

Falls, tissue viability, and medication incidents have been identified as our key patient safety areas of focus, given the incident distribution. In January 2024, a full thematic review of six months of incidents was completed in each of these

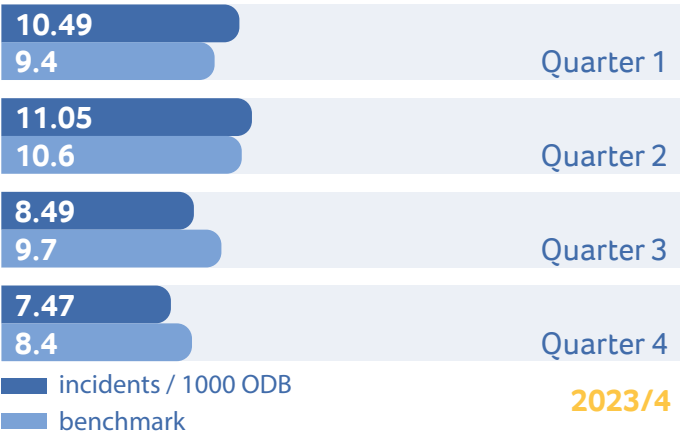
areas, with patient safety, incident reporting and investigation quality actions needing improvement. This includes the need to improve the completion of the incident section on the duty of candour and to improve documentation of the level of harm.

Incidents per 1000 Occupied Bed Days and Hospice UK Benchmarking Data

As an organisation, we participate in the Hospice UK Patient Safety Project. This scheme enables us to compare our incident rate against our peers.

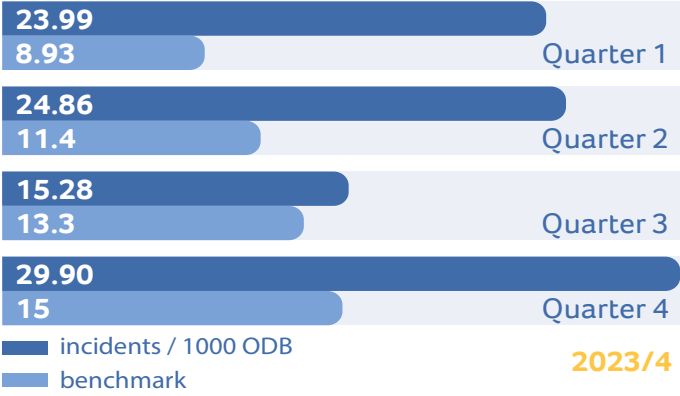
Measuring incidents in this way allows us to benchmark against the national Hospice UK datasets, to which we also contribute data.

Pressure ulcers

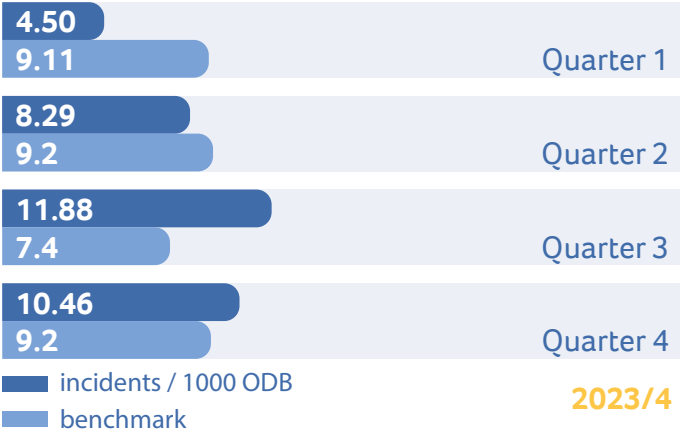


Pressure injuries have been a focus and quality indicator over the past year, and in quarters 3 and 4, we saw these reduce to below the Hospice UK benchmark. This has been achieved through a combination of improved processes and systems and team education.

Medication incidents



Falls



Medication incidents and falls have shown a rise, and reducing these will be a focus for the coming year. These are currently above the Hospice UK benchmark, with the majority being near misses, low, and no harm incidents. Thematic reviews have been completed for both these areas, and we have clear action plans in place to reduce these over the coming year.

Although we can only benchmark the adult In Patient Unit, the thematic reviews and improvement plans include all our services.

66 The service provided and the care given by everyone is amazing.

They are knowledgeable, considerate and sensitive to your needs and wishes. The whole service is above and beyond my expectations. 99

Malwinder



Quality Markers Measured Last Year

We have met all our NHS contract quality requirements, which relate to mandatory training, safeguarding supervision and compliance with duty of candour for notifiable safety incidents.

NHS Contract Quality Requirements: 2023/4

	Safeguarding training	Compliance level
Local Quality requirements	Adult levels 1-4	≥ 95%
	CYP levels 1-4	≥ 95%
	Safeguarding Supervision 1:1 or group reflection CYP services: All Named / Specialist / Lead health professionals working with children and young people will receive 1:1 safeguarding supervision on a three-monthly basis	100%
	CYP Safeguarding Supervision: All staff working with children and young people regularly, whereby they are required to make safeguarding referrals, will receive safeguarding supervision on a three-monthly basis	95%
	CYP Safeguarding Supervision: All other staff delivering care directly to children and young people or parents and carers will receive safeguarding supervision on a three-monthly basis	95%
National Quality requirements	Duty of candour compliance: Number of times failed to notify the Relevant Person of a suspected or actual Notifiable Safety Incident	0

Feedback from ICB and Healthwatch

Response to Havens Hospice Quality Account 2023-24 from Mid and South Essex Integrated Care Board

As a commissioner of hospice services locally, Mid and South Essex Integrated Care Board (MSEICB) welcomes the opportunity to comment on this quality report.

MSEICB is commenting on a draft version of this quality account, however, to the best of its knowledge, the information contained within this report is accurate and is representative of the quality of services delivered. Any queries will have been fed back to Havens Hospices prior to publication for consideration of inclusion, along with any missing data in the final report.

MSEICB is pleased to note the progress that Havens Hospices has made against the priorities for improvement that it set out last year. MSEICB understands that in some areas, support of other services within the system is required and work remains ongoing.

It is heartening to see the positive feedback Havens Hospices receives from its service users and appreciates the important role it plays within the community that it serves.

MSEICB acknowledge the priorities that Havens Hospices have set for 2024/25:

- Community - Develop inclusive services that reach the community.
- Choice - Improve the choice of therapeutic care activities for people at Havens Hospices.
- Challenge - Create a ‘Just Culture’ to improve accountability and raise standards.
- Prioritise our People - Support colleagues in

their professional development to improve the quality of our care.

- Elevating our Influence - Work in collaboration with local healthcare partners and commissioners to develop and expand our care services.
- Building a Stronger Future - Reduce the deficit budget.

It looks forward to seeing how these will be met and is happy to assist where it can.

Sincere thanks go to Havens Hospices and all its staff and volunteers for their hard work and dedication that has been evident over the last year. MSEICB would once again like to congratulate Havens Hospices for all that it has achieved, given the backdrop of increasing pressure and uncertainty, which continues to impact all healthcare services. The flexibility and innovation shown by Havens Hospices has been truly welcomed and appreciated by everyone in the communities that it serves.

In conclusion, MSEICB considers the Havens Hospice Quality Report for 2023/24 as providing an accurate and balanced picture of the reporting period. MSEICB will continue to seek assurance on performance and delivery of care by regular monitoring through agreed contract processes.

Giles Thorpe
Executive Chief Nursing Officer
Mid and South Essex Integrated Care Board
June 2024

Response to Havens Hospice Quality Account 2023–24 from Healthwatch Southend

Healthwatch Southend acts as the independent voice of local people using health and care services. We are pleased to see an accessible Quality Account summarising your approach to quality and quality improvement.

- We welcome your intention to work on increasing your reach in the local community, and your aim to co-produce actions. We know that there are inequalities in terms of access, so this intention is to be commended.
- There is reference to patient outcome scores within the Quality Account. We understand that more work is planned to understand patient experiences in 2024 and to use this to inform improvements in care and outcomes. We look forward to reading more about the impact of this in the next Quality Account.
- Linked to this, we recognise some of the challenges of working with patients and their loved ones in this sphere. Again, we understand that there are examples of good practice in place and look forward to reading more in the next iteration of your Quality Account.

We commend your obvious commitment to developing your services for the benefit of local people and would be happy to work with you, where appropriate, to support your ongoing quest for excellence.

Owen Richards
Chief Officer
Healthwatch Southend
June 2024

Response to Havens Hospice Quality Account 2023–24 from Healthwatch Essex

Healthwatch Essex is an independent organisation that works to provide a voice for the people of Essex in helping to shape and improve local health and social care. We believe that health and social care organisations should use people’s lived experience to improve services. Understanding what it is like for the patient, the service user and the carer to access services should be at the heart of transforming the NHS and social care as it meets the challenges ahead of it.

We recognise that Quality Accounts are an important way for local NHS services to report on their performance by measuring patient safety, the effectiveness of treatments that patients receive and patient experience of care. They present a useful opportunity for Healthwatch to provide a critical, but constructive, perspective on the quality of services, and we will comment where we believe we have evidence – grounded in people’s voice and lived experience – that is relevant to the quality of services delivered by Havens Hospice. We offer the following comments on the Havens Hospice Quality Account.

- We recognise that the hospice has seen increased demand over the past year and the direct quotes from those who benefit from the service are a welcome addition to the report and highlight the great work delivered.
- It is positive to see a focus on reviewing skill mix and appropriate staff, especially in the light of the challenges in recruitment all healthcare is facing.
- The number of complaints received in relation to the Little Havens in-patients unit is disappointing, the concerns range across a couple of key areas but the plan to address these are clear and robust.

- We are pleased to see the success of the Quality Awards and the wealth of posters and inspirational ideas that this generated. We look forward to seeing how the ‘Bright Ideas’ generate further opportunities and learning at the next Quality Awards.

Listening to the voice and lived experience of patients, service users, carers, and the wider community, is a vital component of providing good quality care and by working hard to evidence that lived experience we hope we can continue to support the work of Havens Hospice.

Samantha Glover
Chief Executive Officer
Healthwatch Essex
June 2024

66 Little Havens is very therapeutic – cathartic, in fact. When we come here, we have feelings of peace, serenity, and comfort.

Everyone understands us. I have a strong support circle, but they'll never understand what we're going through.

Even though my child has these complex conditions, we are still important. Little Havens reinforces that.

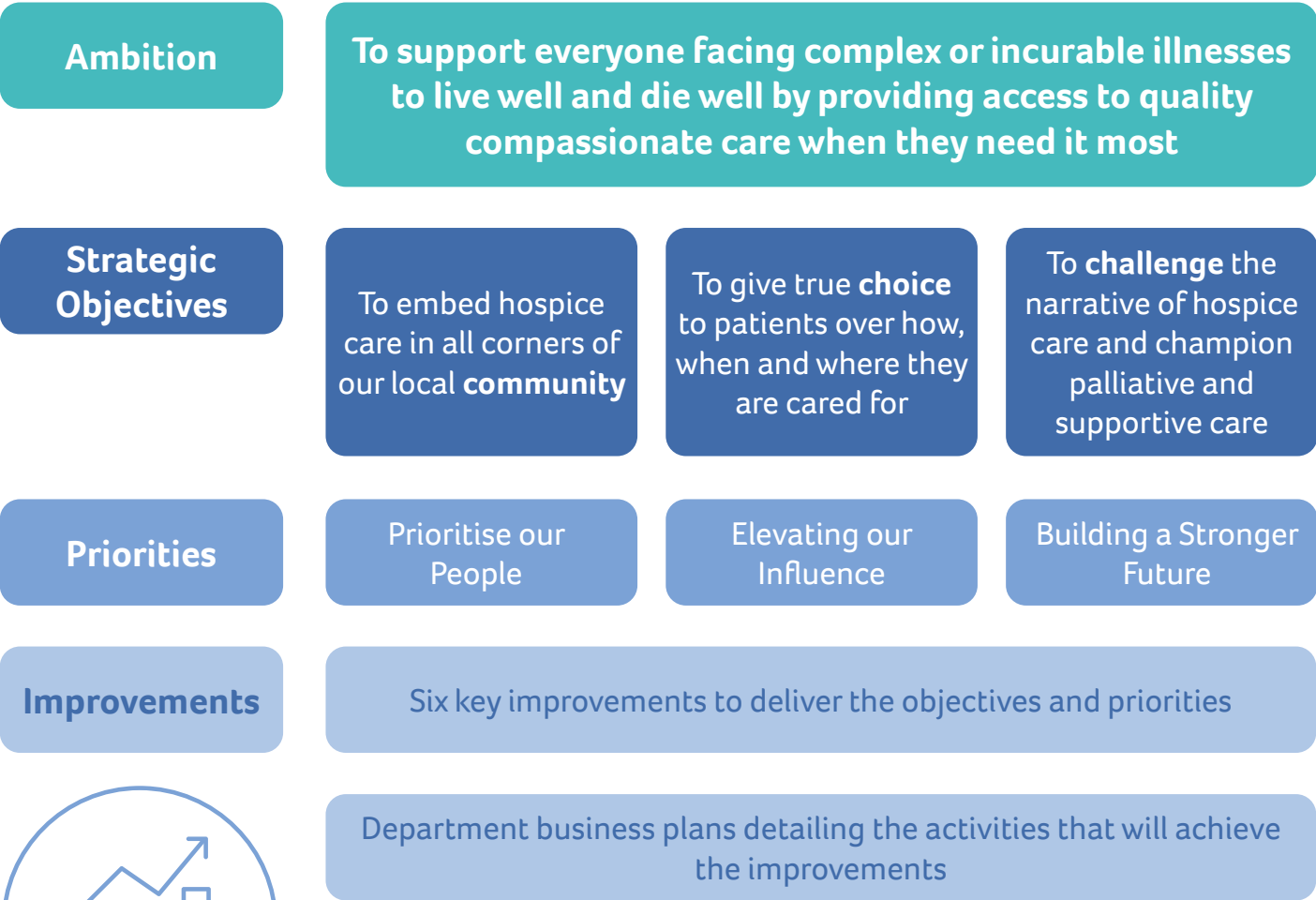
Charlene, Reuel’s mum



Future Priorities for Improvement 2024 – 2025

During 2022, Havens Hospices developed its current five-year strategy, as summarised in the graphic below. This was developed and informed by consultation with key stakeholders, including patients, carers, staff and volunteers.

For 2024/2025, six key strategic improvements in keeping with the ongoing strategy have been identified for the coming year. These have been widely consulted on internally and shared with key stakeholders, including people and families using our services.



1. Community

Develop inclusive services that reach the community.

How was this identified as a priority?

In line with our ambition (p24), increasing the reach of our services remains a priority. In 2023, an external review of our children’s services identified that we are not reaching all of those who could benefit from our services.

What are the aims for the coming year?

- Delivery of the next stage of the Little Havens development project which in 2024/2025 aims to increase the reach and breadth of specialist services for children and young people.
- Development of a dataset to allow the identification of groups we are not adequately reaching with our services and facilitate co-production with some of these groups.

How will progress be monitored and reported?

Progress of the Little Havens Development Project will be monitored through updates to Trustees against the agreed timeline. We aim to collect demographic and protected characteristic data from the majority of those using our service by April 2025.

2. Choice

Improve the choice of therapeutic care activities for people at Havens Hospices.

How was this identified as a priority?

At Havens Hospices, we develop and improve our services in line with what people using them tell us they need. Therapeutic gardening has evolved as a co-production project at Fair Havens Hub, starting with a small group of patients who stated gardening was something they missed being able to do. This has evolved and grown and now needs more dedicated access and space. At Little Havens, families tell us that the pool is a valued facility but it is dated and regularly out of commission.

What are the aims for the coming year?

- Development of space and access for therapeutic gardening at Fair Havens.
- Scoping and delivering a capital appeal to replace the hydrotherapy pool at Little Havens.

How will progress be monitored and reported?

Our Facilities Team will provide regular updates to the Board of Trustees on the progress of both these projects. Once the capital appeal is launched, the Fundraising Team will monitor progress against this and report it to the Finance Committee.



3. Challenge

Create a ‘Just Culture’ to improve accountability and raise standards.

How was this identified as a priority?

Embedding of the new patient safety framework is part of our NHS contract requirements. This has been launched but will take time to embed and make meaningful improvements. This includes the need to develop a ‘Just Culture’ with learning responses to incidents and appropriate accountability within our care roles and responsibilities.

What are the aims for the coming year?

- Reviewing and improving our system for responding to safety alerts and changes in guidance.
- Introducing robust systems for appraisal and performance improvement to increase support and ensure appropriate accountability at all levels.
- To use the patient safety incident reporting framework and embed the tools within this to reduce the harm-to-incident ratio – the aim being to learn from incidents.

How will progress be monitored and reported?

A review of our safety and guidance alerts system has already started – a new embedded process is the intended outcome with an updated supporting policy. This will be evidenced as effective by being able to clearly evidence to the Board of Trustees that patient safety alerts have been fully actioned.

Our People Team will report to the Board of Trustees on the number of people who have had an appraisal in the year. Our harm-to-incident ratio will be monitored and reported to the Care Committee and the ICB Patient Safety Group.

4. Prioritise our People

Support colleagues in their professional development to improve the quality of our care.

How was this identified as a priority?

Currently, our care staff turnover is 14.94%. We also have significant gaps in our trained nursing workforce for both adults and children. In order to upskill staff and improve care we recognise the need to have a more stable and complete team. Development and education are supportive of both the improvement of care and retention of staff.

What are the aims for the coming year?

- Implementation of a recruitment and retention strategy to help build our workforce.
- Development of a clinical education plan to upskill our teams.

How will progress be monitored and reported?

We will have an education plan with clear pathways for staying up to date and further development which will be shared with the Trustees. Retention rates and gaps in establishment will be monitored and reported to the Care Committee.

5. Elevating our Influence

Work in collaboration with local healthcare partners and commissioners to develop and expand our care services.

How was this identified as a priority?

The new RADs service introduced this year was developed in collaboration with our hospice collaborative partners at St Luke’s Hospice and Farleigh Hospice. We recognise that as a group of local hospices, we are stronger together and can benefit from increased collaboration in the future.

What are the aims for the coming year?

- To share learning and resources and build on collaborative services.

How will progress be monitored and supported?

The hospices will continue to meet regularly at director level and collaborate on projects where appropriate. Collaborative groups will be developed between roles where peer support will be beneficial such as our Controlled Drugs Accountable Officers (CDAOs) and Quality Team leaders. Individual measures will be created specific to collaborative projects and an update will be provided in the next annual Quality Account.

6. Building a Stronger Future

Reduce the deficit budget.

How was this identified as a priority?

We are currently working to a planned deficit budget and have reserves to cover this. However, there is a commitment to reduce this deficit year on year to protect our services for the future.

What are the aims for the coming year?

- Increase income.
- Manage costs.
- Keep within our planned reduced deficit budget for the year.

How will the progress be monitored and supported?

Progress against our planned budget will be reported quarterly to the Finance Committee. All of these priorities aim to continue to deliver for people, ‘making every day count’ and will contribute to the improvement.

All of these priorities aim to continue to deliver for people, ‘making every day count’ and will contribute to the improvement of patient safety, outcomes and experience of our services either now or in the future.



66 I feel empowered to live well despite having a terminal diagnosis, which has made such a difference in the time I have left. The rest of my life could have been very miserable, but it’s been full of joy thanks to Fair Havens. 99

Paula

Statements from the Care Quality Commission

Havens Hospices currently holds the following registrations with the Care Quality Commission (CQC).

Fair Havens In Patient Unit is registered as a hospice service to provide:

- Treatment of disease, disorder or injury
- Caring for adults under 65 yrs and Caring for adults over 65 yrs
- Rating from last inspection at previous address on 26th October 2016: Good
- This service was registered by CQC at its new location on 11th March 2020

Fair Havens Community Hospice Service is registered as a home hospice care service to provide:

- Treatment of disease, disorder or injury
- Caring for adults under 65 yrs and Caring for adults over 65 yrs
- Rating from the last inspection on 29th November 2019: Good
- CQC reviewed the information and data available to them about Fair Havens Community Service on 6th July 2023 and did not find evidence that they need to reassess the rating at this stage.

Applications are underway to combine the two above registrations at the new Fair Havens site.

Little Havens Children's Hospice is registered as a hospice service to provide:

- Treatment of disease, disorder or injury
- Caring for children (0 – 18yrs), Caring for adults under 65 yrs
- Rating from last inspection on 23rd November 2016: Good



Statement of Prepared Account

The Medical Director and Acting Head of Quality, overseen by the charity’s Chief Executive Officer and the Chair of the Board of Trustees, have prepared the account in collaboration with Havens Hospices’ Leadership Team. We routinely report the data in this report to commissioners, our auditors, regulators and trust and grant-giving bodies.

Use of CQUIN Payment Framework

No Commissioning for Quality and Innovation (CQUIN) monies formed part of any NHS contracts for 2023/24

Research

No patients receiving NHS services provided by Havens Hospices in 2023–24 were recruited during the period to participate in research approved by a Research Ethics Committee.

Due to prioritising patient care and safe staffing, we could not participate as planned in the CHELsea II trial but will follow the results with interest when they become available so our care can remain up-to-date with current evidence in the area of clinically assisted hydration.

Data Quality

Havens Hospices is required to complete the NHS Digital Data Security and Protection Toolkit. This online self-assessment tool allows organisations to measure their performance against the National Data Guardian’s 10 data security standards. The self-assessment must be completed annually.

All organisations that have access to NHS patient data and systems must use this toolkit to provide assurance that they are practising good data security and that personal information is handled correctly. For each organisation, the outcome of their annual submission is published openly on the NHS Digital website.

For our 2023/24 submission, all of the mandatory evidence items were provided, and we met the standard required. The 2024/25 submission will be submitted by the Head of IT & Compliance ahead of the 30th June 2024 deadline, and evidence for all 42 mandatory items will be provided.

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