



Impact Report 2022-2023

Innovate | Educate | Collaborate

A welcome from our CEO



I am so proud to reflect on how much progress we have already made against our strategic objectives, just one year in.

We set out to make a positive impact on end-of-life experience for 10,000 people in Cheshire every year. In year one we have already reached 11,800 people.

We also aimed to improve the knowledge, skills and confidence of 7,500 people, over three years, through education. In 2022 we educated 2,941 people, 118% of our annual goal.

The impact we make is only possible because we have an exceptional staff team and work with first-rate partners. As I retire from my role as CEO at the end of March 2023, I have absolute confidence that the great work of EOLP will go from strength to strength with Alison Clifford at the helm. Alison's considerable experience, great knowledge and steadfastness are second to none.

Salli Jeynes
CEO (2014 – 2023)



It's an exciting time to be taking the reins at EOLP. We've achieved so much together in the last 12 months and it was wonderful to see EOLP's work recognised in the 2023 Markel Third Sector Care Awards, where we were winners in the End-of-Life Care category. What a fitting way to recognise and pay tribute to everything Salli has led the team to achieve.

Looking forward, it's a privilege to be leading the team into the next phase of our development.

We have a clear strategy to empower people to care for others, with confidence and compassion, at the end of life. And while we will continue to build on the impacts showcased in this report, our strategic focus for the next year will be on improving early identification and personalised care and support planning.

I know we will continue to develop and grow as an organisation, demonstrating our impact and strengthening our collaborative approach, as palliative and end of life care specialists and educators.

Alison Clifford
Incoming CEO (2023 onwards)



Salli Jeynes and Alison Clifford



Salli and Alison meeting Angela Rippon at the Markel Care Awards



In 2022 we set out an ambitious three-year strategic plan to make an impact in the following areas:

Early Identification: By 2025 an additional 1,000 people each year, in Cheshire, will have been identified as palliative before they die.

Personalised Care and Support Planning: By 2025 an additional 1,000 people each year, in Cheshire, will have been offered the opportunity to discuss and record their end of life wishes before they die.

Knowledge, skills and confidence: By 2025 we will have educated 7,500 people that are providing support or care to those who have palliative care needs.



EOLP Impact 2022-2023

One Cheshire Voice
We used data we had collected to influence an investment of around **£500k** in specialist palliative care services in Cheshire

More than **50** staff have been trained and are now competent and confident to deliver end of life care at home

100% of patients and carers said they were confident in the care they received at home

DEMENTIA EDUCATION
The ADST delivered **72 uniquely tailored training sessions** across **50 different care settings**, addressing the individual education needs of **545 people** caring for someone with dementia

635 people from 50+ organisations educated in dementia care

2,941 We aim to increase the knowledge skills and confidence of 7,500 people in three years through our education programmes. In 2022, we educated 2,941 unique people on our courses. This represents almost half of our three year target in Year 1.

£2.6m The Palliative Care in Partnership pilot achieved funding of £2.6 million to support more than 800 people per year

ADST consultancy fully met the needs **91%** of carers and professionals

11,800 We aim to impact the end of life experience of 10,000 people per year. In 2022 we made a positive impact on the experience of 11,800 people.

Received "Excellence in Learning and Development" award from Association of British Psychologists

78 future palliative care leaders have graduated since 2018

COMPASSIONATE COMMUNITIES CRAFTING MEMORIES
40 recently bereaved people benefited from Crafting Memories sessions during the last six months of 2022

9 sessions were held in libraries, care homes, carer groups and bereavement groups during 2022

26 people from 16 hospices graduated in 2021-22

- There are now four bespoke versions of the course:
1. Hospice Leadership and Management Development
 2. Leading into the Future
 3. Aspiring Leaders in Palliative Care
 4. Leaders in Dementia Care

DEVELOPING LEADERS

PALLIATIVE CARE IN PARTNERSHIP

Palliative Care in Partnership

The Problem

In 2018, colleagues in community health services expressed concern that many of the existing 'at home' care services were overwhelmed.

The quality of the care was inconsistent and staff confidence to deliver end of life care at home was low.

There was evidence that people living in rural areas found it difficult to access care and for those families who were lucky enough to receive support, there was little or no continuity; sometimes they didn't see the same face twice.

The agencies providing care in people's last weeks at home weren't connected to NHS services, making it harder to communicate and take action if there were problems. There was also very limited information about the outcomes for patients or feedback on the care they received.

The Solution

Realising the problem, we put our heads together with NHS colleagues responsible for planning end of life care, as well as local people, St Luke's Hospice and Central Cheshire Integrated Care Partnership (CCICP), to find a solution.

Together we devised and led an initiative – Palliative Care in Partnership - to make palliative care in the home available, throughout Central Cheshire, in the last 12 weeks of someone's life.

“Your care, sympathy, thoughtfulness and utter sweetness was very comforting to us all and seeing the same faces again really helped. What an amazing service you provide, it was hugely appreciated.”

Family Carer

Training standards were developed to ensure all staff had the skills and confidence to provide high quality care. EOLP delivered the training and assessed staff as they put their new skills into practice.

Staff attended regular forums where they could give feedback and raise concerns. They highlighted challenges such as poor access to products for mouth care and continence and the lack of bereavement support for family carers. All of these issues have now been addressed, significantly improving quality of care.

The Impact

Community healthcare teams noted “the speed and efficiency with which care has been made available... the use of EMIS shared patient records is enormously helpful to keep us updated on the care of our patients between our visits” (District Nurse).

Families commented on the value of having the same team around them to provide support when they most needed it: “They have all been efficient, kind in their manner, they are compassionate. ... they are a great help during a very difficult time.... You get used to people, I feel I know them all” (Family member).

The pilot service started with an annual budget of £100,000 and a target to support around 18 patients every year. Between 2018 and 2022 the service supported over 100 people to receive end of life care in their own homes.

“I'm particularly proud that together we have demonstrated to the health and social care system that different organisations can work together to deliver a shared service and that when this happens the service benefits from the variety of knowledge, skills and expertise that a multi-organisational approach brings with it.”

Associate Director CCICP Tony Mayer

The feedback and the evaluations of the pilot project were superb. So superb that we have been able to use the pilot to leverage a **£2.6 million budget**, that will support more than **800 people per year**, throughout Cheshire, to receive high quality end of life care in their own homes. This has been made possible through successful collaboration with our partners across Cheshire.

“The care provided was exceptional. The carers treated my Mother with respect and kindness always taking care to explain to her what they were doing and always maintaining her dignity.”

Family Carer

More than 50 new staff have been recruited to the service and are trained and supported by EOLP to ensure they are competent and confident in their role.

Patient outcomes are closely monitored to ensure high standards of care. Feedback from patients and staff is used to shape the way the service is developed.

100% of patients and carers who have provided feedback stated that:

- They felt able to have an open and honest conversation with the team providing their care
- The people providing care communicate with one another, the patient/carer and other professionals involved in their care
- They have confidence that the team providing care were competent and skilled to support their needs

100%
confidence
in their care
team

Developing Leaders

The Problem

Succession planning into lower and middle management positions was becoming a challenge for our four local hospices. Potential leaders could not easily be nurtured because there was no specific leadership training for middle managers to upskill them to take on more senior roles in the future.

The Covid-19 pandemic brought the situation into even sharper focus, in our Care Homes this time, where leaders and aspiring leaders found themselves in at the deep end, caring for record numbers of people at the end of life and dealing with practical and emotional problems that were new to the sector.

“ I have found it invigorating, it has rekindled a passion...the hands-on workshops, they were brilliant, absolutely brilliant and they have changed my practice.....

My head has been turned, I am learning so much about dementia and I am seeing my patients differently. I'm really enjoying the course.

This course has had a huge impact on my abilities as a leader, I have gained in confidence, have good structural bases on how to start a work-based project. ”

*Dementia Leaders
Programme Delegates
MCHFT & CCICP*

“ As someone who is sight impaired often on course's I struggled flicking the camera on and off and accessing materials. The understanding of yourselves and the use of Moodle have made this course a dream to attend with no obstacles. ”

*Nicola Hunter, Clinical Nurse
Educator, Claire House Hospice*

The Solution

We joined forces with award winning Business and Coaching Psychologist, Rachael Lewis, to devise an innovative Hospice Leadership and Management Development Programme, which she delivered alongside EOLP's experienced clinicians and educators.

The course ran over four months, with modules covering the types of challenges faced in every palliative care environment. It provided a safe environment for learning, with colleagues who understood each other's challenges and who went on to form long term professional bonds and supportive networks. Most importantly the course served to upskill some of the talented people already working in the sector and continues to create a pool of experienced palliative care leaders.



78
leaders have
graduated
since 2018

The Impact

The Hospice Leadership and Management Development Programme received recognition in its first year with an "Excellence in Learning and Development" award from Association of British Psychologists.

Since 2018, 78 people have graduated, including **26 people from 16 different hospices during 2021-22**, creating a sustainable future for leadership in the Hospice sector. Our pivot to delivering the course online means Hospice staff across the UK are now benefiting from the course.

Demand has been so high that we have been able to create different, bespoke versions of the course, sharing specific knowledge and niche education to people working in different palliative care settings.

Our Leading into the Future for Care Homes, is an online, bite-sized version of the Hospice Leadership and Development Programme, created in response to the global pandemic and to date has been attended by 32 people from 24 different care homes;

Leading into the Future for Care Homes

32
people

24
different
care
homes

Leaders in Dementia Care provides highly specialised education to help leaders with the very specific challenges faced by those living with dementia at the end of their life. Our first programme saw nine people graduate.

COLLABORATE

Crafting Memories

The Problem

Around 650,000 people die in the UK every year. So, at some time in our lives, every one of us will be affected by grief and, until we lose someone close to us, we have no idea how that will affect us. (The Good Grief Trust)

The isolation of the Covid 19 Pandemic made it more difficult for people to have conversations about their grief with friends and family. Not everyone could use technology and the usual support groups could not run face to face. The UK Commission on Bereavement 2022 showed that the pandemic had also intensified the grief that people felt. Many were not able to visit loved ones at the end of life and were not able to say goodbye or attend funerals. The impact of this on people's health and wellbeing was considerable.

The Commission also found that taboos exist around the subject of bereavement, meaning people find it difficult to share their grief. The Strategic Collaborative Cheshire (SCC), of which EOLP is a partner, confirmed this when it ran a survey during Dying Matters Week in 2021, showing that 90% of residents and 90% of professionals believed that we do not discuss death and dying enough.

I didn't know whether to come, but I'm really glad I did

I really enjoyed making my star and talking about my mum

This was such a lovely activity. It was lovely to chat to others

Workshop participants

The Solution

EOLP aims to tackle the taboo around difficult conversations, change public attitudes and behaviours, and to find innovative ways to encourage people to talk freely about their loved ones and their bereavement.

Our Public Health team introduced Crafting Memories sessions, using creativity to help people to think about and share memories of the person they have lost with others who have been through a similar experience.

Crafting allows endless possibilities, to suit everyone's needs, and encourages freedom of expression. Experienced EOLP facilitators create a safe environment for people to share their experiences of loss, whilst also enjoying the distraction of a creative activity.

The sessions were made possible thanks to a £500 donation from the Asda Green Token Giving Scheme which paid for the craft materials.

We also couldn't have done it without the team at the 'Community Shed Winsford', who created 200 wooden shapes to be decorated during Crafting Memories sessions.

The Impact

We have taken our Crafting Memories Sessions out into the community, to libraries, to care home residents, retirement villages, carer groups and bereavement groups, as people gradually gain confidence in face-to-face interactions.

So far, 40 people have attended nine sessions and many more are planned for the next few months.

“Our Community Shed in Winsford is a great place for men to get together for a chat while creating. This can help to reduce loneliness and isolation, but most importantly, it's about having fun.

We have loved the new challenge of creating the wooden shapes for EOLP and working with them to support the local community.”

John Mathis from the Community Shed Winsford



COLLABORATE

One Cheshire Voice

The Problem

When a person is living with life-limiting illness, they sometimes need expert assessment, advice, care and support from specialist palliative care professionals. But Specialist Palliative Care (SPC) Services in Cheshire were struggling to meet growing demands and had too few resources to release time to develop service improvements that would respond to future needs.

Recruitment into palliative care roles was proving difficult, and important posts were staying empty for long periods of time, adding to the problem.

Access to SPC services fell below national best practice guidelines, with Cheshire barely having a big enough workforce to cover five days out of seven. People in need of SPC at the weekends and evenings were left with limited support and at higher risk of being admitted to hospital.

Individual teams and organisations had put forward proposals and business cases to increase the SPC workforce in the county, but with competing demands for funding, SPC wasn't recognised as a key priority.

The Solution

Changes in regional and local commissioning arrangements, and the move towards more collaborative models of care, suddenly provided an opportunity to make a positive change for the future of SPC in Cheshire.

We brought everyone together to speak, and to influence, with one voice. And we used our data resources to evidence the need for additional commitment to SPC services throughout the county.

We used previously established networks to bring clinicians on board. With their support we led the development and dissemination of a questionnaire to fully establish professional strengths as well as barriers to accessing current SPC services. And then we reported on the findings and emerging themes to help local SPC teams to understand the key challenges they were facing.

We merged and analysed as much data as we could, from across the system. We led a scoping exercise, developed a report that highlighted the inequalities of SPC services across Cheshire, and jointly led the Cheshire component of the Cheshire and Merseyside scope of SPC services. By bringing all this information together, we were able to shine a spotlight on the areas of SPC that required investment to address unmet needs and gaps in services.

With the confidence brought about by **quality data**, and the leadership of SPC medical staff, we led the development of a funding proposal to highlight priority areas for 2023 investment.

Around
£500k
investment in
SPC services

The Impact

In Sept 2022 the Cheshire & Merseyside commissioners announced circa around £500k investment in SPC services. This was to address immediate shortfalls across Cheshire and to appoint more Specialist Doctors and Macmillan Nurses. It is a significant first step towards building a solid foundation within the SPC workforce that will move Cheshire one step closer to providing SPC services across seven days.

As a collaboration, we have continued to submit proposals on a locality basis, but also come together as one Cheshire voice before submitting. We also aim to hold a joint recruitment event to attract more people to come and work in SPC in Cheshire.

And this is just the beginning. This initial success has resulted in growing confidence across SPC that by working together we can be a strong influence to inform future models of working and further investment.

“ The End of Life Partnership have been instrumental in bringing us all together as Clinicians in Specialist Palliative Care across Cheshire.

By working more collaboratively, we have had a much stronger voice in highlighting the gaps in our services and we are starting to make real progress towards addressing these ”

Dr Kathryn Gaunt, Consultant in Palliative Medicine, East Cheshire NHS Trust

EDUCATE

Changing lives through dementia education

The Problem

There are at least 15,000 people living with Dementia in Cheshire, and that number is set to rise. Alzheimer's Research UK predicts the number of people living with dementia, and needing palliative care, will almost quadruple by 2040.

And the end of life care needs of someone living with Dementia are complex, bespoke, and often require round the clock supervision. A third of carers for people with dementia have been caring for between 5 and 10 years. And 36% of those carers spend more than 100 hours per week caring.

Research has shown that those providing care often lack the knowledge, skills and confidence required to deliver good quality care to people with advanced dementia, including to those nearing end of life. In addition to this, family carers are increasingly experiencing carer burnout and seeing a negative impact on their own wellbeing.

The challenges for those caring for people with dementia is immense.



The Solution

In 2015 EOLP was part of a collaborative that formed ADST (the Advanced Dementia Support Team), a small multi-disciplinary team of specially trained Dementia professionals working across Cheshire. Today, the ADST (one Occupational Therapist (OT) and two Admiral Nurses), is an integral team within EoLP providing consultancy services for professional and family caregivers. "Advice guidance and education is rich in what it can achieve for the care of someone with advanced dementia" Jenny Casson Team Lead/OT ADST.

Despite being a small team covering a Cheshire wide geography, the EOLP team is making a significant difference through their unique approach to facilitating person-centred care.

The Impact

Between April-Dec 2022 the ADST delivered 72 uniquely tailored training sessions across 50 different care settings, addressing the individual educational needs of 545 people involved in caring for a person with advanced dementia. A further 90 people attended EOLP's planned educational programmes in dementia related topics.

During 2022, 29 professionals and 53 family caregivers said that the ADST service had improved their knowledge, skills and confidence, with 91% reporting that ADST had fully met their needs.



The Dementia Team in Action



Lostock Lodge Care Home in Northwich is one of ADST's big success stories, showcasing the bespoke nature of the team's support.

When Care Home Manager Steph Holden joined the Home it was experiencing high staff turnover, and seeking stability. One of the first things Steph did was to approach EOLP for help to turn things around, and to support her ambition for the Home that it is today.

ADST worked with Steph to identify training needs and delivered a programme of Dementia training that resulted in an **increase in the capabilities and confidence of care home staff.**

They also provided bespoke consultancy, working together to address the complex care needs of some of the Lockstock Lodge residents.

“ On one occasion, ADST worked with me to assess and advise on a resident's behaviours that were challenging staff, meaning we were able to find **a longer-term place at the home, rather than transition to a different one.**”

Another time, they explored a resident's inappropriate behaviour. They used an ABC charting model of practice, **working with us, to understand triggers and interactions that may be leading to the unwanted behaviour and suggested ways to improve the situation in a care plan.**

Other successful interventions included Dementia Care Mapping, Namaste Care Approach, and Positive Approach to Care/ Hand under Hand technique. When ADST demonstrated the Hand under Hand technique to help a resident struggling to eat their dinner, **they were able carry on eating independently!**”

ADST also play a role in supporting families. Steph has called on ADST to help family members understand the progression of disease, the positive impact that a move to care home support can have, and to advise and guide at best interest care planning meetings.



Manager, Steph, is now completing EOLP's award winning 'Aspiring Leaders' course. And Lostock Lodge, which has achieved stability and connection through their own hard work and through working with EOLP, has been successful in applying for EOLP's new Reminiscence & Rehabilitation Interactive Therapeutic Activities (RITA) programme.

“ The team at EOLP don't take 'no' for an answer,” says Steph. “They are so supportive in guiding us to be the best we can be. I know I can rely on ADST to listen and talk through a challenge we might be having in caring, and look at ways to support, that aren't about medication. When my staff need training, **I know ADST will shape training to just what I feel we need here at Lostock Lodge.**”



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