



**BUTTERWICK HOSPICE**  
**QUALITY ACCOUNT**

**Registered Charity Number: 1044816**

**April 2023 to March 2024**

Butterwick Hospice  
Middlefield Road  
Stockton on Tees  
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Butterwick Hospice  
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## **Butterwick Hospice Mission Statement and Values**

### **Mission Statement, Why We Are Here:**

- We aim to improve the quality of life for those who have a life limiting illness and their families and to offer positive support for every challenge they may encounter during the illness and to see death as part of life's journey.

### **In Particular We Will:**

- Provide supportive and palliative care for children and adults with life limiting conditions.
- Ensure each person receives care in a homely environment whilst maintaining privacy, dignity and choice.
- Provide holistic, person-centred care by responding to and respecting the patient and family's individual physical, social, cultural, educational, spiritual, and emotional needs throughout the illness and bereavement.
- Acknowledge and respect the way the family care for their relative and endeavour to continue their chosen pattern of care.
- Work together in developing an environment based on support and mutual respect.
- Maintain the high quality of the service through on-going reflection, evaluation, education and development.
- Communicate effectively and efficiently both within the hospice and with external agencies, to ensure continuity of care and promote service development and improvement.

### **Our Core Values are:**

- Care
- Compassion
- Dignity
- Support
- Community

To be successful we need to live by our core values, and embed them into our services – making them clear and translated into operating principles so that everyone understands them:

- We treat people how we want to be treated.
- We treat each other with dignity and respect
- We recognise that everyone's contribution counts.
- We share knowledge, accept challenges, and recognise achievements.
- We communicate openly and honestly in a professional manner.
- We have a positive attitude and embrace change.
- We encourage, support, and care about each other.
- We respond to all issues affecting the Charity, staff members, and volunteers in a fair, transparent, and professional manner, involving all parties, with the objective of resolving identified problems and conflict in a timely and efficient manner.

## **Chief Executive Officer's Statement**

It gives me great pleasure to present the Quality Account for Butterwick Hospice (Stockton and Bishop Auckland) for 2023-2024.

Butterwick Hospice welcomes the opportunity to promote the services that we provide for our patients, families and carers.

We also welcome the opportunity to demonstrate to our key stakeholders that we continue to be committed to provide a high standard of care.

This report is for our patients, their families and friends, and the local NHS organisations who contribute towards our funding. The majority of the finance required to pay for the services we provide is raised through fundraising, legacies and our retail shops.

The patient, both adult or child, is at the heart of all Butterwick Hospice services, and we continue to strive to provide quality care.

During 2023-2024 we continued to deliver a range of services across our two sites, with steady growth across our Day Services, and highly valued support being provided to children and their families by our Children's Inpatient Unit. Our Family Support Service continued to work at full capacity, and our Home Care Service saw increased take up.

The project with North Tees and Hartlepool NHS FT reported on in our last Quality Account was instrumental in allowing us to admit the first patient to our re-opened Adult Inpatient Unit in August 2023, a major step forward in our development. This has resulted in a partnership whereby patients experience a seamless pathway of care for those requiring ongoing palliative and or end of life care. We are still subject to restrictions on the number and type of patient by CQC and we will be working towards these being lifted during 2024-25. The reopening of the unit marks a major milestone, and I would like to thank my colleagues, both in Butterwick and the Trust, for the support and hard work that has made this possible.

Now that our Adult Inpatient Unit is reopened, we will actively engage with our local communities to promote our services and ensure that as many as possible have the opportunity to benefit from hospice care.

Together with the Board of Trustees, I would like to take the opportunity to thank all of our staff and volunteers for their hard work, commitment and support.

We are committed to continuing to evolve and emerge stronger as we look to the future and focus on the priorities of Butterwick Hospice.

To the best of my knowledge, the information reported in the Quality Account is accurate and a fair representation of the quality of care services that are provided.

**Edward Gorringe**  
**Chief Executive Officer**

### Priorities for Improvement

Butterwick Hospice continues to aspire to provide high quality care to all of our patients and service users, provided by nursing, allied health professionals, complementary therapists, and counsellors.

We aim to do this by the development of a transparent and supportive culture, that understands the importance of learning lessons, and fully embraces and takes our duty of candour very seriously.

Butterwick Hospice has not had any Care Quality Commission (CQC) inspections during April 2023 to March 2024.

Therefore, the outcome of previous inspections remains as follows:

Service	CQC Rating 1 <sup>st</sup> and 2 <sup>nd</sup> February 2022	CQC Rating 2 <sup>nd</sup> and 3 <sup>rd</sup> August 2022
Adult Services (Stockton)	Registration was dormant.	Registration was Dormant.
Butterwick House (Stockton)	Requires Improvement	Good
Adult Services (Bishop Auckland)	Inadequate	No Inspection

The priorities for 2023-2024 have been to focus on the service improvements required to meet the standards required by CQC. Butterwick Hospice accepts that it is responsible and accountable for the standards of care that it provides. Butterwick Hospice recognises that we must develop and implement systems and processes to review, monitor, report, and take action in response to all clinical issues and concerns. To this aim we must embed and sustain a quality and service improvement culture, and as such we aspire to reduce risk, prevent harm, and promote safety as the foundation for providing and meeting the requirements of the 5 CQC domains:

- **Safe:** our patients must be cared for within services that are well managed to protect them from avoidable harm.
- **Effective:** our patients need to be confident that care that is provided meets their individual needs, and will be underpinned by evidence based and best practice guidelines.
- **Caring:** our patients need to know that they will be treated with compassion, dignity, and respect.
- **Responsive:** our patients need to know that we will provide care tailored to their specific needs as we recognise our role in supporting them to make every moment count.
- **Well-led:** we recognise that this domain is critical to continue to develop and strengthen processes that evidence a commitment to continuous service improvement.

The service improvement log (appendix 1) provides the detail of the areas that have been focused on during 2023-2024.

#### **The Key Priorities from the Service Improvement Log Have Been:**

- To continue to work in partnership and collaboration with the CQC and North Tees and Hartlepool Hospitals NHS FT to enable Butterwick Hospice to re-open the adult inpatient unit. The CQC agreed to the varying of conditions in June 2023, and this enabled the adult inpatient unit to admit the first patient in August 2023.

- To identify areas that require service improvement and to develop and implement a plan that prioritises key areas.
- For the senior leadership team and board of trustees to recognise that Butterwick Hospice is on a journey, and that the aim must be to embed and sustain as opposed to implementing a quick fix approach.
- For staff to feel supported through the senior leadership team and the board demonstrating visible leadership commitment.
- To ensure that barriers to staff involvement, engagement, and buy in with service improvement are overcome.
- To share the vision for service improvement with managers and front-line staff – and to empower and enable them to be a part of our journey.
- To enable managers and staff to own the service improvements required without making them feel undervalued.
- To involve people who use our services to contribute to the work required.
- To continue to grow and develop the services provided through the Day Hospices – including: meaningful groups for patients; introduction of a therapy assistant role; review referral pathways into the service to build wider links with the community and increase new patient referrals.

#### **What Will We Do to Achieve This:**

- Build on the work completed with North Tees and Hartlepool Hospitals NHS Foundation Trust (NT&H NHS FT).
- Build on the work completed to date through the Moving to Good Committee. This will involve application of a more systematic and structured approach to identifying priorities to improving quality, safety, and value within the Hospice.
- Develop knowledge with regards to the new CQC single assessment framework that will support Butterwick Hospice to be inspection ready.
- We will explore how we can free up capacity within the Hospice to enable staff to lead and champion identified projects, and allow senior leaders to be more strategic in strengthening the model for service improvement.
- Strengthen leadership (clinical and non-clinical) through access to learning and development.
- Measure the effectiveness of the care that is delivered through outcome monitoring.

#### **How Will We Measure Achievement:**

- Robust audit programme and quality improvement tools that will provide evidence of assurance in relation to all CQC requirements.
- Development and implementation of a training strategy that will result in staff having the skills and competences to be able to deliver the required high quality care to our patients.
- Development and implementation of a new Strategic Plan, that leads to the development of key strategies across the organisation.
- Development and implementation of a clinical strategy that outlines the framework for registered nurses and healthcare assistants to be competent and confident in their roles within palliative and end of life care.
- Inspection by CQC will rate Butterwick Hospice Care as a minimum of good across all areas.

## **Review of Butterwick Hospice Service Areas**

During 2023-2024 Butterwick Hospice had 5 key clinical services:

- Adult Inpatient Unit (Stockton): re-opened August 2023
- Children's In-patient Unit (Butterwick House, Stockton)
- Day Service (Stockton and Bishop Auckland)
- Home Care Service (Bishop Auckland)
- Family Support (Stockton and Bishop Auckland)

### **Adult Inpatient Unit (AIPU):**

The Adult Inpatient Unit is an 8-bed unit, 6 of which have ensuite facilities, and 2 rooms have a shared bathroom close by.

Butterwick Hospice at Stockton aims to provide specialist palliative and end of life care primarily for adult patients living in the Stockton Borough Council geographical area.

Due to the conditions imposed following the CQC inspections, Butterwick Hospice was able to admit 2 patients, who were stable, for respite care. The patients also had to be known to the provider.

Butterwick Hospice established a good collaborative relationship with North Tees and Hartlepool NHS FT, with the focus on re-opening the AIPU beds. An application was submitted to CQC in March 2023 to vary the conditions and this was authorised in June 2023. This enabled AIPU to also admit patients from North Tees and Hartlepool NHS FT that were receiving non-complex end of life care.

Through a Service Level Agreement with NT&H NHS FT, the AIPU is staffed by registered nurses and healthcare assistants seconded from ward 38, on a rolling 3 month rotation. Clinical Nurse Specialists and consultants provide clinical cover.

### **The Objectives Are:**

- To provide a 24 hour, 7 days a week inpatient service.
- To provide holistic multidisciplinary care, that meets the physical, emotional, spiritual and social needs of patients and, as relevant, their carers and relatives.
- To provide nursing care, counselling, advice, complementary therapies, and bereavement support to patients, their carers and relatives.
- In all cases to ensure patients, their carers, and relatives are supported by a team of skilled and appropriately trained staff and volunteers.

### **Activity During 2023-2024 (from re-opening on 21<sup>st</sup> August 2023) Was:**

- 52 admissions for patients requiring end of life care.
- 48 deaths (preferred place of care).
- 4 discharges (patients who had been on the care of the dying person document but recovered and were able to be discharged).
- Average length of stay was 6 days.

### **From January 2024, Data Gathered Evidenced:**

- Bed occupancy: 64%.
- The mean age of patients was 80 years – however, the majority of patients were in their 70's.
- 48% of patients had a diagnosis of cancer.

- 52% of patients had other life-limiting conditions.
- 67 patients were assessed but were found not be appropriate for admission to Butterwick Hospice:
  - 46%: Preferred place of death was elsewhere – for example: own home or hospital.
  - 33%: Rapid deterioration or died before assessment or transfer was possible. (3 occasions, this was due to AIPU being fully occupied.)
  - 9%: Patient considered to be too complex or unstable and did not meet the admission criteria.
  - 22%: Patients still receiving active treatment so not considered to be end of life.
  - 6%: Missed opportunity to offer 1 patient a bed in AIPU.  
NB: For some patients there were 2 or more reasons – for example: hospital was preferred place of death but also signs of improving.
- 68% of patients were transferred the same day.
- 32% of patients were transferred the next day. Reasons included: patient choice; no bed available at Butterwick Hospice; symptoms required stabilising.

#### **Future Objectives Are:**

- For all CQC conditions to be lifted, or at least decreased.
- To re-open a further 6 beds.
- To be able to admit patients from other settings within the Stockton area – for example: via GPs; community nurses.
- To be able to provide a more comprehensive range of palliative and end of life care – to include symptom management and stabilisation.

#### **Children's Inpatient Unit (CIPU):**

The Children's Inpatient Unit is a 6-bed unit – 4 rooms for children 0-17 years and 2 rooms for young people 18-25 years.

Butterwick House Children's Hospice at Stockton aims to provide specialist palliative and end of life care for infants, children, and young people with life-limiting conditions. It is a holistic service providing physical, emotional, and spiritual care to the whole family throughout their journey.

#### **The Objectives Are:**

- To provide a 24 hour, 7 days a week in-patient service.
- To provide short term respite care.
- To provide emergency and end of life care.
- To provide holistic multidisciplinary care, that meets the physical, emotional, spiritual and social needs of the children, and their families as a whole.
- To provide nursing care, counselling, advice, complementary therapies, and bereavement support to the children, their families, and carers.
- In all cases to ensure the children, their carers, and relatives are supported by a team of skilled and appropriately trained staff.

Following CQC imposed conditions, Butterwick Hospice Care was able to admit 2 patients, who were stable, for respite care. The patients also had to be known to the provider.

An application to vary the conditions was submitted to CQC in March 2022. The Notice of Decision came into effect on 8<sup>th</sup> September 2022. This change allowed Butterwick Hospice Care to increase admissions from 2 children to 4 children at any one time – and one of the children could be a new referral, and not previously known to the provider.



### **Activity During 2023-2024 Was:**

- We had **19** children/young people on our caseload.
- **15** children / young people were admitted to the in-patient unit for respite care.
- **0** were admitted for end-of-life care.
- **0** were admitted for symptom control.
- There were **275** episodes of care/admissions.
- There was a total of **105** admissions.

5 children/young persons on the caseload did not attend for respite care during this period. Three children/young persons are new referrals which are progressing. One young person has sadly died during this year. One new referral was not progressed as they did not meet the criteria for admission to the inpatient unit.

### **Day Service – Stockton:**

The Day Services are delivered on an appointment basis with care, complementary therapist, and physiotherapy input as required. Services are delivered from appropriately and attractively furnished rooms.

According to their needs, people are offered one-to-one appointments or to participate in a group session.

### **The Objectives Are:**

- To provide a day hospice service three days each week (Monday, Wednesday and Friday).
- To provide holistic multidisciplinary care, that meets the physical, emotional, spiritual and social needs of patients and, as relevant, their carers and relatives.
- To provide care, counselling, advice, complementary therapies, and bereavement support to patients, their carers and relatives.
- In all cases to ensure patients, their carers, and relatives are supported by a team of skilled and appropriately trained staff and volunteers.

### **Activity During 2022-2023 Was:**

- **560** patients attended the service.
- There were **820** episodes of care.
- There were **93** physiotherapy treatments provided.
- There were **506** complementary therapy treatments provided.
- There were **221** episodes of wellbeing group attendance.

### **Day Service – Bishop Auckland:**

The Day Services are delivered on an appointment basis with care, complementary therapist, and physiotherapy input as required. Services are delivered from appropriately and attractively furnished rooms.

According to their needs, people are offered one-to-one appointments or to participate in a group session.

### **The Objectives Are:**

- To provide a day hospice service three days each week (Tuesday, Wednesday, and Thursday).
- To provide holistic multidisciplinary care, that meets the physical, emotional, spiritual and social needs of patients and, as relevant, their carers and relatives.

- To provide care, counselling, advice, complementary therapies, physiotherapy, and bereavement support to patients, their carers and relatives.
- In all cases to ensure patients, their carers, and relatives are supported by a team of skilled and appropriately trained staff.

#### **Activity During 2023-2024 Was:**

- **557** patients attended the service.
- There were **1059** episodes of care.
- There were **77** physiotherapy treatments provided.
- There were **800** complementary therapy treatments provided.
- There were **182** episodes of wellbeing group attendance.

#### **Home Care Service:**

The Service is for the provision of social, cultural, and personal care for adults who have a life limiting illness. This is a “sitting service” for people who are nearing the end of life and who wish to be cared for at home. The service is operational 7 days per week, and is provided by Health Care Assistants within the person’s own home, and the focus is on providing support for the patient and respite for their family/carer.

#### **The Objectives Are:**

- To provide social and practical support for the patient, and their family.
- To provide care that will maintain the patient’s dignity and support a sense of wellbeing.
- To provide support for their family/carers as they are able to sleep, or go out, knowing that the patient is being well looked after.

#### **Activity During 2023-2024 Was:**

- **24** patients were supported by the service in their own home.
- There were **113** episodes of care.
- There were **907** hours of care provided.

#### **Family Support – Stockton:**

The service offers counselling and emotional support to our patients, their families and carers, at all stages of their health journey as well as post-bereavement. The service also offers 1-1 counselling to adults in our community who have no connection to the hospice, and have a diagnosis of a life-limiting illness.

Bereavement counselling is available for adults and children aged 6+, following the loss of a loved one, due to a life-limiting illness. The service also offers two adult bereavement groups, one supporting those bereaved less than 10 months, and one supporting those bereaved more than 10 months.

The team consists of qualified and experienced counsellors, supported by a group of dedicated family support volunteers. The service also supports the supervised training practice of student counsellors, enrolled at university, and working towards their qualified status.

Appointments take place on a face-to-face basis, with the option for telephone or online counselling if this is more appropriate.

### **The Objectives Are:**

- To provide a counselling and bereavement support service 5 days each week (Mon – Fri).
- To provide professional yet compassionate support, to improve emotional wellbeing when living with or bereaved by a life-limiting illness.
- To provide a confidential space where people feel safe to voice their thoughts and feelings.
- To provide support at the point it is needed, at any stage of a person’s health journey, helping them adjust to living with an illness, and considering the impact of this on their life, both now and in the future.
- To provide bereavement support to adults and children, following the loss of a loved one from a life-limiting illness.

### **Activity During 2023-2024 Was:**

- **565** clients attended the service: **501** were adults and **64** were children.
- **1046** episodes of support.
- **948** 1to1 counselling sessions were provided: **836** were adults and **112** were children.
- **98** episodes of adult bereavement group sessions were attended.

### **Family Support – Bishop Auckland:**

The service offers counselling and emotional support to our patients, their families and carers, at all stages of their health journey as well as post-bereavement. The service also offers 1-1 counselling to adults in our community who have no connection to the hospice, and have a diagnosis of a life-limiting illness.

Bereavement counselling is available for adults and children aged 6+, following the loss of a loved one, due to a life-limiting illness. The service also offers two adult bereavement groups, one supporting those bereaved less than 10 months, and one supporting those bereaved more than 10 months.

The team consists of qualified and experienced counsellors, supported by a group of dedicated family support volunteers. The service also supports the supervised training practice of student counsellors, enrolled at university, and working towards their qualified status.

Appointments take place on a face-to-face basis, with the option for telephone or online counselling if this is more appropriate.

### **The Objectives Are:**

- To provide a counselling & bereavement support service 3 days each week (Tues/Wed/Thurs).
- To provide professional yet compassionate support, to improve emotional wellbeing when living with or bereaved by a life-limiting illness.
- To provide a confidential space where people feel safe to voice their thoughts and feelings.
- To provide support at the point it is needed, at any stage of a person’s health journey, helping them adjust to living with an illness, and considering the impact of this on their life, both now and in the future.
- To provide bereavement support to adults and children, following the loss of a loved one from a life-limiting illness.

### **Activity During 2023-2024 Was:**

- **468** clients attended the service: **404** were adults and **64** were children.
- **1109** episodes of support.
- **1015** 1to1 counselling sessions were provided: **723** were adults and **292** were children.
- **94** episodes of adult bereavement group sessions were attended.

### **Bereavement Group Support:**

The bereavement social groups at Stockton and Bishop Auckland enjoy meeting up every month. The group members value the support and conversation in the safe environment created at Butterwick Hospice. They say that this group is reassuring for them as they adjust to living without the person that was of great importance to them. The group discusses and shares a diverse range of issues including, but not exclusive to, their experience of living while grieving. Two counsellors facilitate the group, offering empathic support, and assisting with the flow of conversation, ensuring that everyone feels included.

Feedback from this group:

- I love this group so much – I have made some amazing friends, and I never thought I would after losing my husband.
- Lifesaving – forever thankful.
- I was feeling a bit low this morning, but coming to this group this afternoon feels like a great big hug.
- I find the group so helpful – it is where I can be myself and show my tears to others who understand. It's a safe place to be vulnerable.

### **Bereavement Follow Up Service:**

Butterwick Hospice provides a follow up bereavement support service to the families of patients who have died while accessing one of the clinical services.

A condolence card and letter is sent to bereaved families within the first 2 weeks following the death of the patient. The family is contacted again between 8 to 10 weeks later.

Families are informed that support can be provided, should they require it.

Between April 2023 and March 2024, follow up support was offered to 116 families – 111 adults and 5 children.

## Funding of Services

In 2023-2024 Butterwick Hospice received the following grants for our core funding:

▪ Bishop Auckland Services funding from Co Durham ICB:	<b>£529,858</b>
▪ Stockton Adult Services funding from Tees Valley ICB:	<b>£247,155</b>
▪ Stockton Children's Services funding from NHS England:	<b>£297,444</b>
<b>Total:</b>	<b>£1,074,457</b>

This total core funding represented **28%** of our full group costs, i.e. charity and trading subsidiaries of retail and lottery.

### **2023-2024 Expenditure:**

<b>Department</b>	<b>Expenditure</b>
Charity:	£3,017,089
Retail:	£590,807
Lottery:	£130,601
Trust:	£56,447
<b>Total:</b>	<b>£3,794,944</b>

In 2024-2025 funding for our clinical services is as follows:

▪ Bishop Auckland Services funding from Co Durham ICB:	<b>£533,039</b>
▪ Stockton Adult Services funding from Tees Valley ICB:	<b>£500,000<sup>1</sup></b>
▪ Stockton Children's Services funding from NHS England:	<b>£304,000</b>
<b>Total:</b>	<b>£1,337,039</b>

Therefore, the total core grant funding against group costs is estimated to have increased from **28%** (2023-2024) to **33%** (2024-2025) without AIPU costs or to **32%** (2024-2025) with AIPU costs. See details below:

### **2024-25 Expenditure (Predicted):**

<b>Department</b>	<b>Expenditure</b>	
Charity:	£3,063,505 (without AIPU costs)	£3,151,115 (with budgeted AIPU costs)
Retail:	£825,168	
Lottery:	£146,490	
Trust:	£56,419	
<b>Total</b>	<b>£4,091,582 (without AIPU costs)</b> <b>33%</b>	<b>£4,179,192 (with budgeted AIPU costs)</b> <b>32%</b>

This difference could have a significant impact on the organisations ability to deliver services.

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<sup>1</sup> Included in 2024/25 budget, actual figure to be confirmed.

## **Fundraising**

Butterwick Hospice raised fundraising income of £1M in 2023-2024. Legacies and successful trusts and grant applications supported the charity's budget. The increased cost of living is still affecting the level of income received. In memory of, regular giving and general donations, although slightly lower than forecast did bring results and contributed to the overall budget.

Throughout 2023-2024 Butterwick Hospice has introduced fundraising events to capture the interest of both the community and corporate sectors, and to support end of life services. Butterwick Hospice host corporate partnership lunches which encourage business owners and directors to attend and hear about hospice services. These meetings are successful in encouraging companies to support the charity by become corporate partners.

Successful fundraising events become annual events, meaning that year on year, we are offering more varied opportunities for all ages throughout our communities, to join in and support Butterwick Hospice. As an example, the Butterwick Summer Ball hosted in July 2023 was a success with local companies recognising that the charity offers professional level events that they can invite their clients to in the future.

There will be a 100th Birthday Exhibition of our founder, Mary Butterwick MBE at Preston Park Museum. This will create an opportunity for supporters to view the history of Mary's determination to provide hospice care to local people and communities.

Butterwick Hospice is hosting 25 fundraising events throughout 2024-2025, also focusing on increasing corporate support and partnerships in 2024/2025 to secure increased annual fundraising donations that will naturally increase year on year.

## **Workforce**

During 2023-2024, Butterwick Hospice had a workforce of **93** employees – which equated to **72.8** FTE staff.

Staff turnover during 2023-2024 was **33.3%**, with an absence rate of **3.2%**.

Statutory training during 2023-2024 was **95%** compliance for non-clinical staff; and **97%** compliance for clinical staff. A plan is in place so that staff receive statutory and essential training for their roles, to ensure that they have the required skills and competences.

Butterwick Hospice recognises that all our staff (permanent, bank, and volunteers) are our most valuable asset, and as such we recognise the importance of continuing to develop our staff through learning and development opportunities. Our aim is to also increase the number of volunteers as these contribute significantly to the care and services that are provided to our patients.

A staff survey has been undertaken and the actions that have been identified from this are being progressed.

## **Quality of Performance and Patient Safety**

### **Care Quality Commission (CQC):**

There have been no CQC engagement meetings although one is planned for April 2024. The focus of this will be:

- Staffing
- Activity
- Current risks and concerns
- Regional activity with hospices in the area and North Tees NHS Trust
- Discussion with regards to the applications submitted:
  - December 2023: Application to remove conditions from Butterwick Hospice Stockton.
  - January 2024: Application for the submission for Butterwick Hospice Stockton to be considered as priority 1.
  - November 2023: Application to remove the registration from Butterwick Hospice Bishop Auckland.
  - November 2023: Application to change the regulated activity of the Home Care Service (Butterwick Hospice Bishop Auckland) to personal care.

### **Audit Data:**

During 2023-2024, Butterwick Hospice continued to review the audits that were being undertaken within each service area through the Integrated Governance Group. As a result of this the audit tools have been standardised across service areas, and results were reported through the senior leadership team and the Quality, Safety, and Risk Committee (a sub group of the Board). A sample of the audit results (January to March 2024) are in appendix 2.

### **Audits Undertaken Are:**

AIPU and CIPU:

- Medication (general)
- Medication (CDs)
- Medication (management)
- Clinic Room (inc fridge and room temperature monitoring)
- Professional Registration (NMC)
- Care Plan
- Safe Staffing
- Safe Environment
- Uniform and Hand Hygiene
- Mattress

Day Hospice:

- Record Keeping and Documentation
- Safe Environment
- Uniform and Hand Hygiene
- Professional Registration (Therapists)

Home Care Service:

- Record Keeping and Documentation

Family Support:

- Record Keeping and Documentation
- Safe Environment
- Professional Registration (Counsellors)

Audit outcomes are recorded in line with CQC ratings:

- Outstanding: >87%
- Good: 63% to 87%
- Requires Improvement: 39% to 62%
- Inadequate: 25% to 38%

**Controlled Drugs:**

The Director of Care is the Controlled Drugs Accountable Officer and attends the local Controlled Drugs Local Intelligence Network (CDLin). In 2023-2024, Butterwick Hospice had **6** controlled drug incidents. None of these reached the patient or caused harm and were: miscounted stock; dropped and broken vials; recording error; provided from stock instead of patient’s own.

**Medication Events:**

In 2023-2024, AIPU had **8** medication events, and CIPU had **4** medication events, but none reached the patient or caused harm. There were **2** medication events in 2022-2023, however, only the Children’s Inpatient Unit was open during this time.

All medication incidents are reviewed at the Quality, Safety, and Risk Committee, and are closed.

**Infection, Prevention, and Control:**

During 2023-2024, Butterwick had:

- Clostridium difficile: **0**
- MRSA: **0**
- Norovirus: **0**

An Infection, Prevention, and Control Audit was undertaken in October 2023, through an SLA with NT&H NHS FT. The overall scores were:

Service Area	October 2023	November 2022
Adult Services (Stockton)	100%	<b>93%</b>
Children’s IPU	100%	<b>89%</b>
Bishop Auckland	100%	<b>89%</b>
<b>Overall Compliance</b>	<b>100%</b>	<b>90%</b>

Julie Dunn (Infection Prevention Matron) stated that “There continues to be a very high standard of infection prevention and control practice at the hospice. Full compliance was noted with all audited standards across both sites. This is excellent progress and a credit to the hospice staff and managers who have worked hard over recent years to make these noticeable improvements.”



## Incidents:

During 2023-2024, Butterwick had **92** incidents within clinical and corporate services. Of these:

- Low harm: **54**
- Moderate harm: **34**
- High harm: **4** (no harm to patients or staff)
  
- Adult IPU: **46**
- Children's IPU: **18**
- Day Service: **8**
- Family Support: **0**
- Home Care Service: **4**
- Corporate Services: **14**
  
- Medication: **12** (total) of which
- CD related incidents: **6**
- Hospital acquired pressure damage: **5**

Butterwick Hospice captures lessons learnt from all incidents – and an incident is not closed until this has been recorded.

Lessons learnt are noted at the monthly senior leadership meeting and then shared with all managers across all service areas. Managers share the lessons learnt with their teams, and ensure that these are then filed so enable access by all staff.

## Health and Safety RIDDOR Reportable:

There have been no serious untoward incidents or RIDDOR reportable incidents during 2023-2024.

## Information Governance:

There were no data breaches during 2023-2024.

The Compliance Manager is usually responsible for completing the DSP Toolkit that sets out the National Data Guardian's data security standards. By completing the self-assessment, the Compliance Manager assesses whether Butterwick Hospice can provide evidence that demonstrates that we can meet the standards.

However, as the Compliance Manager is not available, this will be completed by the Senior Information Risk Owner.

## Complaints and Concerns:

- Number of complaints / concerns 2023-2024: **1 informal concern raised.**

It is critical that the organisation listens and learns from any complaints or concerns that are raised, as this enables us to make any improvements that are required.

All complaints and concerns were managed in line with policy, and they were all resolved and closed. Complaints are also discussed at the Quality, Safety, and Risk Committee to ensure that any learning is implemented.

## **Safeguarding:**

During 2023-2024, Butterwick Hospice continued to focus on ensuring that clinical staff received safeguarding training at the appropriate level (in line with policy and intercollegiate guidance). 100% compliance has been achieved. There has been a focus on ensuring that corporate staff and volunteers also complete safeguarding training.

Butterwick encourages all staff, patients, families, and visitors to raise any safeguarding concerns they may have, and safeguarding posters are prominently displayed around the organisation with details of who to contact.

An on-call manager rota is produced every month to ensure that staff have access to support, and can raise concerns, 24/7 and 365d/year.

During 2023-2024: **4** safeguarding alerts were made to the Safeguarding Team, but these were not progressed. These were also notified to CQC.

## **Freedom to Speak Up Guardian:**

During 2023 a Freedom to Speak Up Guardian (FTSUG) was recruited and appointed. This supports staff to speak up when they feel that they are unable to do so by other routes. The FTSUG ensures that people who speak up are thanked, that the issues they raise are responded to, and they ensure that the person who speaks up receives feedback on the actions taken.

As part of this initiative, all staff have completed the Freedom to Speak Up Training at the appropriate level for their role.

## **Compliments:**

Comments received through the patient surveys are positive.

## **Patient and Families Feedback:**

- The staff treat me with dignity and respect.
- Excellent care and service.
- Very happy with the care received and would highly recommend.
- The environment is always clean and tidy.
- (Name) loves visiting and I'm confident that he is well cared for by all the staff – or I wouldn't leave him.
- I'm always made to feel welcome.
- Always well taken care of.
- Staff are lovely and so welcoming.
- Excellent service – very friendly staff.
- I felt accepted and welcomed – and I was listened to.
- Professional and helpful – an excellent service.
- I feel so much better – and look forward to the next time.
- I would like to say a massive thank you for all of the care you gave D – you guys are truly wonderful. Thank you for all your kindness, attention to detail, chats and cuppas too.
- Thank you so so much for taking such good care of our Mam and your kindness to our family. You made her last few days so very comfortable.
- Thank you all so very much for the care and compassion you showed to my Dad, my Mum and myself during my Dad's short stay at the hospice. We all appreciate everything you did to make the end better for all of us.
- Your hospice is a wonderful, serene place and your staff are all so special.
- Your care, support and kindness for [name] was absolutely wonderful.

- I would like to thank all the nursing staff who looked after my Dad and brother, they went above and beyond for him.
- Thank you for your kindness and care given to [name] during her short stay.
- We appreciate everything you did to make the end better for all of us.
- You are wonderful and patient.
- Thank you for your care and compassion.
- You were kind, compassionate and caring.
- Thank you for your incredible care of our dear Uncle in his last days.
- The Butterwick were amazing and treated my Dad with so much dignity and respect.
- Not only was he given medical care of the highest standard but everyone involved in helping my Father only ever showed him complete care and utter respect; this meant that he was able to maintain his dignity to the end – so important for such a strong and dignified man.
- I wanted to feel less stressed, and I can really notice the difference. My counsellor has helped me understand and learn about the stress response, which has really helped me change my mindset.
- I just needed a safe space to talk about my health as it deteriorates. The counsellor was lovely, and helped me to look at what was going on.
- Being able to sit down and talk about how I'm feeling, with someone who really knows how to listen, and them not being attached to my situation helped a lot.
- Knowing I haven't got long left means it's hard for me to set any goals, but I did achieve what I'd wanted to talk about, and felt all the better for doing so. I feel more prepared if that makes sense.
- This has been the one thing in my life which has given me some structure, and I feel really safe when I am here. I felt fortunate when I found out my counsellor had met my husband in the hospice before he died, and this made a real difference to me.
- I feel better about what happened with my husband. I feel less guilty now, and starting to believe I didn't let him down. I look instead at all the things I did do, and know I did my best. I still have some guilt, but not as bad. People are noticing a big change in me since attending the sessions.
- Being able to understand myself and why I do what I do, then being able to make changes that I need to make. That's been empowering!
- Just having someone non-judgemental to talk to who doesn't think I'm going mad! I always felt as though a weight had been lifted from my shoulders after each session. I love how honest I can be about how I feel, and being able to talk about my fears.

### **Statement from the Board of Trustees**

During 2023-2024 all of our services continued to perform well, but a particular highlight was the admission in August 2023 of the first patient to our reopened Adult Inpatient Unit. This followed intensive negotiations with North Tees and Hartlepool NHS FT, leading to the establishment of a formal clinical partnership between Butterwick Hospice and the Trust. This enabled Butterwick and the Trust's palliative care team to establish a seamless pathway of care for Stockton patients requiring ongoing palliative or end of life care. I would like to acknowledge the enormous amount of work by both Butterwick and Trust staff necessary to bring this about.

The Board of Trustees continue to meet regularly as both a full board and in sub-committees. We acknowledge the key role played by the board in the governance of the organisation and the responsibilities inherent in our role as Charity Trustees. As Butterwick develops we intend to increase the number of trustees to enhance both capacity and the range of skills and backgrounds represented.

Butterwick would not be able to operate without the dedicated service of our staff and volunteers, on behalf of the board I would like to express our gratitude and appreciation for their ongoing hard work. It has been very pleasing to see the improvements made in so many areas of our organisation over the past twelve months, proof of the commitment and passion of all involved.

It gives me great pleasure to endorse this Quality Account.

**Prof Mike Bramble MD FRCP**  
**Chair of Trustees**

**APPENDIX 1: Improvement Log:** please see attached.

**APPENDIX 2: Audit Log:** please see attached.

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Middlesbrough  
TS3 6AL

Mr Edward Gorringe  
Chief Executive  
Butterwick Hospice  
Care Middlefield Road  
Stockton on Tees  
TS19 8XN

27<sup>th</sup> June 2024

**Commissioner Statement from North East and North Cumbria Integrated  
Care Board (NENC ICB) Butterwick Hospice Quality Account 2023/24**

The Integrated Care Board (ICB) welcomes the opportunity to review and comment on the Quality Account for Butterwick hospice for 2023/24 and would like to offer the following commentary. The Integrated Care Board are committed to commissioning high quality services from Butterwick hospice and take seriously the responsibility to ensure that patients' needs are met by the provision of safe, high-quality services and that the views and expectations of patients and the public are listened to and acted upon.

The Integrated Care Board acknowledge that Butterwick hospice has not had any further Care Quality Commission (CQC) inspections during 2023/24. Therefore, the outcome of the inspections remained as follows, Butterwick House (Stockton) 'Requires Improvement' to 'Good' and Adult Services (Bishop Auckland) 'Inadequate' and Adult Inpatient services to open with restrictions. The Integrated Care Board are encouraged to note the continuous improvement work the hospice are undertaking to meet the CQC standards.

Importantly, the partnership working with North Tees and Hartlepool Foundation Trust has been pivotal in the reopening of the adult inpatient unit and the CQC varying those previous restrictions to allow this. The Integrated Care Board are also pleased to note the ongoing work identified within the Quality account, including building upon the work completed with North Tees and Hartlepool Hospitals NHS Foundation Trust (NT&H NHS FT). Furthermore, the aim to progress the work completed to date through the Moving to Good Committee which will involve application of a more systematic and structured approach to identifying quality improvements, safety, and value within the Hospice.

Encouragingly Butterwick hospice has identified that priorities need to include developing knowledge with regards to the new CQC single assessment framework to ensure that they are inspection ready.

The Integrated Care Board are also pleased to note that the hospice is committed to creating capacity to enable staff to lead and champion identified projects and permit senior leaders to be more strategic in strengthening the service improvement model. Furthermore, they have highlighted the need to support leadership (clinical and non- clinical) through access to learning and development.

The hospice's identified ongoing Quality Priorities are clearly identified within the Quality account with an emphasis upon developing and implementing a clinical strategy, the application of a robust audit programme, use of quality improvement tools and the instigation of a training strategy.

The Integrated Care Board acknowledge the wide range of services that are offered across both hospice sites, the Quality account demonstrates the activity within each service. Noted that activity levels continue to grow across all services, however Home Care service figures unfortunately remain low despite continued efforts to promote the service and a collaborative approach with the local NHS Trust.

The Integrated Care Board are encouraged to note the statutory training rates for both clinical (97%) and non-clinical staff (95%). Furthermore, there has been a reduction in staff turnover from 53.4% to 33.3%, with an absence rate of 3.2% (previously 5.11%). The Quality account refers to the hospice's staff survey and associated results, the Integrated Care Board welcome the progress related to this within the coming year.

The Integrated Care Board acknowledges the audits that the hospice has participated in, especially the Infection, Prevention, and Control Audit, which was undertaken in October 2023. The overall scores for all services were 100 percent and a commendable statement from the Infection Prevention Matron is within the document, which is to be congratulated.

The hospice continues to foster a culture of openness and learning, the Integrated Care Board welcome this learning and their continued collaboration with appropriate partners. Noted that the hospice received one informal complaint and the hospice has monitored and investigated all clinical incidents within their services.

The Integrated Care Board would like to thank Butterwick hospice for their continued efforts in providing an effective, safe, and high-quality service to their patients and carers, as well as for reflecting their achievements for 2023-24 in the Quality Account for this year. The Integrated Care Board looks forward to continuing to work in partnership with Butterwick hospice to assure the quality of services commissioned in 2024/25.



Yours sincerely



**Richard Scott**

Director of Nursing

NHS North East and North Cumbria Integrated Care Board

On behalf of

**David Purdue**

Chief Nurse, AHP and People Officer

NHS North East and North Cumbria Integrated Care Board