

Wiltshire Council

Health and Wellbeing Board

31 July 2014

Update on the Wiltshire End of Life Care Strategy

Lead GP: Dr Helen Osborn

Executive Summary

This report outlines the development of the Wiltshire End of Life Care Strategy and its key importance to the wider Wiltshire and CCG strategic plans.

It describes the establishment of the Wiltshire End of Life Care Programme Board with members drawn from a wide range of stakeholder groups. It clarifies the Programmes Board's role in delivering and developing the strategy and the importance of stakeholder involvement.

It outlines the governance arrangements for this work, the initial work streams and their status.

Proposals

It is recommended that the Board:

- I. Notes the development of the Wiltshire End of Life Care Strategy.
- II. Notes the development of the Wiltshire End of Life Care Programme and its priority within NHS Wiltshire CCG's Strategic Plan
- III. Notes the development of the Wiltshire End of Life Care Programme Board and its role in further developing and delivering the strategy.
- IV. Notes the progress to date
- V. Agrees to receive a further report in the autumn.

Reason for Proposal

End of Life Care is an important priority in the Joint Health and Wellbeing Strategy and Wiltshire CCG's Strategic Plan. It is important that stakeholders are both assured that work is under way to deliver the agreed vision and aims of the End of Life Care Strategy and are also involved in the work to ensure the required outcomes.

Jacqui Chidgey-Clark
Director of Quality and Patient Safety, NHS Wiltshire Clinical
Commissioning Group

Update on the Wiltshire End of Life Care Strategy

Lead GP: Dr Helen Osborn

Purpose of Report

1. To update the Board on the End of Life Care Strategy work being led by NHS Wiltshire Clinical Commissioning Group.

Background

2. The End of Life Care Programme is one of the 7 key strategic priorities within NHS Wiltshire Clinical Commissioning Group's strategic plan.
3. The vision, key aims and initial work streams have been developed by the Wiltshire End of Life Care Steering Group as part of their work in producing Wiltshire End of Life Care Strategy for 2014-2016. This was adopted by The Wiltshire Clinical Commissioning Group's Clinical Executive on 11 March 2014. See Appendix 1.
4. This Steering Group was a multi stakeholder group led by Wiltshire Clinical Commissioning Group (CCG) following the transfer from Wiltshire Primary Care Trust.
5. The Vision of the Wiltshire End of Life Care Strategy is to ensure that

The patient and their family or other informal carer receive the care and support that meets their identified needs and preferences through the delivery of high quality, timely, effective, individualised services and that respect and dignity are preserved both during and after the patient's life¹

Main Considerations for the Council

6. Delivery and Development of the Strategy.
 - 6.1 Following the development of the Wiltshire End of Life Care Strategy Wiltshire has set up an End of Life Care Programme Board to further develop and deliver the Wiltshire End of Life Care Strategy 2014-2016. It is establishing and ensuring delivery of a programme of work to improve services that deliver patient and family centred care. The overall aim is to

¹ Wiltshire End of Life Care Strategy 2014-2016.

improve the patient's and family's experiences during this phase of the patients care.

- 6.2 The Programme Board is accountable to the Wiltshire CCG's Clinical Executive and through this to the Wiltshire Clinical Commissioning Group Governing Body. It also reports to the Joint Commissioning Board and Health and Wellbeing Board.
- 6.3 The Programme Board is chaired by Jacqui Chidgey-Clark, Director of Quality and Patient Safety at NHS Wiltshire CCG and has representatives from a wide range of End of Life Care stakeholders. Patient, carer and clinical engagement are key and the three Wiltshire CCG Groups' GP representatives from the previous Steering Group are all members of the Board.
- 6.4 The Programme Board will meet regularly as necessary to ensure oversight and support to the Programme of work. Its next meeting is on the 3rd July.
7. Progress to Date
 - 7.1 The first meeting of the Wiltshire End of Life Care Programme Board took place on 30 April 2014.
 - 7.2 The Board agreed its aims and purpose and refined its Terms of Reference and the initial Programme Plan. It reviewed its membership and is working to finalise this at its next meeting. It is intended that there will be a core membership representing the range of stakeholders, a reference group and proactive wider communication. The initial work streams were confirmed as:
 - CHC fast track process review
 - Electronic Palliative Care Co-ordination system (EPaCCs)
 - Allowing a Natural Death (Treatment Escalation Plan and DNACPR²)
 - User experience, baseline and monitoring
 - Needs Assessment
 - Current service mapping and baseline
 - Care at Home
 - Education
 - 7.3 The first three of these work streams are now underway as task and finish groups.
 - 7.4 Initial scoping and meetings with the project leads for User Experience (led by the Patients Association) and Needs Assessment (led by Sue Odams, Consultant in Public Health) have taken place and outline plans are to be agreed with the Programme Board.
 - 7.5 Planning for the Care at Home and Education projects is scheduled for July.

² Do Not Attempt Cardiopulmonary Resuscitation

- 7.6 The End of Life programme of work is expected to be ongoing and it is anticipated that further work streams will be developed over time in order to deliver the aims of the strategy.

Safeguarding Considerations

8. To ensure safeguarding issues are considered and managed the Programme is supported by the CCG's quality directorate which includes the safeguarding team. This team supports programmes as required. The Head of Adult Safeguarding, Mental Capacity Act and Deprivation of Liberty, is currently supporting the task and finish group working on end of life care decision making including DNACPR.

Public Health Implications

9. The Needs Assessment work stream is being led by Sue Odams, Consultant in Public Health, who will also support a link to any other specialist public health support that may be required by the Programme Board.

Environmental and Climate Change Considerations

10. At this stage in the Programme Plan environmental and climate issues have not received separate consideration.
11. One of the objectives within the Strategy is to ensure that patients have access to high quality care and are able to die in their preferred place. It is known that in the majority of cases this is in their normal place of residence. This may well increase journeys by care providers but the net impact will be affected by reduced inappropriate transfers of care and visits by relatives.

Equalities Impact of the Proposal

12. The End of Life Care Strategy highlights the importance of ensuring equitable access for those with dementia and the Programme Board has emphasised the need for equity for others such as those with learning disabilities. There are also equity issues associated with the underlying cause of death. These aspects are actively considered by the work streams and Programme Board.

Risk Assessment

13. The End of Life Care Programme Board is responsible for identifying, assessing and managing risk as appropriate. The individual work streams report their risks to the Programme Board and Programme reports its risk to the CCGs Programme Governance Group.
14. At this stage in the programme the identified risk is primarily linked to the establishment of the work. This includes capacity of work stream leads and group members, particularly as the work must involve a wide range of

stakeholders to ensure achievement of its objectives. The Programme will need to balance its work and resources to ensure its capacity to deliver its aims.

Financial Implications

15. Current development of the Programme is being managed within existing resources. The financial impact of proposals will be identified and assessed during the programme and will need to be fully considered by the organisations involved.

Legal Implications

16. There are a number of ethical, human rights and legal issues involved in this programme. These are being identified as the programme progresses so that appropriate consideration is ensured.

Options Considered

17. There are no operational or contracting proposals or options under consideration at this stage.

Conclusions

18. The vision and aims for End of Life Care have been agreed and a programme of work is now underway to deliver the work. Robust arrangements for governance have been put in place and the importance of stakeholder involvement is fully recognised and considered.
19. The delivery programme is in its early stages and will develop further over time. The multi-organisational nature of this work adds both value and complexity. The majority of stakeholders are already engaged and work is ongoing to ensure appropriate involvement.

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Background Papers

None specifically for this report

Appendices

Appendix I. Wiltshire End of Life Care Strategy 2014-2016
