



## STATEMENT OF PURPOSE

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Registered address as above Registered Charity Number 298555 Registered in England Number 2141770 Company Limited by Guarantee.

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## **REGISTERED PROVIDER**

St Luke's Kenton Grange Hospice Harrow and Brent  
Kenton Grange  
385 Kenton Road  
Harrow  
Middlesex  
HA3 0YG

- CQC provider identification number: 101728604
- CQC location identification number: 117251041

Telephone number: 020 8382 8000

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Email enquiries: [info@stlukes-hospice.org](mailto:info@stlukes-hospice.org)

Website: [www.stlukes-hospice.org](http://www.stlukes-hospice.org)

St Luke's Hospice is regarded as an independent provider of healthcare and is registered with the Care Quality Commission (CQC) [www.cqc.org.uk](http://www.cqc.org.uk) for:

- Diagnostic and screening procedures
- Transport services, triage and medical advice provided remotely
- Treatment of disease, disorder or injury

## **Registered Provider on behalf of the Board of Trustees**

Gillian Schiller

Chairman of the Hospice Board of Trustees

## **Registered Manager**

Josephine Archer

Director of Nursing and Patient Services

## **Legal**

St Luke's Hospice is committed to fulfilling its legal obligation under the National Care Standards legislation, Charity and Company law, Medico-legal, Health and Safety, Employment, Equality and other related legal requirements in the provision of its services and activities.

A Board of Trustees manages St Luke's Hospice. It is a limited company by guarantee, registered in England (number 2141770) and a registered charity (number 298555).

## **Mission Statement**

To provide specialist palliative care free of charge to adults with advanced, progressive illnesses, which addresses their physical, emotional, social and spiritual needs, while preserving dignity and respect, thus enhancing their quality of life and supporting their families and carers.

## **Aims and Objectives**

St Luke's Hospice is committed to improving the quality of life for those with advanced progressive illnesses no longer responsive to cure and either have such complex needs as to be best met by a specialist palliative care service or have an expected prognosis of less than one year. It provides support to patients, and extends support to those people important to them whilst maintaining their dignity and respect. In addition the hospice provides expertise, education and support to the professional health and social care community.

St Luke's Hospice works in partnership with Brent and Harrow Clinical Commissioning Groups, local Hospitals and Health and Social Care Community providers to deliver care on behalf of, and complementary to that provided by the NHS.

Brent and Harrow demographics are very diverse and St Luke's Hospice aims to ensure where possible, that its staff and the services it provides reflect this diversity and is sensitive to the cultural needs of staff, patients and their families in accordance with our Equality & Diversity Policy.

### **Hospice Values Statement**

- We care about people
- We care about fairness
- We care about quality
- We care about teamwork
- We care about professionalism
- We care about our environment

### **Strategy**

St Luke's Hospice regularly reviews and plans strategically for all aspects of clinical care, fundraising and associated management. In addition, the senior clinical staff contribute to the strategic plan for provision of Specialist Palliative Care for adults in Harrow and North Brent, in conjunction with its NHS, Social Service and Voluntary partners.

St Luke's is committed to continuous quality improvement and is sympathetic to change and development in order to meet the requirements of patients, family and carers, in the delivery of quality services.

Our 8 strategic aims:

- To extend our services
- To reach more people in Brent and Harrow
- To reach people earlier in their illness
- Working in collaboration with a range of healthcare professionals and stakeholders
- Continuously improving quality in the delivery of specialist palliative care
- Support and empower healthcare professionals through education & training and to explore new ways to work in partnership with external organisations
- Influencing End of Life policies to improve the quality of care
- Increase income from a balanced portfolio of events, trusts, donations, legacies and lottery income

### **Funding**

St Luke's Hospice is a registered charity and is committed to ensuring it will be financially viable for the purpose of achieving its service aims and objectives. In order to achieve the above goals, we recognise fundraising as a critical function for St Luke's Hospice since the major part of our funding is raised through this channel. We are therefore, committed to encouraging voluntary financial support from the community we serve through publicity, awareness campaigns and fundraising activities.

Our aim is to ensure financial stability so that quality patient services and support can be provided and developed to meet the demands of a challenging environment. We will also strive to secure substantive funding from relevant public bodies. In addition, the hospice receives some assistance from the NHS, which has to be negotiated annually. A Fundraising Team is employed by the Hospice.

A subsidiary company, St Luke's Hospice Charity Shops Limited, exists to facilitate trading activities of our shops, and is a valuable source of funds for patient care.

### **Our Services**

The hospice building sits in a spacious garden and is well served by local transport. There is ample parking on site for staff and visitors. The clinical facilities are all located on the ground floor with disabled access at both the front and rear. The hospice reception is manned each day from 8am until 9pm by trained volunteers. A security system is in operation at night time.

Referrals can be made to the hospice services by any healthcare or social care professional by fax or post using the agreed sector-wide referral form which is available via the website. Referrals for in-patient stays and to the Woodgrange Centre (day hospice services) are discussed daily by the multidisciplinary team. Referrals to the Community Palliative Care team and Hospice at Home service are discussed within the relevant team as they are received.

### **The Multi-disciplinary Clinical Team**

#### **In-patient Unit**

St Luke's Hospice has a 12 bedded in-patient unit staffed by Registered Nurses and Health Care Assistants. All of our nurses will have completed or be in the process of completing post-registration specialist training in palliative care. Several of our Healthcare Assistants have also completed additional training in palliative care.

#### **Woodgrange Centre (day hospice and outpatients)**

The Woodgrange Centre operates Monday to Friday providing a range of services including traditional day care services, out-patient clinics and bespoke, flexible packages of care delivered on an out-patient basis.

Referrals are received from any health or social care professional and assessments can be made during a Welcome Day session (held weekly) or more urgently through out-patient appointments.

#### **Community Palliative Care Team**

The Community Palliative Care team, Clinical Nurse Specialists, Consultants and Social Workers visit patients in their own homes in the North Brent area. The team deliver specialist care through expert assessment and maintenance of treatment regimes and through specialist advice to the primary care team and other services involved in the patients care. The service operates Monday – Friday 9am – 5pm.

#### **Hospice at Home Team**

The Hospice at Home team provides hands on care in the patient's home following expert assessment of care needs. The Registered Nurses work with the Primary Care team and Continuing Care Services to assess the care package required to support a patient at home. The care package is delivered by our team of trained Healthcare Assistants or carers from selected and approved care agencies supported by the Registered Nurses. Referrals can be made to the team Monday – Saturday. Care can usually be arranged to commence within 24 hours and care packages are delivered every day of the year. Night care is provided through an arrangement with Marie Curie.

The Single Point of Access (SPA) is a telephone service available to patients, families and a wide range of Healthcare Professionals across Harrow who need advice and support regarding End of Life Care. Where appropriate the team will make urgent home visits to assess needs and deliver care.

### **Patient and Family Support Services**

The Patient and Family Support Team provide support and care to patients, carers and families ranging from advice about benefits and welfare issues, emotional support, to the management of more complex psychological issues. The bereavement service is managed through the team and supports carers and families after the death of a loved one. Our Community Support Volunteer Service provides practical support and companionship to people at home.

### **Education and Professional Development Team**

The hospice is committed to supporting the continued professional development of all staff. The team provide an education service for both internal and external participants. They work closely with the Clinical and Human Resource team to ensure staff meet statutory training obligations and are supported in their career pathways.

### **Human Resource Team**

The HR team manage the recruitment process and support staff whilst employed. They maintain a full suite of policies working closely with the clinical teams, the education team and finance to ensure our staff are appropriately supported, trained and remunerated for their time. The hospice aims to operate within a no blame culture and the disciplinary policies support this aim.

### **Finance Team**

The finance team maintain financial records for the charity and its trading subsidiary. They work with Managers to prepare and present budgets to the executive team, prepare statutory accounts and manage the financial audit. They report on financial performance to various forums and undertake payroll processing and pensions admin for staff of both the charity and trading subsidiary.

### **Fundraising Team**

The fundraising team is responsible for generating income and awareness for the hospice. Income generation is from donations, organised events, hospice lottery, trusts and foundations and legacies.

### **Housekeeping and Maintenance**

The day to day running and maintenance of the hospice is supported by the Housekeeping Team and Maintenance Service.

### **Volunteers**

The hospice is supported by a large and valued volunteer workforce who engage in a range of work from reception duties, bereavement care and fundraising activities. Many hold professional qualifications and all receive training to work for the hospice.

### **Valeside Catering**

The hospice retains Valeside Catering to provide patient and staff meals. These are prepared daily in our on-site kitchen. Staff meals are provided at a subsidised rate.

### **Governance**

#### **Risk Management**

St Luke's Hospice is committed to ensuring that all risks connected with its activities for patients, staff and volunteers are identified, assessed and managed appropriately and effectively in accordance with our Risk Management policy.

St Luke's has a robust Quality Management system, with a formal audit programme agreed by the Clinical Governance Committee of the Board of Trustees, together with a programme of mandatory training in order to ensure staff are adequately skilled to provide quality services.

The hospice produces an annual quality account which is made available to the local Clinical Commissioning Groups and provides regular updates regarding quality, safety and governance issues to the board of trustees.

### **Patient and Family Feedback**

St Luke's encourages comments and feedback on the service we provide through surveys, focus group sessions and audits. We use this feedback to inform our action plans so that we can develop services that take into account the views of a range of people.

### **Summary of Complaints Procedure**

Should any patient, relative or other person wish to complain about any aspect of services provided by St Luke's Hospice, a formal complaints procedure is in place. Advice on how to make a complaint is on display in the reception area and Inpatient Unit.

This procedure includes reference to the Care Quality Commission's invitation for people who use our service to share their experience and information with the Care Quality Commission. Please access the Care Quality website [www.cqc.org.uk](http://www.cqc.org.uk) - complaints section.

The written policy and procedures for managing complaints about all aspects of service, care and treatment provided in, or on behalf of, the Hospice describes the stages and time scales for the process, to ensure that the complainant is kept informed throughout the investigation and of the final outcome.

A register of complaints is maintained which includes information on whether or not the complaint was upheld, the results of investigation, the action taken and the resolution of complaints.

St Luke's Hospice informs the Care Quality Commission of any complaints made during the preceding twelve months, and the action taken in response to the complaints.

All complaints are taken very seriously and shared, appropriately anonymised, with staff to facilitate learning from adverse events.

### **Information Governance**

The hospice has policies to ensure that all staff follow strict rules and abide by the Data Protection Act and Confidentiality Agreement in order to protect information about patients and their families.

We will use information about patients and families in order to provide them with the most appropriate treatment and good quality care that meet their personal needs.

We will routinely share information, on a 'need to know' basis only, with other health and social care professionals, for the delivery of care, unless we are specifically requested not to and that request does not have an adverse effect on patient care. We also share some details about patients and the contact details they give us for family and carers with our bereavement service and fundraising team so they can keep them informed and offer support.