



## STATEMENT OF PURPOSE

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Email: [info@stlukes-hospice.org](mailto:info@stlukes-hospice.org) Website: <http://www.stlukes-hospice.org>

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

Updated in November 2022 (MT & LB)

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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

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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: inpatient services providing palliative and end of life care.
- Treatment of disease, disorder or injury and pain management as well as symptom control.
- Physiotherapy service with supportive rehabilitation to maximise mobility and quality of life.
- Bereavement and family services supported by a variety of complementary therapies as part of the wellbeing provision.
- Transport services, triage and medical advice which are provided remotely.

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

Gillian Schiller

Chairman of the Hospice Board of Trustees

## **Registered Manager**

Lorraine Gilbert

Director of 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 and end of life care, free of charge, to adults with advanced, progressive illnesses, addressing 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 NW London Integrated Care System, Brent and Harrow Integrated care places and other local and national charities.

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. We welcome a variety of religious leaders to provide individuals with their appropriate spiritual support and maintain a register of names of religious leaders who avail themselves to support patients and families.

### **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 high quality services.

Our 8 strategic aims:

1. To extend our services and to widen the offer to meet community needs
2. To reach more people in Brent and Harrow
3. To reach people earlier in their illness
4. To work in collaboration with a range of healthcare professionals and stakeholders
5. To continuously improve quality in the delivery of specialist palliative care
6. To support and empower healthcare professionals through education & training and to explore new ways to work in partnership with external organisations
7. To influence End of Life policies to improve the quality of care and to aim to achieve a patient's final wishes
8. To 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 the Fundraising team and the St Luke's Retail Charity Shops. The shops are a subsidiary company, St Luke's Hospice Charity Shops Limited, which exists to facilitate trading activities of the charity shops, and is a valuable source of income for patient care.

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 to ensure 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 is to be negotiated annually. A fundraising team is employed by the Hospice.

## **Our Services**

The Hospice building sits in a spacious garden that is enclosed by a security perimeter for patient and staff and is well served by local transport. There is free 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. A security system is in operation at night time.

Referrals can be made to the Hospice services by any healthcare or social care professional using the agreed sector-wide referral form which is available via the website. Referrals for inpatient stays and for the Wellbeing 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**

### **Inpatient Unit**

St Luke's Hospice has a 12 bedded Inpatient Unit staffed by a multi-disciplinary team of Registered Nurses, Nurse Associates, Health Care Assistants, Doctors, physiotherapists and pharmacists.

All of our nurses will have completed or be in the process of completing post-registration specialist training in palliative and/or end of life care. Several of our Healthcare Assistants have also completed additional training in palliative care and medicines administration.

### **The Woodgrange Centre (day hospice/outpatients)**

The Woodgrange Centre operates Monday to Friday providing a range of services including patient and family activities and bereavement programmes, as well as offering a range of complementary therapies, outpatient clinics and bespoke services. All of these care services are flexible packages of care delivered on an outpatient basis.

### **Community End of Life & 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 seven days a week.

### **Hospice at Home Team**

The Hospice at Home Team provide 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 seven days a week. Care can usually be arranged to commence within 24 hours and care packages are delivered. Night care is provided through an arrangement with Marie Curie and external agencies.

The Palliative Helpline (Pall 24) is a telephone service provided by nurses and doctors and is available to patients, families and a wide range of healthcare professionals across Harrow and North Brent 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, welfare issues and 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 provide practical support and companionship to people at home.

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

The Hospice is committed to supporting continued professional development programmes for 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 revalidation, registration and career development.

### **Human Resource Team**

The HR team, in partnership with team members, 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 team to ensure our staff are appropriately supported, trained and remunerated for their work. The Hospice aims to operate a no blame culture and our disciplinary policies support this.

### **Finance Team**

The Finance Team maintain financial records for the charity and its trading subsidiary. They work with leaders and managers to prepare and present budgets to the Board, 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 the 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 responsible for Infection Prevention and Control as well as general cleanliness. The Maintenance Service is carried out by the Facilities Team who operate five days a week and are on-call at weekends.

## **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 as well as support of the retail business. Many hold professional qualifications and all receive training to support their work for the Hospice.

## **GMSL Catering**

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

## **Governance**

St Luke's is a registered charity and therefore the Charity Commission monitors all activity to ensure business sustainability. The governance of St Luke's Hospice, as per all charitable organisations, is the responsibility and accountability of the Chair and the Board of Trustees. The Chief Executive is the nominated responsible officer who works directly to them and facilitates the corporate governance agenda, establishing systems and processes to assure the board, thus ensuring a safe environment, that regulatory and legal compliances are met and sets the standards and monitoring operationally. Quarterly board meetings and production of reports give the board oversight of all business and organisational activity, either reassuring them or providing an opportunity to raise concerns and challenges to the CEO & Executive team regarding any financial, managerial and/or operational activities.

## **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 and that St Luke's is regulators compliant.

The Hospice produces an annual quality account which is made available to the local Integrated Care Board and Integrated Care Partnerships 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 the 3 C's (Compliments, Concerns and Complaints) feedback system to receive feedback. This provides reflections and learning that 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 is then handled by our complaints manager in a timely manner in order to resolve the matter.

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 timescales 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. This also enables senior managers to observe trends that subsequently influences the staff training and development agenda.

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. This is recorded in a lessons learnt format and shared across the Hospice.

## **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 meets 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.