SALFORD ROYAL NHS FOUNDATION TRUST
MAKING STAFF EXPERTS IN DELIVERING END-OF-LIFE CARE

The organisation

Salford Royal NHS Foundation Trust is an integrated provider of hospital and community services. More than 7,000 staff provide local services to the city of Salford, and specialist services to Greater Manchester and beyond.

The trust is a vanguard organisation and from July 2016 will become an integrated care organisation in partnership with Salford Clinical Commissioning Group (CCG), Salford City Council, Greater Manchester West (Mental Health Foundation Trust) and primary care. Integrated delivery of health and social care will increase trust staffing to more than 8,500.

High-quality end-of-life care is a key overarching and underpinning principle for the trust and is included in its quality improvement strategy and quality accounts. Staff at the trust are committed and engaged with this agenda and adhere to the ethos that end-of-life care is everyone’s business.

Approach to end-of-life care training

Specialist support

The trust’s palliative care, education and bereavement teams are made up of specialists in palliative and end-of-life care, adult and child bereavement, and donor support. They provide face-to-face support seven days a week, to multi-disciplinary staff, GPs and district nursing teams.

These specialist teams of highly engaged staff ensure that end-of-life care policies and education are based on individual patient needs. They involve multi-disciplinary teams (MDT), patients and their families, in every part of the end-of-life journey, and bereaved families are personally supported.

They empower the MDT with the knowledge, skills and, most importantly, confidence to tackle the sensitive topic of end-of-life care, from advanced care planning to organ and tissue donation. This is to ensure that all staff are committed to delivering end-of-life care across the whole of Salford, it is not just the responsibility of the specialist teams.
Coaching
The trust has found that one-to-one education and role modelling with staff has the most impact. Role modelling enables the teams that are unable to leave clinical areas, to access classroom-based training. Staff feedback suggests that ongoing role modelling makes staff feel valued and demonstrates that the trust is committed to developing staff in their roles. Salford Royal recognises that having valued and engaged staff directly links to high levels of retention in the organisation.

Dying is everyone’s business
The trust operates what is known as ‘the swan scheme’. This is an initiative driven by staff to recognise the needs of dying patients and their carers. As part of the scheme, relatives of dying or deceased patients are given their family member’s belongings in a canvas bag, which has a swan printed on the front. This ensures that all staff are aware that people carrying it may need extra support. The scheme also helps relatives by waiving parking fees and allowing unrestricted visiting times.

Education and training interventions such as this can have a big impact on the way that care is delivered and experienced by patients and carers. Trusts across the country are now starting to implement this scheme in their organisations.

Partnership working
Salford Royal is working with partners locally to deliver shared learning and reciprocal training across organisational boundaries. In partnership with Salford University, the trust is planning to run continuous professional development (CPD) events in end-of-life care. These will be delivered by multi-professional coaches and are available to health and social care staff within the local area.

St Anne’s Hospice supports the trust with end-of-life care training for community nurses and GPs. This enables staff to see ways of working across settings and improve the care they provide.

Salford Royal also promotes and supports joined-up working with other local trusts. It recently started working with Greater Manchester West Mental Health NHS Foundation Trust to support education and training, which encourages earlier conversations relating to end-of-life care and bereavement.

The link between Salford Royal’s specialist community, and care home education teams has supported staff to deliver high-quality care everyday, not just at end-of-life. To date, the trust has provided end-of-life care training in 34 care homes across Salford, as part of a joint initiative with Salford CCG and integrated care organisation partners. This entails an extensive accreditation-based programme of learning, including monthly coaching sessions, and ensures continuity of patient care.
Building communications, education and support with local care homes has started to impact positively on retention across Salford’s care home workforce. This has been attributed to delivering training regularly, at the right times, and with the right people, to sustain momentum.

The trust is also well supported by Salford CCG with provision of dedicated funding for training, education and service innovation projects. The CCG fully recognises how important it is to continue to invest in end-of-life care training.

**Workshops**

In order to deliver the most effective training, the palliative care education team conducted a training needs analysis of staff in the hospital, community and care home settings. This has led to delivery of a blended approach to education and training. The team runs a variety of complementary workshops to provide staff with the skills, confidence and knowledge to deliver high-quality patient care.

These include:

- enhanced communications skills workshops
- [Sage and Thyme](#) – which looks at how to use a structured approach to recognising distress and communicating with someone who is upset or has concerns, while providing basic psychological support
- [Six Steps programme](#) – which is delivered in care homes to develop awareness and knowledge of end-of-life care.

Evaluation of the communications workshops has shown an improvement of staff’s skills, confidence and knowledge in:

- recognising that people express distress and emotions in different ways
- finding out a patient’s or family member’s concerns
- utilising various models to facilitate communication
- recognising behaviours which impact on communication
- recognising own limitations around communication.

**Challenges**

Releasing staff for classroom-based training is a challenge, as mandated training courses take priority. This is, in part, why role modelling and face-to-face engagement is the most effective way of delivering training in all carer settings and is a positive way to engage with staff.

**Outcomes**

Providing training in a variety of ways has helped staff gain the skills, confidence and knowledge to provide high-quality end-of-life care for patients and their families, as evidenced by the following outcomes.
- The trust received an outstanding rating on its Care Quality Commission (CQC) inspection in end-of-life care. Only eight organisations in the country received this rating. Well engaged staff and coaching were specifically highlighted in the CQC report.
- Staff at the trust have confirmed that role modelling makes them feel valued and engaged.
- The provision of classroom-based foundation and enhanced level of communication skills training has enhanced patient care by improving staff skills and confidence.
- Between May 2014 and October 2015, bereaved families were surveyed about the trust’s end-of-life care services. The results showed that:
  - 89 per cent of nurses and 86 per cent of doctors had time to listen and discuss end-of-life care with bereaved families.
  - 86 per cent felt that they were very involved or fairly involved in the decisions about their family members care and treatment in the last two days of life.
  - 90 per cent felt that their family members were well looked after in their last two days of life.
  - 80 per cent of bereaved families felt that their family member died in the right place.

**Top tips**

- ✔ Role model good practice at every opportunity.
- ✔ Regularly review your surroundings and consider how you can improve care for patients.
- ✔ End-of-life care is everyone’s business - empower staff to deliver high-quality care for patients and embed this in their daily role.
- ✔ Work with peers across a variety of settings to gain an understanding of what they do and what challenges they face.
- ✔ Break down fears, such as how to start a difficult conversation, through coaching and role modelling.
- ✔ Gain local CCG support to help with investment in the end-of-life care agenda.
For further information contact:
Steve Gene, Assistant director of Nursing Palliative and End-of-life Care: Steve.Gene@srf.t.nhs.uk

Fiona Murphy, Assistant Director of Nursing Bereavement and Donor Support: Fiona.Murphy@srf.t.nhs.uk

Victoria McLoughlin, Practice Development Lead Palliative and End-of-life Care: Victoria.mcloughlin@srf.t.nhs.uk

Contact us
NHS Employers
2 Brewery Wharf
Kendell Street
Leeds LS10 1JR
Published July 2016
© NHS Employers 2016

www.nhsemployers.org
enquiries@nhsemployers.org
@nhsemployers
NHS Employers
www.youtube.com/nhsemployers