

Hospices

Department of Health Capital Grant Programme 2012

The King's Fund is delighted to have again been invited to participate in the Help the Hospices briefing sessions in support of the Department of Health's Capital Grants Programme for hospices.

This information leaflet has been produced for those hospices who may wish to consider including the costs of a consultancy package from The King's Fund as part of their grant application.

Through our Environments for Care at End of Life (ECEL) programme we have worked with more than 50 organisations to support projects to improve care provision and service delivery through tangible improvements to the physical environment for patients receiving palliative care, their relatives and the bereaved.

Patients and staff from more than 30 hospices have already benefited from their involvement in the ECEL programme.

With their help and using our experience of hospice design we are pleased again to be able to offer a tailored package to support hospices who have received a capital grant as they develop their plans to ensure that schemes are grounded in the needs of patients, relatives and staff; support service improvement and the QIPP challenge; are fit for purpose and sustainable; and provide exceptional value-for-money for the hospice.

"We would not have achieved this wonderful outcome for our patients, relatives and staff without the support of The King's Fund. They challenged us, raised our aspirations and helped us deliver a high quality scheme that has surpassed our expectations. We would certainly be happy to seek their help again".

Michael Kerin, Chief Executive, St Joseph's Hospice



“Thanks to the involvement of The King’s Fund, our project was transformed from a straightforward refurbishment to a complete re-design of our dining and socialisation areas. We could never have come up with such imaginative ideas on our own, and the workshops also helped us to make better use of other areas of the hospice. The team were great to work with and were always happy to discuss ideas and help with problem solving along the way.”

Nuala O’Kane, Chief Executive,
The Donna Louise Children’s Hospice Trust

» Environments for Care at End of Life

Following its launch in 2000, the award-winning Enhancing the Healing Environment (EHE) programme has achieved national recognition for its work in encouraging and enabling multidisciplinary teams to work in partnership with patients and carers to improve the environment of care. To date, 230 teams have joined the programme from acute, community and mental health trusts, hospices and HM prisons. The EHE methodology involves key principles of co-design, with the needs of service users paramount to any redesign. Evidence suggests that this methodology will not only result in a better scheme, encourage staff to ‘own’ and be proud of the environment in which they work, but also deliver innovative, robust, fit-for-purpose, cost-effective schemes.

Retaining the ethos of the EHE programme, a successful pilot programme to improve the built environment in hospices and hospitals for patients receiving palliative care, their relatives and the bereaved, started in 2006. The pilot subsequently informed the national End of Life Care strategy, emphasising the importance of the environment of care to those that are dying, their relatives and the bereaved. In 2008, to support the implementation of the strategy, the Department of Health commissioned The King’s Fund to work with 20 organisations to improve their environments for care at end of life. Schemes ranged from palliative care suites, including specific designs for people with dementia; private areas for relatives including gardens; the creation of bereavement suites; and improvements to mortuary viewing areas. Projects have

promoted privacy and dignity; encouraged independence; enabled improved therapeutic engagement; and improved patients’ quality of life.

» Hospice design

In 2007 His Royal Highness The Prince of Wales, President of both The King’s Fund and The Prince’s Foundation for Building Community, challenged both organisations to use their combined expertise to develop a set of principles that could be used to inform future hospice design and also be used more widely for all environments in which care is delivered to people at the end of their lives.

A limited architectural competition was partnered by two hospices and work was undertaken with their patients and staff to develop initial principles for building redesign including inpatient services, day hospice and outreach services.

As a result of the work undertaken to inform the competition two joint publications *Principles of Hospice Design* and *An Environmental Design Audit Tool: Principles for the Design of Residential and Day Care Homes and Hospices* were launched in December 2010.



» Consultancy support to hospices

In 2013 The King's Fund will be pleased to offer the following bespoke consultancy package to hospices that are successful in their applications for capital grants from the Department of Health. Having reviewed its experience of the two previous Capital Grants Programmes, The King's Fund believes that it can draw on a unique breadth of experience and knowledge to support



the development of exemplar schemes; offer best value; and ensure high-quality outcomes with a consultancy support package during the engagement, planning and development stages of schemes.

"The King's Fund consultancy at our hospice didn't meet our expectations, they exceeded them!"

Geoff Sage, Chief Executive, St Andrews Hospice

» Offer

The 2013 bespoke hospice consultancy package will consist of:

- a two-day residential seminar for a team of up to four members of the hospice staff who will be involved in planning and managing the refurbishment project. The seminars would focus on skills development and transfer in relation to improving the environment of care for those that are dying, their relatives and the bereaved and would:
 - support the team to develop its vision for the creation of a healing environment in the hospice
 - use tangible, practical, proven examples from completed schemes, inspire and challenge perceptions of what is possible
- offer access to experts who will highlight how the health care environment can be improved by the use of colour, light, art and design
- explore how the team can best brief architects, designers and artists for its scheme
- provide tools and techniques for ensuring wide engagement of patients, staff and local communities
- a specially designed tool box of resource materials to support the team in the local engagement of key stakeholders in the development of their scheme
- a site visit to the hospice to give advice on the proposed scheme
- an on-site seminar for up to 30 key stakeholders (which will be delivered on the same day as the site visit)

- support with the development of the hospice's evaluation strategy for its project including measures to review progress in relation to the Department of Health's Quality, Innovation, Productivity and Prevention (QIPP) framework
- an ongoing advice service through the EHE Network including a review process for the hospice during the lifetime of the project.



"The EHE workshop at the Hospice and the follow up visits helped Hospice staff, volunteers and service users to develop ideas, to take risks and to use the opportunity of a large refurbishment project to create an exceptional care environment which brings our beautiful surroundings into the Hospice building. This has also helped us to form the foundation for our Estates Strategy and informed future bids to funders to ensure our premises are contemporary, tranquil and fit for purpose."

Kate Heaps, Chief Executive, Greenwich & Bexley Community Hospice

» Expected outcomes

The King's Fund's aim would not only be to ensure successful, value-for-money schemes but also to support the hospice in developing a strategy for creating a healing environment so that the capital grant acts as a catalyst to wider, longer term improvements in the environment for care.

The package has been designed to offer significant support to the hospice team as early as possible in its project planning; to ensure the engagement of key stakeholders including patients, carers, volunteers and staff; to assist the hospice in meeting the Department of Health requirements for project monitoring and evaluation and to provide advice and support to those charged with project management from commencement through to project completion.



“Working with the Enhancing the Healing Environment has been invaluable. The programme has given us the skills to take a critical objective look at our building and then identify practical ways to make improvements that maximise the benefits of good design, natural light and the outdoors for patients.”

Steve Auty, Chief Executive, Pilgrims Hospices

It is expected that this package would:

- support the hospice team charged with analysing, planning and managing its scheme throughout the lifetime of its project ensuring a successful, value-for-money improvement in the built environment which supports improved care provision

- assist the hospice in achieving the Department of Health's reporting requirements to ensure that the hospice achieves the full benefits of the capital grant by not only making tangible improvements in the environment of care but also enabling the hospice to consider the potential for its scheme to have wider impact

- equip the project team to act as more informed clients and internal consultants on any future projects

Cost estimate per hospice
£9,750 excluding VAT

This fee is based on a minimum of ten hospices wishing to commission the package.

The King's Fund will confirm availability as soon as the grant allocations are announced.

About The King's Fund

The King's Fund is a charity that seeks to understand how the health system in England can be improved. Using that insight, it helps to shape policy, transform services and bring about behaviour change.

For further information:
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