

Galway Hospice Governed Services

**Operational Quality and Risk Review
2023**



Table of Contents

1.0	Introduction
2.0	Governance
3.0	Risk Management
4.0	Review of Quality of Performance
5.0	Key Performance Indicators
6.0	Quality Care Indicators
7.0	Quality Improvement Initiatives
8.0	Appendices

1.0 Introduction

We are proud to present this report for Galway and Mayo Hospice for 2023. This annual review describes how we deliver our vision:

‘to be a leading example of excellence by delivering a specialist palliative care service, in appropriate settings, to people living with advanced life-limiting illnesses’

It sets out the quality initiatives that we have introduced and progressed this year and those we are planning for the year ahead. To ensure we deliver on our mission and vision we aim to work collaboratively with a wide range of partners and stakeholders in order to deliver the highest quality services for local people who need end of life care in Galway and Mayo. Serving a population of 408,234 we enable people living with advanced serious illness to live life as fully as possible. We provide compassionate, expert care to those living with a life limiting illness and we support people through the challenges of grief and bereavement. Our care and support are provided free of charge and in 2023 we supported 1,266 patients and their families.

This report aims to provide clear and transparent information on the quality of our services to patients, their families, carers and friends, the public and the local statutory and voluntary organisations. We wish to demonstrate our commitment to delivering services of high standard which are well governed at all levels throughout the organisation.

The review reports on the systems and frameworks in place which evaluate and validate the quality of care, and those that monitor and manage risk.

As we proceed with delivering on our Strategic objectives for 2022 to 2026, our focus as always is our patients, their families, carers and communities. Quality improvement is a theme that runs through all our work as we work to provide personalised high-quality care and support to patients and families in an environment that respects their wishes, whilst being a supportive partner to our HSE and community colleagues. The results of the National End of Life survey clearly demonstrate that our staff and volunteers are delivering for our communities as Galway and Mayo Hospice scored 100% in a number of categories and our scores were in excess of 90% in all categories that were rated.

In 2023 we reached agreement with the HSE and the Department of Health to redesignate the Hospice to Section 38 status which is a significant milestone as we have certainty about the level of state funding that we will receive going forward, which will allow us to progress our plans for a much-needed new hospice in Galway.

In June the Hospice completed the accreditation against ISO 9001. The final ISO CHKS report confirmed full compliance by the Hospice with all the standards and criteria surveyed.

The gradual progress of implementation of the electronic healthcare record, iCare, a paper light project continued through 2023 with support of the steering committee and commitment of managers and staff throughout the organisation.

The organisation demonstrated its commitment to shared learning by facilitating staff to attend many educational forums and by supporting the education of primary care colleagues around end of life care.

Project ECHO, a distance learning model that breaks down hierarchies of specialist knowledge by creating virtual local networks of community and practice, was initiated in 2023. It connects a team of specialists in the Hospice to multiple participants in nursing homes around Galway, Mayo and Roscommon. The network meets regularly for scheduled sessions, via zoom.

Through online virtual learning network, ECHO builds on the capacity of local providers, using specialist input, case-based learning, and peer support.

Awareness initiatives carried out this year included a Falls Week Awareness week which focused on education for staff led by internal and external representations, and Palliative Care Week which aimed to raise awareness of palliative care amongst colleagues in local acute hospitals.

Patient engagement continues to be a key priority this year as we work through the guidelines documented in the HSE's Better Together Patient Engagement Roadmap. We have made good progress on the journey during 2023 and are delighted to have identified a number of service users and family members who have volunteered to assist us on our engagement journey.

Galway Hospice Governed Services provides specialist palliative care services to Inpatients and Daycare patients in Galway Hospice, and to patients in the community in the Galway area. In addition, it has operational and clinical governance for Inpatients and Daycare patients in Mayo Hospice. This report covers all services governed by Galway Hospice (both Galway and Mayo Hospice will be referred to as "the Hospice").

Demand for our services continues to grow, we cared for 974 patients in the community during 2023. Occupancy in the inpatient unit in Galway increased by 3% and occupancy in the Mayo inpatient unit increased by 6%. There were 581 attendances to our day service in Galway and 459 attendances to the service in Mayo during 2023.

We all know that once someone has received a terminal diagnosis no one can change the end of that story. However, through high quality specialist palliative care, what we can do is take the time to get to know our patients and their loved ones; we can take the time to listen to them and hear what's important to them as they approach the end of their life. We can then take the time to care – tailoring the support we provide to help patients live as well as they can for as long as possible. Our role has been, and will continue to be, pivotal for the community of Galway and Mayo, and we know that the expertise, commitment, and sheer compassion from all our staff and volunteers, will shine throughout this report. None of this would be possible without the dedication of our workforce, both staff and volunteers, and the generous support of our local community. We are grateful to all who have contributed this year and look forward to working together to continue to care in 2024 and beyond.

2.0 Governance

Governance of the Hospice is under the responsibility of the members of the Board of Directors, who volunteer their services. The Board of Directors of the Hospice is fully committed to discharging its duties and obligations to patients, staff, volunteers and all who come into contact with our services. New members are appointed with a view to ensuring that the Board contains an appropriate balance of experience relevant to the requirements of the hospice. A skills matrix-based system is used by the Board in considering the adequacy of its members, reflecting the organisation's need for a balanced mix of skills, both clinical and non-clinical. The board appointed three new board members during 2023, Dr Ray Doyle, Dorothy Kelly and Lokesh Joshi.

The Board works with organisational committees. The membership of these committees includes representatives from the Board and the Executive team, and when appropriate, external members who are selected based on their particular expertise and appointed by the Board. First line leadership of the hospice is provided by the Chief Executive, who is charged with ensuring that the Hospice is run as a cost-effective and sustainable charity, whilst providing the best possible care for patients and families. The Chief Executive is supported by an Executive Team, which comprises the Director of Nursing and Therapies, the Clinical Director together with the Director of Fundraising and Communications, the Director of Human Resources (HR) and the Director of Quality. The Executive Team is supported by a line management team, which comprises the heads of departments. A copy of the organisational chart is contained in Appendix 1.

The Hospice has developed an approach to optimal governance, which embraces both clinical and non-clinical risks:

Clinical Governance:

Our clinical governance arrangements are modelled on guidance and best practice within the healthcare sector. Clinical governance is defined as the framework through which we will ensure continuous improvement in the quality of services for patients. The quality and safety assurance framework at the Hospice is made up of both internal and external audit. Internal audit of the services provided within the Hospice gives us the opportunity to identify and manage specific risks and ensure a system of robust reporting and feedback mechanisms is in place throughout the organisation to ensure lessons are learned and processes are strengthened as part of our continual quality improvement programme. The Quality and Patient Safety Committee (QPS) is the overarching quality and safety committee that provides Board oversight for the services we provide to our staff, patients and their family and friends. Jean Kelly chairs the QPS committee with the other Board members being Alyson Banks and Dr Ramona McLoughlin. This committee meets at least four times per year; it sets Key Performance Indicators (KPI) for the services and monitors the programme of work to ensure satisfactory quality standards are in place and in line with best practice.

Non-clinical Risk Management:

The Governance and Audit Committee takes lead responsibility for non-clinical and business risk. This committee is chaired by Jim Browne with the other members being Keith Finnegan, Mary Coyne, Kevin Moore and Tony Neary.

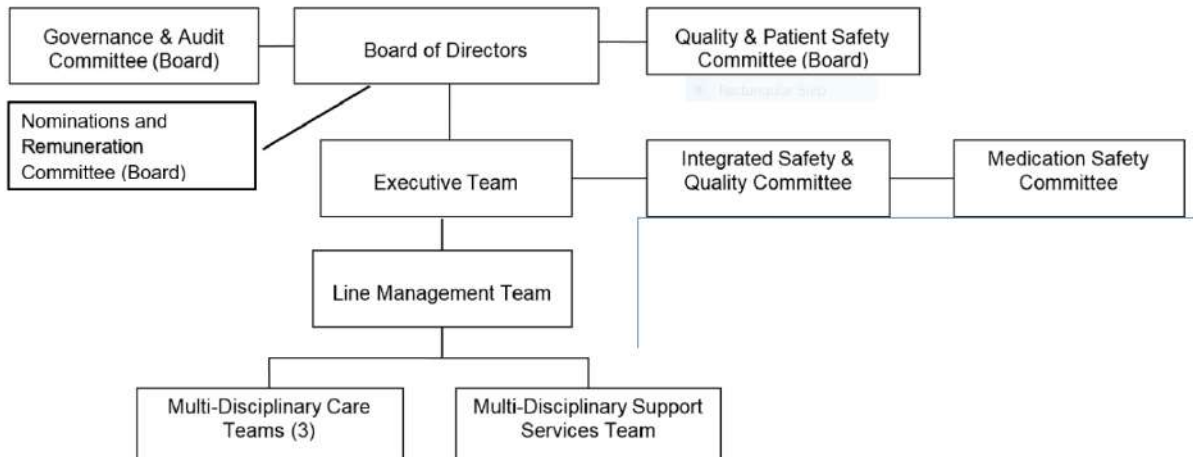
The Nominations and Remuneration Committee takes the lead responsibility for making recommendations to the Board on candidates nominated for Board Directorship and supports the CEO in setting the remuneration policy for staff. In addition, it considers HR policy and related matters brought to the attention of the sub-committee by the CEO.

The Hospice Board: Chaired by Dr Jim Browne, the board oversees the hospice's risk management strategy and is involved in the evaluation of our risk environment via the risk

register. The Board works in conjunction with the Quality and Patient Safety Committee, the Governance and Audit Committee, the Nominations Committee and the Executive Team in its delivery.

Details of the Hospice's team committee structures are displayed in the chart below; terms of reference are in place for all committees.

Organisational Chart – Teams and Committees



3.0 Risk Management

The Hospice is committed to maintaining a strong positive culture of “quality and safety” which ensures that quality of care & the health and safety of all stakeholders (patients, family members, visitors, volunteers, staff members and the wider community) are seen as fundamental to all staff and volunteers within the service. The team works to ensure that the highest standards of care and safety are in place. Key to achieving this is our risk management program, which ensures that a comprehensive risk assessment process is in place throughout the organisation.

The Q-Pulse software system is used to assist with managing risk for the Hospice and our risk register is maintained using this system. The relevant manager is assigned responsibility for each risk on Q-Pulse and it automatically escalates risks that have not been updated by sending an email detailing overdue actions to the relevant executive team member. During 2023 the risks on our risk registers were regularly monitored and updated to ensure that all measures were being taken to prioritise the safety of staff and patients.

All incidents, accidents and near misses are reported via Q-Pulse, our electronic incident management system. Staff are supported by a suite of policies, training, procedures and guidance around incident management within the organisation. We have always encouraged openness and honesty, in line with both the professional and legislative requirements for open disclosure.

Our culture encourages candour, openness and transparency across all departments within the hospice and in any communication with patients and families in relation to both notifiable safety incidents and non-notifiable safety incidents. We have ensured that the requirements to be open when things go wrong are explicit within our complaints, incident management and whistleblowing policies.

4.0 Review of Quality of Performance

Patient Preference

We are especially proud of being able to provide evidence that we positively enable people to remain at home at the end of their lives, if this is their preference.

- 85% of patients who received care from our community palliative care team died at home.
- 73% of patients taken on by our community palliative care team were never readmitted to an acute hospital setting.
- 48% of the patients admitted to our inpatient unit in Galway were discharged during 2023
- 32% of the patients admitted to our inpatient unit in Mayo were discharged during 2023

Access to Services

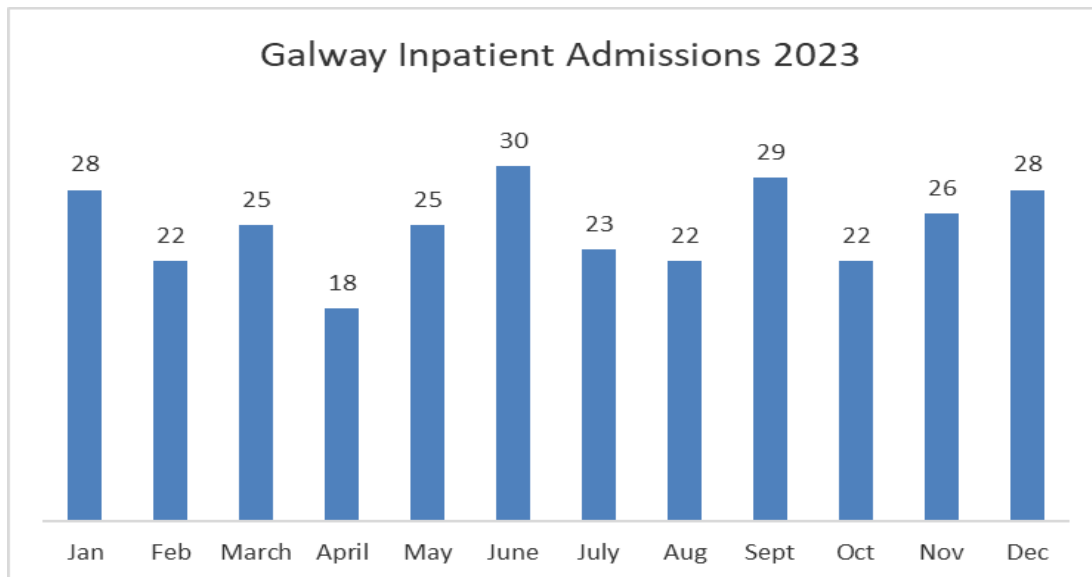
The wait times for admission to Hospice Inpatient units or for a visit by our community team were consistently less than the national target of 7 days

- 95% of patients admitted to our Galway inpatient unit had a wait time of less than 7 days
- 100% of patients admitted to our Mayo inpatient unit had a wait time of less than 7 days
- 96.8% of the patients referred to our community team were seen within 7 days

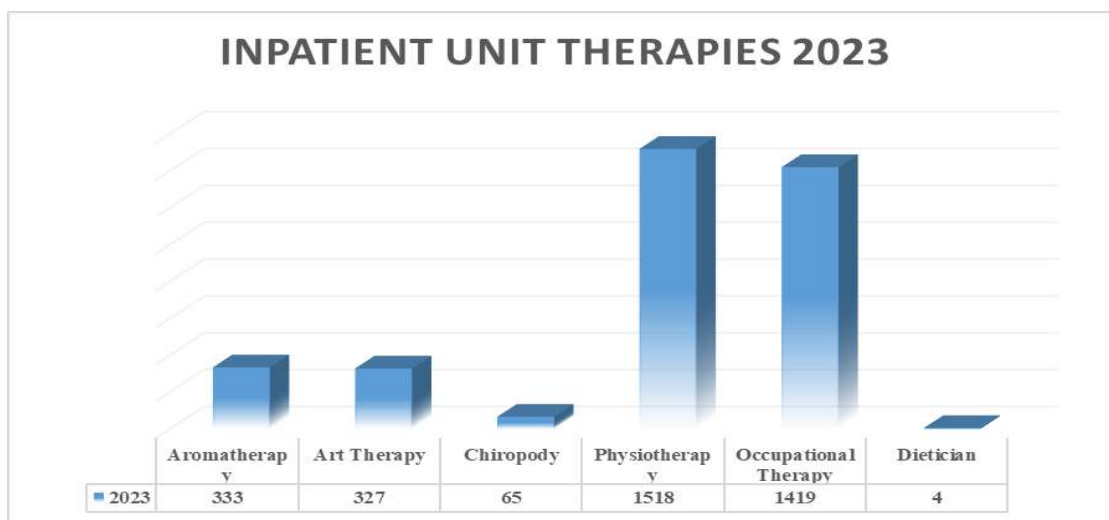
Galway Hospice uses 'iCare', an electronic patient records system into which all patients' details are entered, to track and monitor activity. The following data was extracted from that system for the year 1 January 2023 to 31 December 2023:

4.1 In-Patient Unit: Galway

- There were 308 patients treated in the Galway Inpatient Unit a decrease of 4% on 2022. The length of stay increased by 14% during the year and occupancy for the year was 76% which is up 3% on 2022.
- There were 298 admissions of which 90 were re-admissions. 74% of admissions had a malignant diagnosis and 26% were non-malignant.
- 142 patients were discharged (92% to home or to another community-based setting) and 8% to an acute hospital.
- 151(49%) patients died in the in patient unit.

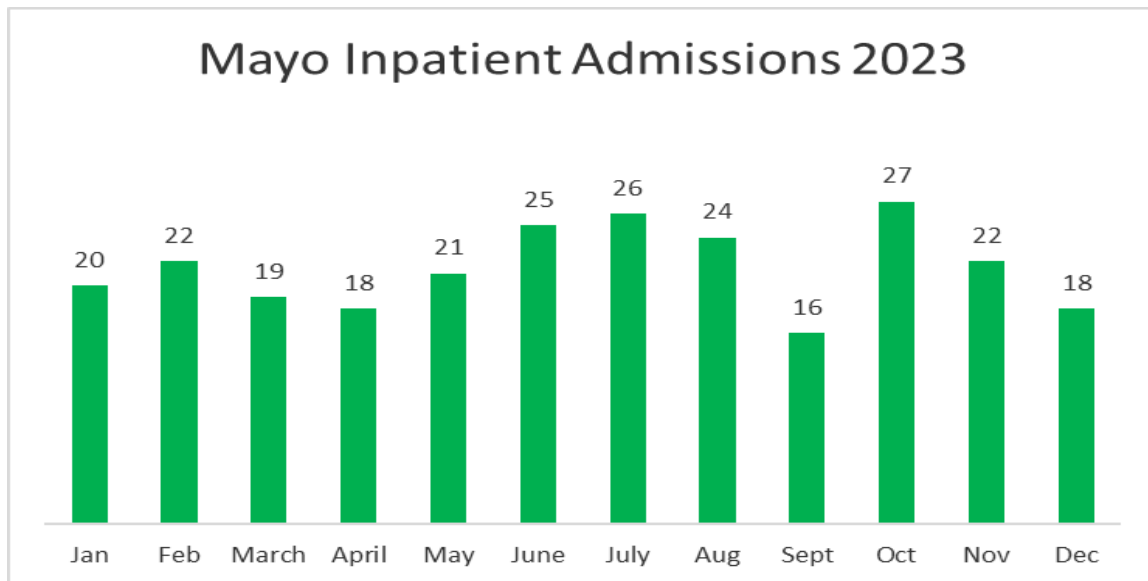


Inpatients in Galway Hospice attended 3,666 therapy sessions during 2023 and the following is a breakdown of the sessions attended:

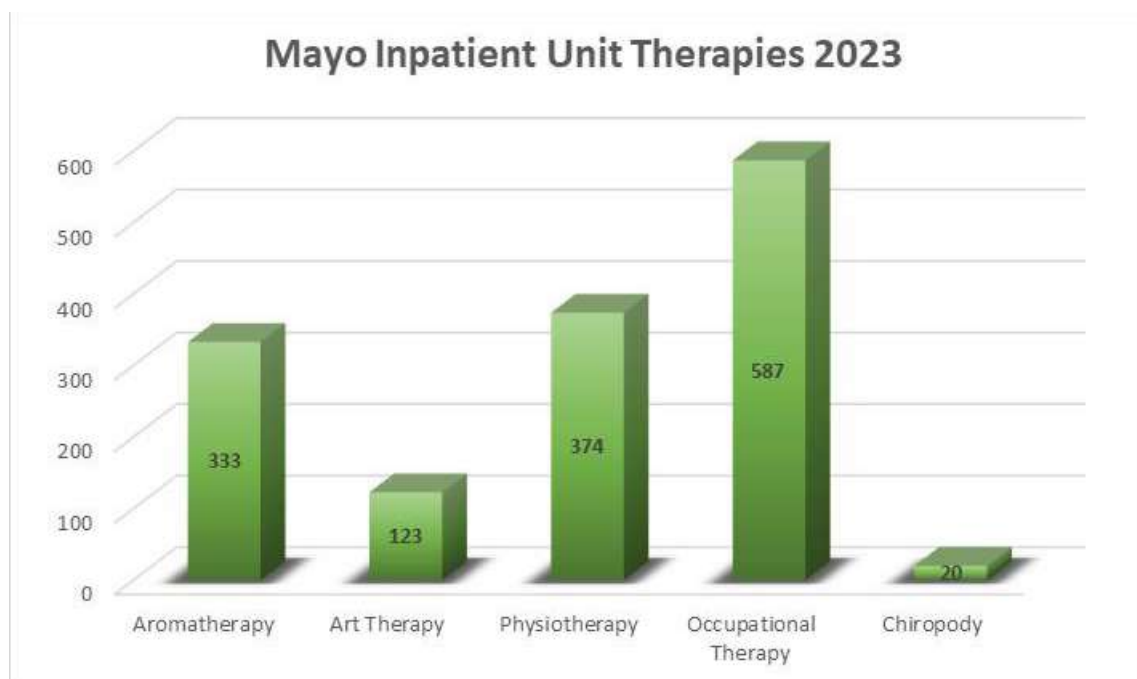


4.2 In-Patient Unit: Mayo

- There were 266 patients treated in the Mayo Inpatient Unit an increase of 3% on 2022. The length of stay increased by 12% from 10 to 12 days during the year and occupancy for the year was 60% which is up 6% on 2022.
- There were 258 admissions of which 60 were re-admissions. 71% of admissions had a malignant diagnosis and 29% were non-malignant.
- 82 patients were discharged (95% to home or to another community-based setting) and 5% to an acute hospital.
- 173 (65%) patients died in the Unit

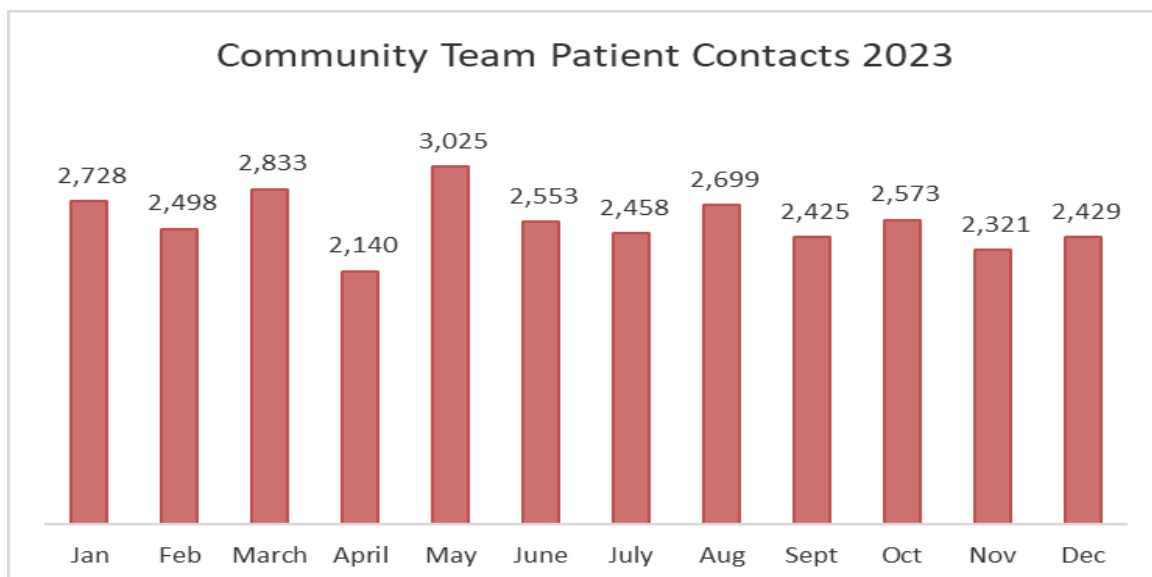
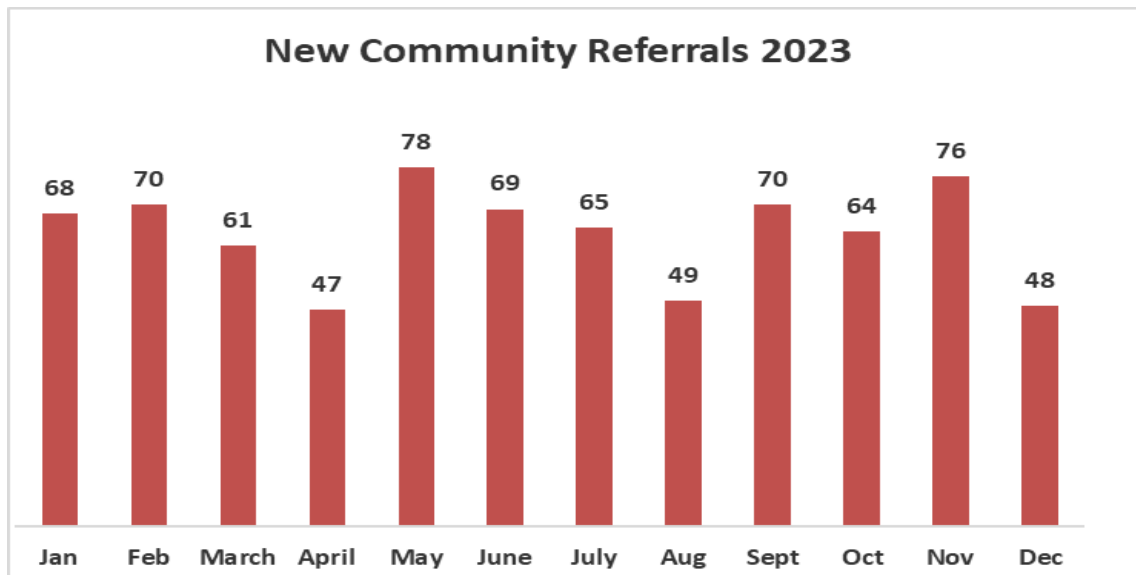


Inpatients in Mayo Hospice attended 1,437 therapy sessions during 2023 and the following is a breakdown of the sessions attended:



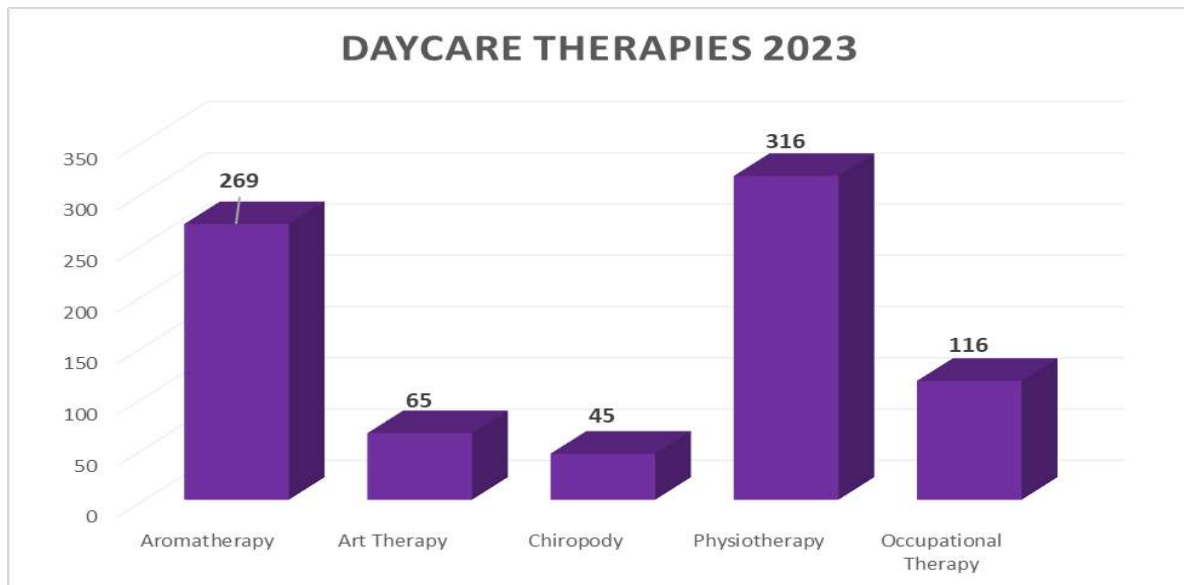
4.3 Galway Community Palliative Care (Homecare) Team

- 974 patients received care and support from the community team during 2023. There were 839 referrals of which 765 were new referrals and there were 74 re-referrals.
- 53% of new patients referred in 2023 had a non-cancer diagnosis compared to 56% in 2022.
- 24,035 patient contacts and 6,647 visits were made during the year.
- There were between 262 and 300 active patients per month on the team's caseload during 2023.



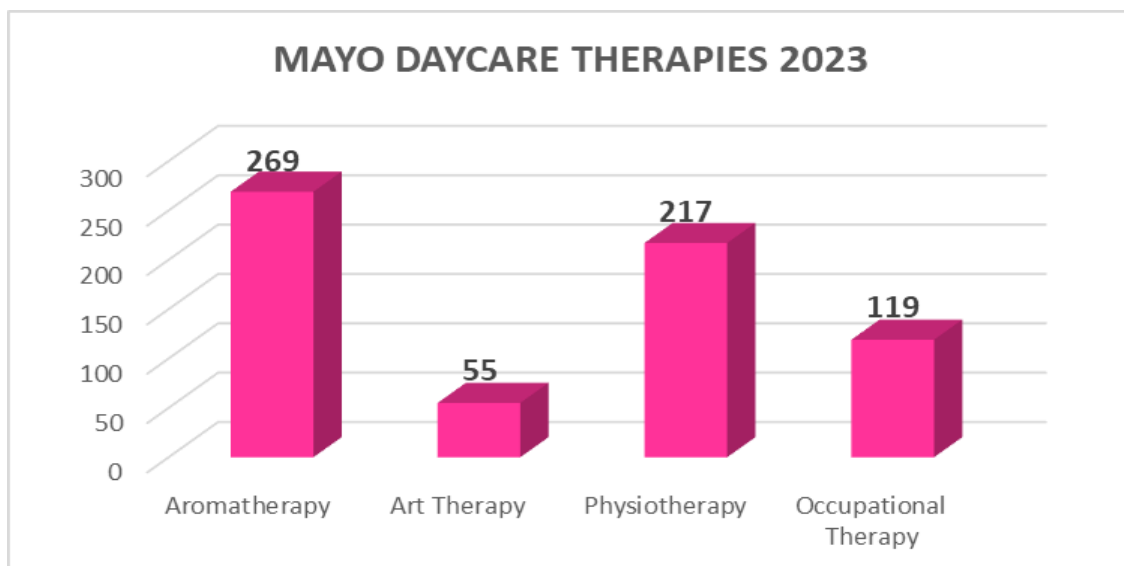
4.4 Day Care Galway

- 103 patients attended daycare during 2023 and there were 581 attendances to daycare
- The patients attended 811 therapy sessions during 2023 and the breakdown of these sessions is as follows:



4.5 Day Care Mayo

- 72 patients attended daycare during 2023 and there were 459 attendances to daycare
- The patients attended 660 therapy sessions during 2023 and the breakdown is as follows:



4.6 Medical Team

In 2023 the specialist palliative care medical team was led by a team of 6 consultants across both sites. All six work between the Hospices and the local acute hospitals. The philosophy underpinning their practice is that they provide a fully integrated service available to all appropriate patients, wherever and whenever it is required. The consultant posts are therefore structured so that they provide continuity and support across transitions of care (e.g. hospital to community; hospital to hospice) as each consultant post has joint commitments to the inpatient units to the hospitals and the community.

In 2023, the medical teams at Galway and Mayo hospices were heavily supported by a team of non-consultant hospital doctors (NCHDs). These posts are recognized training posts affiliated to the Royal College of Physicians of Ireland (R.C.P.I.) and the Irish College of General Practitioners (I.C.G.P.) The training requirements are determined by a comprehensive curriculum and the trainees are required to complete e-portfolios recording in some detail all components of their work-related activity. As well as day-to-day supervision and mentoring all trainees must have formal quarterly assessments by their supervising consultant trainers. There are mandatory requirements for NCHDs to have protected time to study and attend training courses. In 2023 we were delighted to have 2GP trainees join every 3 months on rotation as part of their BST/General Practice training. We also had two Specialist Registrars undergoing HST in Palliative Medicine and one Registrar who spent a year working in the specialty as progression to HST training in Palliative Medicine or an affiliated specialty. The dedicated team of NCHDs support the consultants in delivering a Specialist Palliative Care service to the patients and families of the region. The feedback from these posts always includes positive comments on the standard of patient care provided, the learning opportunities afforded and the support they are given from staff of all disciplines. It is also regarded as a very busy but rewarding job for NCHDs in training.

During 2023 there was ongoing consultant attendance at the Motor Neuron clinic in Galway to support their patients with palliative care needs. There also continued to be ongoing engagement with the 3 monthly virtual cardiac failure multidisciplinary clinic where review and discussion of complex cases continues via virtual Multidisciplinary Team (MDT). The team have worked to develop a 'trigger tool' to highlight patients who may benefit from discussion at MDT and/or specialist palliative care input.

A business case was developed for an additional consultant post for Galway to support the increasing demands in the community in Galway. We were unsuccessful in securing funding for the post in 2023 so we will work to progress the post in 2024.

The medical team continued to support the roll out of the PCOC outcome measures in the inpatient unit by using the metrics to facilitate discussions on ward rounds and at the weekly multidisciplinary team meetings. The team have developed a 'Guideline for Management and Temporary Drainage of Ascites' and an undertaken a full review of practice for crisis pack prescribing in collaboration with the Chief Pharmacist.

The team in Mayo introduced the 'iValidate' tool to Mayo University (MUH) Hospital in a two-day programme with a visiting facilitator from Australia. The iValidate course is a communication-based training which aims to enhance patient centred care and encourages discussion around goals of care in people with life limiting illness. The aim is to roll out the communication programme to MUH alongside work to document goals of care discussions. This should have a positive impact on improving patient centred care e.g. earlier transfers to Mayo Hospice.

Medical Education and Research:

- Ongoing weekly journal club/doctors' education at both Galway and Mayo.
- Consultant delivered GP CME evenings x 2 in Mayo which included palliative care education session and introduction to Mayo Hospice.
- Consultant delivered teaching to Interns at Mayo University Hospital on introduction to palliative care and symptom control.
- Registrars preparing case studies/audit for submission as poster presentations to Irish Association of Palliative Care conference and European Association of Palliative Care conference.

4.7 Therapies

In 2023 a Therapies Manager was appointed, and re-structuring of some therapy posts was carried out to enable service developments and progression of education and student placements.

4.8 Occupational Therapy

Occupational Therapists work with people of all ages whose ability to function as they wish is affected. Occupational Therapists work with patients throughout all stages of their illness. Interventions take place with patients and carers to improve independence and participation in self-care, work and leisure activities. Goals are set with patients and intervention is provided with the aim to promote function, comfort and well-being.

Activity levels in the Occupational Therapy (OT) department in both sites during 2023 were down on 2022 levels. The department provided treatments to 224 patients in Galway and 105 patients in Mayo.



The occupational therapists joined AOTI's Palliative Care and Oncology Advisory Group during the year and one became a committee member. The aim of this Advisory Group is to facilitate advancement of OT practice in Palliative Care and influence policy and service delivery in Ireland. Membership of this committee enables the Team to be at the centre of National development and change within OT practice in palliative care.

The OTs completed stock-take of specialist seating in Galway IPU/Day Care, highlighted current seating available to patients alongside their condition and created a report making recommendations for future seating needs. A review of seating was also completed in Mayo and as a result additional seating was purchased. In collaboration with the Quality departments the staff in both sites established a working group to review all OT specific documentation and policies in use at the hospice. This involved reviewing evidence and liaising with colleagues in other hospices to ensure the documentation followed best practice. The staff in Galway worked to develop a community service to support patients with fatigue. They also completed a review of pressure relief equipment, and a pressure cushion selection guide has been developed.

The OT staff of Galway and Mayo Hospice attended a Preceptorship course in Galway University and then facilitated a student OT Placement on both sites.

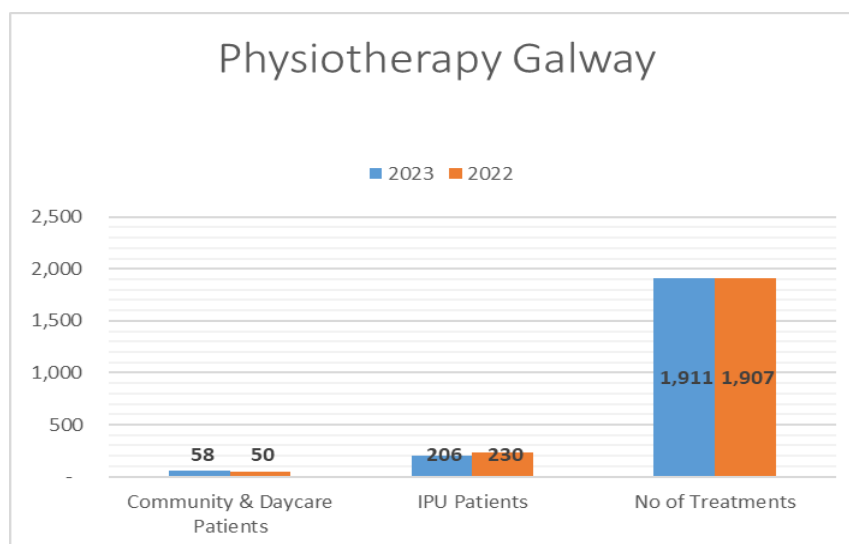
Both OT's in Galway completed Specialist Palliative Care training courses, namely the European Certificate in Essential Palliative Care (ECEPC) and the Dublin Certificate in Evidence Based Palliative Care.

The OT in Mayo worked with colleagues in Daycare and Facilities to develop a proposal for horticultural therapy in Castlebar and a hexagonal green house was purchased in 2023.

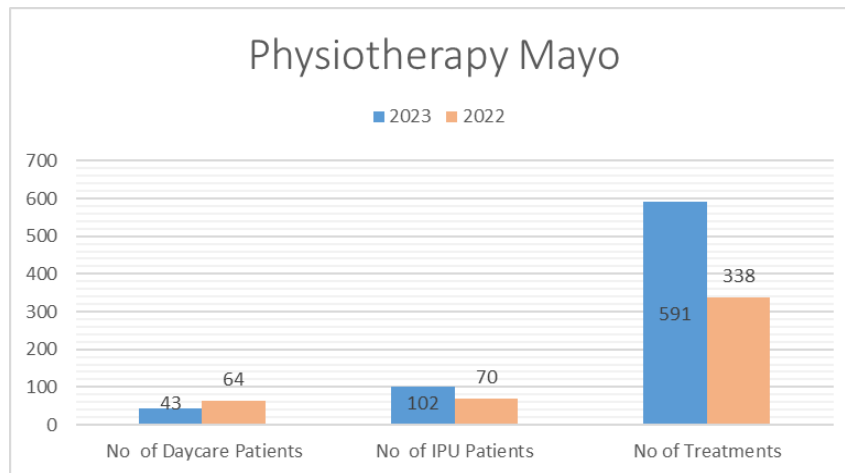
4.9 Physiotherapy

Our physiotherapists use a holistic approach to help patients and residents to set their goals and aim to maximise an individual's function, independence, and participation.

Activity levels in the physiotherapy department in Galway were in line with 2022 levels. The team provided 1911 treatments to 264 patients during 2023:



Activity levels in the physiotherapy department in Mayo increased significantly compared to 2022. The team provided 591 treatments to 145 patients during 2023:



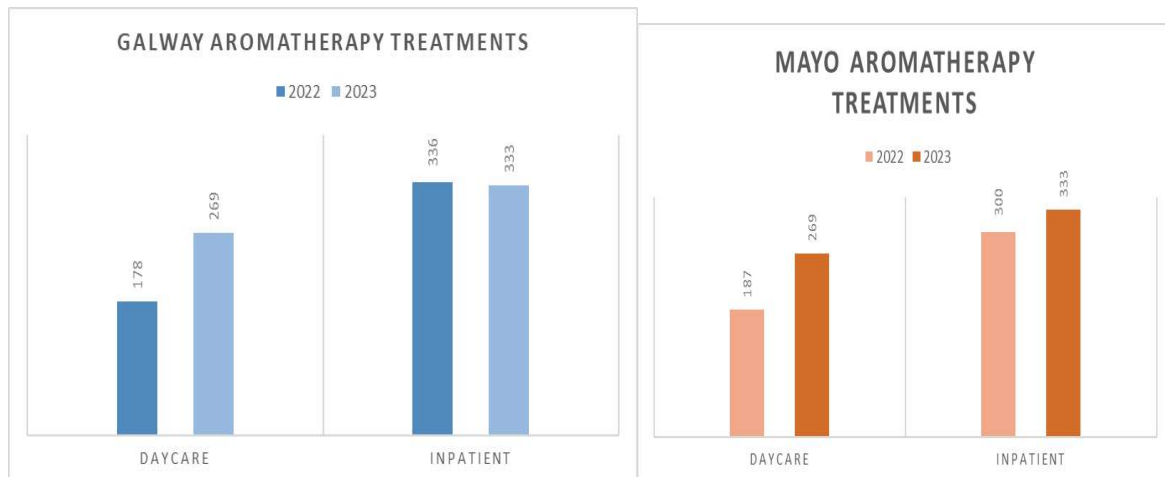
The physiotherapy teams on both sites were involved in the planning and delivery of education sessions during Falls prevention week which took place in March. In addition, a Footwear First campaign was run in December to address safety/falls prevention and a new falls prevention easy read leaflet was created which is now available in print version for patients and carers/family members. The physiotherapy team drafted a new policy on AIRVO management as there is now an AIRVO unit in both sites. Two education days on the new policy were hosted, one on each site, to advance skill mix in staff, in preparation for increased use of the AIRVO in more complex respiratory patients.

Physiotherapists in Mayo Hospice worked on developing links with COPD Ireland, local Living Well groups and Mayo community sports partnership to support patients on completion of Day-care programme to feed into other support networks.

Physiotherapy staff from both sites continued to be active participants in the All Ireland Institute of Hospice and Palliative Care physiotherapy network during the year.

4.10 Aromatherapy

Aromatherapy is the use of essential oils, through massage, inhalation or hydrotherapy (bathing). Aromatherapy creates a general sense of well-being and contributes to physical, emotional & spiritual healing. Aromatherapy relieves stress, anxiety, grief or depression, relaxes muscles, improves sleep, decreases congestion and hydrates skin. We have two part time aromatherapists one on both sites and they had a busy year during 2023, a summary of their activities are detailed below:



During 2023 the aromatherapists continued to :

- Provide education for all new staff on palliative care clinical aromatherapy. This includes the delivery methods and benefits to palliative patients and generates appropriate referrals, both sites.
- Provide education in Mayo as part of Palliative Care week, showing samples of oils and using case studies to show positive impact of treatments.
- Progress with iCare development to go paper light in Galway.
- Identify Quality Improvement Projects, including planning review of aromatherapy documentation and linking with ICAN Aromatherapy, an online support site for clinical aromatherapy research.
- Participated in Daycare documentation audit on both sites

4.11 Art Therapy

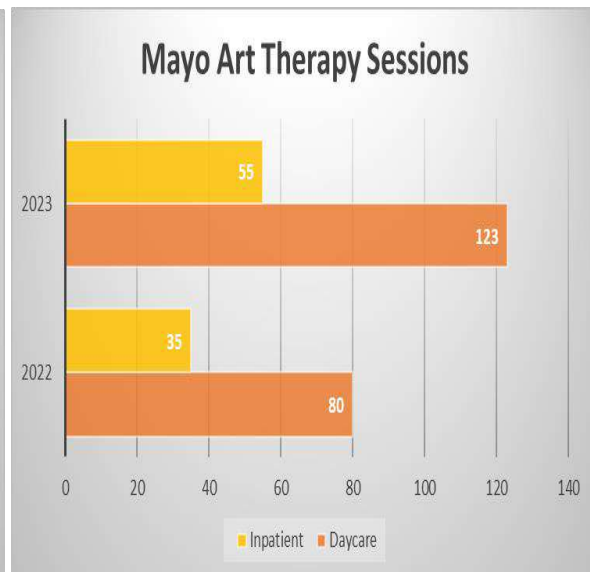
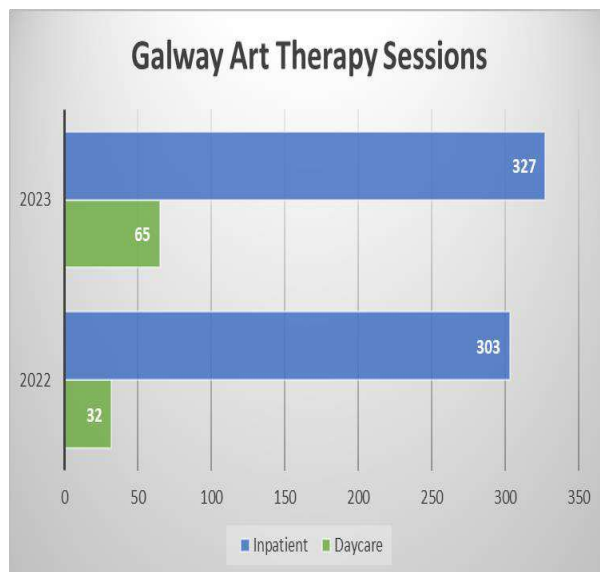
Art Therapy is a mental health profession that enriches the lives and emotional wellbeing of individuals through creative process and meaningful engagement.

This therapeutic journey supports self-expression, emotional exploration, and distress management. Art Therapy provides alternative modes of communication beyond verbal articulation - and people who struggle with verbal or emotional expression may find this process especially helpful.

Neither previous artistic experience nor natural artistic ability is necessary to benefit from Art Therapy.

Art Therapy provides a safe space for individuals facing physical, emotional or cognitive challenges to explore new pathways towards understanding, support and self-expression. Sessions are mostly individual and are a way to explore memories, feelings, experiences and reflections through a wide choice of art materials – guided and supported by an experienced Art Therapist.

It is used alongside conventional medicine, nursing and allied health professional treatments, as part of the holistic approach to patient care. During the year our art therapist continued to support both daycare patients and inpatients in both sites and the following is a summary of the sessions facilitated during 2023



Our Art Therapist continues to work with Atlantic Technological University regarding the Radius Project and the development of steering group for this project.

During the year our Art Therapist has reviewed working practice and adapted it to accommodate the needs of the service, allowing more patients 1:1 session time. She has trialed differing systems to ensure optimal service provision.

4.12 Medical Social Work (MSW)

The Medical Social Work Department provides essential therapeutic and support services to patients and their families at Galway and Mayo Hospices. The following summarises the department's activities, accomplishments and challenges, over the past year:

Patient Support:

The Social Work Department provided:

- Emotional and psychosocial support to 859 patients receiving Specialist Palliative care across all areas of service (Community, Inpatient and daycare).
- Conducted comprehensive assessments to identify patient needs and contributed to future care planning with the multi-disciplinary team.
- Facilitated communication between patients, families, and healthcare providers to optimise patient's wishes in all aspects of their care and advocating on their behalf.
- In 2023, the Medical Social Work Department undertook 135 home visits and 148 follow up visits with patients which demonstrated an increase of 52% from 2022. The ongoing development of the daycare service in Mayo and MDT input is evident with an increase of social work activity of 77 interventions which is an increase of 39% from 2022. The low number of new referrals in Galway Daycare service is reflective of patients already receiving a social work service in either the community or the inpatient unit.

Summary of Medical Social Work Interventions (Galway & Mayo)



Note: Children of patients seen during the palliative phase (SWCHIL), Children seen as part of a family intervention (SWCFAM)

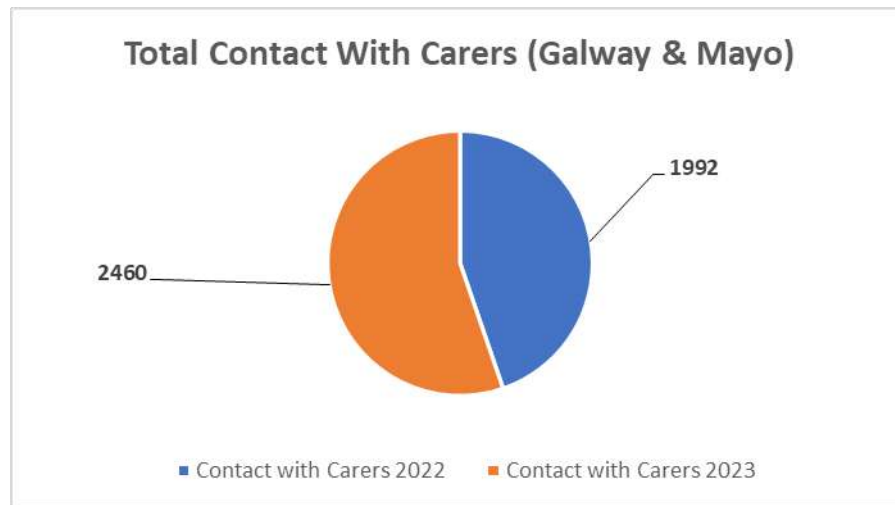
	SW DC FIRST	SW DC FOLLOW UP	SW HOME FIRST	SW HOME FOLLOW UP	SW IPU FIRST	SW IPU FOLLOW UP	Family Meeting	SW TEL (SWTHPC)	SWCHIL	SWCFAM	CSNAT
2023											
Galway	2	0	135	148	221	1044	46	796	7	4	1
Mayo	22	55	0	0	229	553	41	316	13	4	0

Carers/ significant others:

During 2023 the social work teams:

- Conducted comprehensive assessment of carers needs including emotional, practical and financial support where appropriate. The Medical Social Work Team had 2,460 contacts with carers (face to face/telephone support) in 2023 which demonstrates an increase of 81% from 2022.
- Arranged respite care services to give carers a break from their caregiving responsibilities and prevent burnout.
- Addressed cultural and linguistic barriers to effectively engage diverse carer populations. Technology, new apps and translation services were utilised. Informal education within the team on cultural competency and wishes of patients was communicated on case-by-case basis.
- Continued to identify and advocate the support needs of vulnerable family members and children and liaising with relevant stakeholders to ensure holistic delivery of care. In 2023, 20 children were seen during the palliative phase of illness and 8 family interventions were facilitated which included children.
- In response to the support and complex needs of carers/significant others, the Medical Social Work Team facilitated 87 family meetings across Galway/Mayo and similar trends were noted in 2022.
- Provided ongoing support to carers following the loss of their loved ones, including bereavement counselling, return to in person remembrance service, the expansion of Walk

and Talk group across both sites and the development of the Claddagh Camp. (See Appendix 4 and 5)



Contact with Carers (Galway & Mayo)

Contact with Carers 2022	Contact with Carers 2023
1992	2460

Galway 2023	Mayo 2023
1749	711

Additional roles of the Medical Social Work Team:

- Provided timely and prompt Medical Social Work interventions to urgent cases regarding end-of-life care, including complex family dynamics and where concerns of risk are identified for example, retrospective disclosures, adult safeguarding and intimate partner violence.
- Assisted patients in accessing community resources (home support services), identifying preferred place of care and supporting patients and their families with decision making processes where appropriate.
- Conducted education for healthcare staff on topics related to communication skills, breaking bad news, safeguarding, child welfare and protection, children and loss, advance care planning, Bereavement telephone skills training, contributed to Echo programme, Masters in Social Work NUIG, Postgraduate course ATU, Castlebar, Austrian Nursing group.

- Facilitated Year 2 Masters in Social Work fourteen week placement in Galway.
- Played a pivotal role in accessing education for staff in Designated liaison persons training (Barnardos) and Assisted Decision- Making Capacity Act 2015.
- Developed a system for mandated persons declaration, enhancing governance within the organisation.

The following were the key accomplishments for the department during 2023:

- Successfully granted funding by Community Foundation Ireland to devise, develop and run the Claddagh Camp at Wildlands – the first of its kind known to be delivered by an Irish Hospice . Ten bereaved families (10 adult and 20 children) from Galway and Mayo attended weekend camp 15th-17 Sept '23. (See report Appendix 5)
- Developed positive relationships with local services and contributed to networks within the region and nationally to further develop social work services in specialist palliative care:
- Local agreement with UCHG about access to transitional care funding for nursing homes when approved prior to hospice admission.

4.13 Bereavement Support: Social Work & Pastoral Care

2023 saw normal service resume following the impact of the COVID-19 crisis on service provision in the previous years. The Bereavement Support Services in both Galway and Mayo continue to grow and develop.

Activity across the bereavement support services in both Galway and Mayo saw an increase in 2023. The most notable increase was in the number of bereavement screening assessments which saw a 105.7% increase which is indicative of the higher number of individuals and families seeking bereavement support from our service. 64.4% of all referrals screened led to ongoing 1:1 support, an increase of 23.2% from last year.

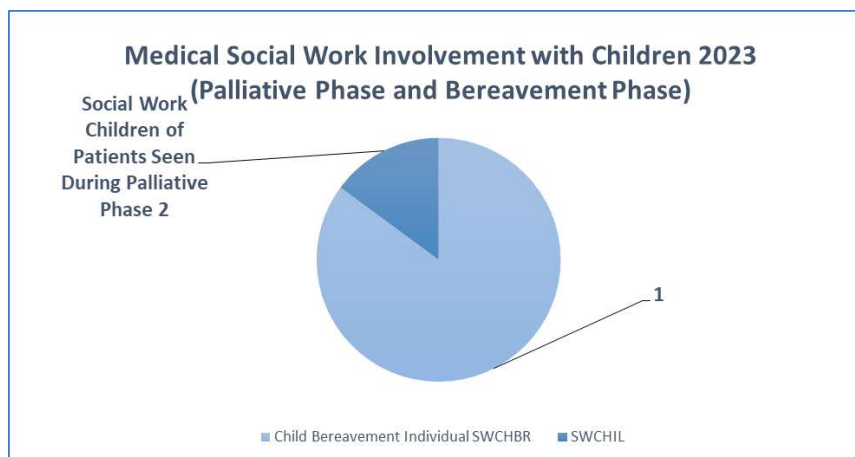
Overview of Bereavement Support Services (Galway)

	SW Ber First Visits	SW Ber Follow Up Visits	SWBTEL	SW Ber Discharge	Screening Calls	Child Bereavement Individual SWCHBR
2022	52	112	237	11	49	35
2023	69	101	153	100	107	40

Review of Bereavement Volunteer Service (Galway)

	SW Calls to Volunteers SWBVOL	Walk & Talk	Children's Bereavement Group
2022	54	88	1 Group Session
2023	1	178	1 Group Session

Medical Social Work Interventions with Children (Palliative Phase and Bereavement Phase)



The Walk & Talk initiative is an outdoor walking group which provides support to bereaved individuals through professional and peer support. Walk & Talk provides a safe and informal space for those bereaved to access support and meet others who understand their grief. Walk & Talk has continued across the year with an increase of 74.5% in attendances with new members also joining throughout the year. It is notable that attendance grows during the winter period. This is in keeping with feedback provided by individual participants of the importance they place on this type of peer support group to ameliorate their feelings of grief and loneliness, especially during the darker months. This initiative is supported by our bereavement support service volunteers in Galway. The feedback from participants continues to be positive:

'I find it very helpful. I was there the first day it started, I wasn't expecting anything in particular but thought it was a really good idea because people get sick of you going on about your partner and at least you feel other people are in the same position on the walk. It's good being able to chat.' – (Walk and Talk Attendee, Galway)

'I have found that with this group we are all sailing in the same boat and can talk, cry and laugh without being judged and feel truly understood.'

I can honestly say that I have found solace within this group and we can all take it at our own pace and truly feel we are all a support to each other.' – (Walk and Talk Attendee, Galway)

'It's a wonderful space where people understand, you don't really have to explain yourself, they just get it, your grief' – (Walk and Talk Attendee, Mayo)

In 2023 there were four Remembrance Services in Galway which were delivered both in person and virtually and one Annual Service co-facilitated with Pastoral care. Mayo Hospice delivered two Remembrance Services and one Annual Service, again co-facilitated with Pastoral Care. These services continue to be very well attended in person and online. In Galway, December 2023 marked the return of the post-Remembrance Service refreshments from Áras Naofa to the hospice Dining Room. This has been well received by bereaved families, for many of whom it was their first time coming back to the hospice after their loved one had died.

In November 2023, the medical social work department facilitated and coordinated a number of information sessions across both Galway and Mayo to mark National Bereaved Children's Awareness Week – the sessions focussed on bereavement children's needs and raised awareness of how children navigate grief and loss. We also showcased the varied and creative range of memory and keepsake work offered by the Medical Social Work team and tools used in providing bereavement support to children.

Bereavement Support Services Volunteers (Galway); The BSS Volunteers continue to provide invaluable support in the provision of overall bereavement services. The BSS Volunteers provide telephone and face to face support to individuals where indicated, assist with Walk & Talk fortnightly sessions to those bereaved. During 2023, we introduced regular Educational Peer Support to complement the already provided formal supervision and training for our BSS Volunteers.

A new website has been designed for the Bereavement Support Service, which incorporates a short video message from the Bereavement Support Coordinator and Bereavement Support Volunteers. This offers a more personable way of information giving to those who are bereaved. The new website also provides information on the range of supports offered by both Galway and Mayo hospice and access to online reading and other media resources.

The Bereavement Support Service utilised social media throughout 2023 in a bid to both promote the service and provide snippets of psychoeducation, to those who are bereaved, on what 'normal' grief looks like.

In 2023, the Bereavement Support Service in Galway Hospice joined a project team with Galway University Hospital, Anam Cara, Hopespace, Rainbows Ireland and Embrace Farm, with a view to establishing Galway's first Bereavement Network. As a Network we were successfully awarded a Local Bereavement Development Grant by the Irish Hospice Foundation which will help the Network develop and grow. The overall aim of the Network is to identify and coordinate bereavement support services in Galway City and County. At present there are only three such Networks in the Country (2 in Dublin and 1 in Kildare). The Galway Network is the first of its kind in the West of Ireland.

5.0 Key Performance Indicators

We have developed the following key performance indicators (KPI's) to demonstrate the activities of the Hospice. The KPI's are systematically recorded and reported monthly to senior-level committees and quarterly to the Board:

	Current Year 2023	Target	Trend to Target	Previous Year 01/01/22 to 31/12/22	Trend to prev Year
Wait Time - from referral to admission to the inpatient unit					
Galway					↓
0-7 Days	95%	98%	↓	96%	
8-14 Days	5%	2%		4%	↑
Mayo					
0-7 Days	100%	100%	↔	97%	
8-14 Days	0%			3%	
Wait Time - from referral to admission to the homecare service					↓
0-7 Days	96.5%	90%	↑	97%	↑
8-14 Days	2.8%	10%	↓	2.5%	↑
14-28 Days	0.7%	0%	↑	0.5%	↑
Development of Hospice Acquired Pressure Sores – IPU per 1,000 occupied bed days.		TBD			↑
Galway	7.6			5	↓
Mayo	5.9			9	
<i>Benchmark number under discussion nationally (QA+I)</i>					
Number of patient falls IPU – per 1,000 occupied bed days			↓		↓
Galway	5.4	12		7.0	
Mayo	4.6			6.5	
<i>Benchmark number of 12 has been agreed nationally (QA+I)</i>					
% of Homecare Patients who died in hospital	15%	10%	↑	11%	↑
% of patients not readmitted to an acute setting following admission to the homecare service	73%	↑	↑	73%	↔
% of non-cancer patients not readmitted to an acute setting	88%	↑		88%	↔

following admission to the homecare service					
Patient Satisfaction Score (Rating Excellent or very Good)		100%			
<u>Galway</u>					
Access & Information	97%			97%	
Care Received	99%	↑↑		97%	
Hospice Staff Rating	100%			100%	
Overall Impression of Facilities	97%			98%	
<u>Mayo</u>					
Access & Information	98%			100%	
Care Received	100%			98%	
Hospice Staff Rating	100%	↑↑		100%	
Overall Impression of Facilities	100%			100%	
Completion of Mandatory Training*:		(Annual)			↓↓
Manual Handling YTD	92%	95%		100%	↓↓
Hand Hygiene YTD	94%	95%		100%	↓↓
Children First YTD	88%	100%		100%	↓↓
Fire Training YTD	92%	95%		20%	↑↑
Number of Complaints Managed as per policy	6	0	↑↑	1	↑↑
% Absenteeism	5.7% (5.1% if Covid leave excluded)	3%	↑↑	5.6 (4.4% if Covid leave excluded)	↑↑

Key performance Indicator (KPI) Trends

The main Key Performance Indicator (KPI) trends of note for 2023 are as follows:

Wait times in the inpatient unit

In Galway Hospice Inpatient Unit, the wait time increased by 1%. Despite occupancy levels in the inpatient unit being lower than target, the need to manage infection risk in the two shared four bedded areas resulted in a slightly increased wait time. 95% of patients were admitted within 7 days and all urgent referrals were admitted within 7 days.

In Mayo Hospice Inpatient Unit occupancy increased by 6% during the year but remained lower than target. We continue to work with colleagues in the acute and community teams to increase referrals to the Inpatient Unit.

The Galway Community Team saw 96.8% of patients within seven days which was well ahead of target.

Percentage of Homecare Patients who died in hospital

We continued to support patients to remain at home where possible and 85% of our community patients died at home during 2023. This was slightly down on 2022 and the increase in the number dying in hospital was due to increased complexity of the community patient cohort. 80% of the community patients who died in hospital had a cancer diagnosis which was in line with 2022.

The percentage of patients who were not readmitted to an acute setting following admission to the community service was consistent with previous years.

Mandatory Training

We were slightly behind on our targets for mandatory training compared to previous years. This was partially due to staff on leave. We are planning on moving basic fire training to an online course in 2024 to assist with facilitating compliance with this metric. Additional staff completed Fire Marshal training during 2023 and there were two fire drills on both sites during the year.

Absenteeism

The level of absenteeism for 2023 was in line with previous years. There were four staff whose sick leave was in excess of six months during 2023.

HR conducted a staff wellbeing survey at the end of 2022. The Director of Human Resources created put in place actions based on the data received with the goal to support staff wellbeing and health.

The survey also asked staff to rate their resilience and based on the feedback received the Director of Human Resources coordinated a seminar in April, Building Resilience, with Shane Martin of Moodwatchers in March 2023 with large attendance and excellent feedback.

6.0 Quality Care Indicators

All incidents are reported, investigated, escalated where necessary and managed as they occur. Regular meetings are held and chaired by the Director of Quality to review all open incidents and ensure that corrective and preventative actions are being put in place in a timely manner. Detailed analysis of the incidents reported are subsequently collated and reported to the Board through Quality and Patient Safety Committee. All incidents are categorised according to the incident area and level of risk (which is scored in line with the HSE risk assessment tool).

In 2023 we saw a decrease in the overall incidents reported in Galway of 17%. An increase of 27% was noted in the number of incidents reports related to medication. The number of near misses reported remain consistent with previous years.

The number of incidents reported in Mayo continued to increase as activity levels in the inpatient unit grew during the year. There was an 9% increase in the number of overall incidents reported during 2023, with the increase being mainly in medication related incidents.

We continue to encourage staff to report all incidents and near misses and have provided education sessions to assist staff in the identification of near miss events. Learning from incidents that occur at the Hospice is taken very seriously and is used as an opportunity to continuously improve and ensure quality safe care. We have a “no blame” culture for incidents reported and staff are supported to report and log all incidents and near misses. We focus on ensuring change is undertaken collectively by those involved directly in the service ensuring effective review of structures and processes.

Both patient and relative/carer feedback is elicited continuously both ‘real-time’ and after care. All comments are recorded. Any concerns or complaints are logged, investigated, and reported on and remedial actions agreed. Clinical Reflections, which are open to all clinical staff to attend, are held when necessary; the discussion is recorded and any actions, which are agreed in response to the review, are reported on. This ensures that there are robust mechanisms in place for everyone, across the whole organisation, to be involved both in reflecting on our performance and in suggesting and driving or leading improvements. Galway Hospice is also a member of the HSE QA&I quality improvement working group and has contributed towards the development of a performance indicator for falls that can be benchmarked across the sector. An incident dashboard and key performance dashboard are prepared quarterly and include the latest performance and activity data. It provides information on how the Hospice is doing using a range of key quality indicators, and also evaluates the safety and effectiveness of our care using standard clinical quality measures such as medication errors, falls and pressure sores.

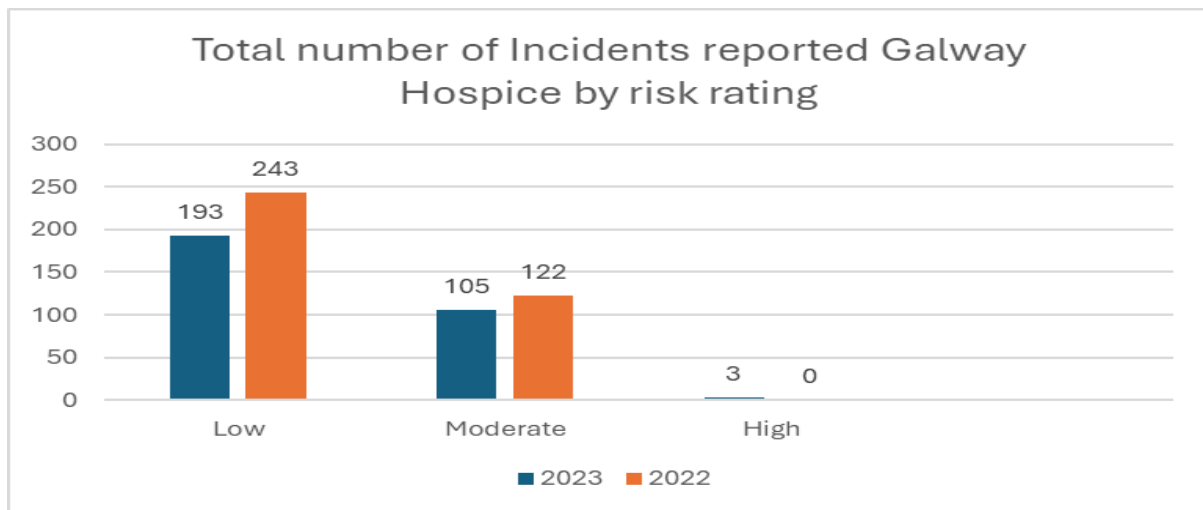
There were no Serious Reportable Events (SRE) reported during 2023.

2023 Incident Review Summary

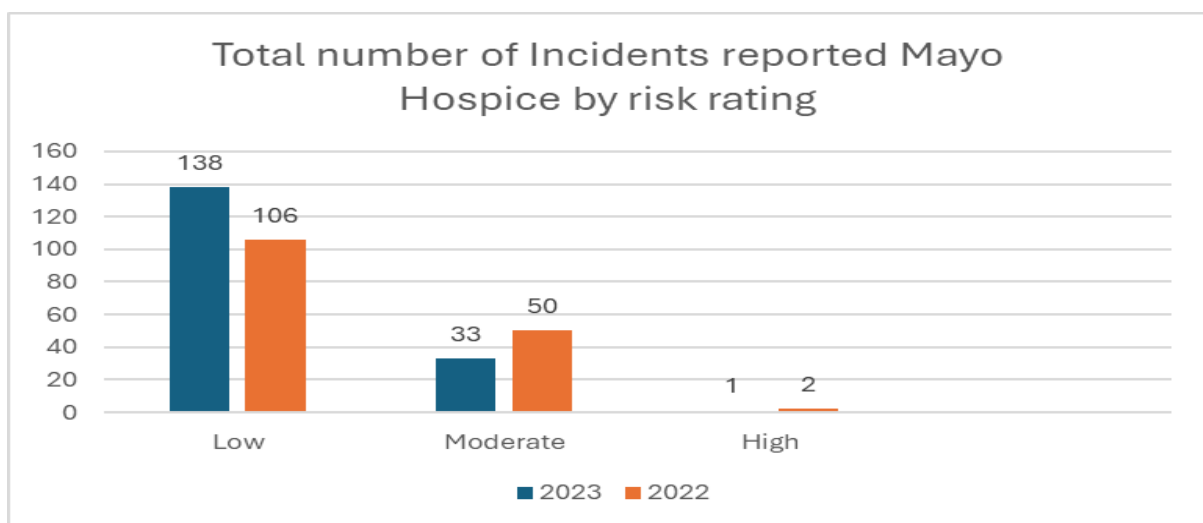
	Galway 2023	Galway 2022	Trend to previous Year	Mayo 2023	Mayo 2022	Trend to previous Year
Total number of complaints	6	2	+4	0	0	⇔
High Risk	0	0	⇔	0	0	⇔
Moderate Risk	2	2	⇔	0	0	⇔
Total Number of Incidents	301	365	-64	172	158	+14
High Risk	3	0	+3	1	2	-1
Moderate Risk	105	122	-17	33	50	-17
Medication Incident	62	49	+13	39	21	+18
High Risk	0	0	⇔	0	0	⇔
Moderate Risk	36	24	+12	16	8	+8
Medication Near-miss	16	17	-1	2	4	-2
High Risk	0	0	⇔	0	0	⇔
Moderate Risk	5	5	⇔	0	0	⇔
Incident (Non-medication)	208	282	-74	120	129	-9
High Risk	2	0	+2	2	0	+2
Moderate Risk	66	75	-9	25	40	-15
Near Miss (Non-medication)	14	17	-3	9	6	+3
High Risk	0	0	⇔	0	0	⇔
Moderate Risk	1	7	-6	1	2	-1
Slips, Trips & Falls	35	33	+2	14	7	+7
High Risk	0	0	⇔	0	0	⇔
Moderate Risk	9	11	-2	0	0	⇔
Hospice-acquired Pressure Sore	38	22	+16	18	23	-5
High Risk	0	0	⇔	0	0	⇔
Moderate Risk	7	5	+2	1	4	-3

6.1 Galway and Mayo Hospice Incidents

Incidents are analysed and graded in line with the HSE's incident management framework. Key stakeholders meet regularly to review all incidents assessing actions and ensuring accurate root cause analysis and thus robust preventative actions were put in place.



Comparison of number of Incident Reports in Galway Hospice 2023 to 2022 by risk rating



Comparison of number of Incident Reports in Mayo Hospice 2023 to 2022 by risk rating

When an incident occurs, corrective action is taken immediately to ensure patient safety, followed by an analysis of root cause, ongoing preventative measures and trend analysis.

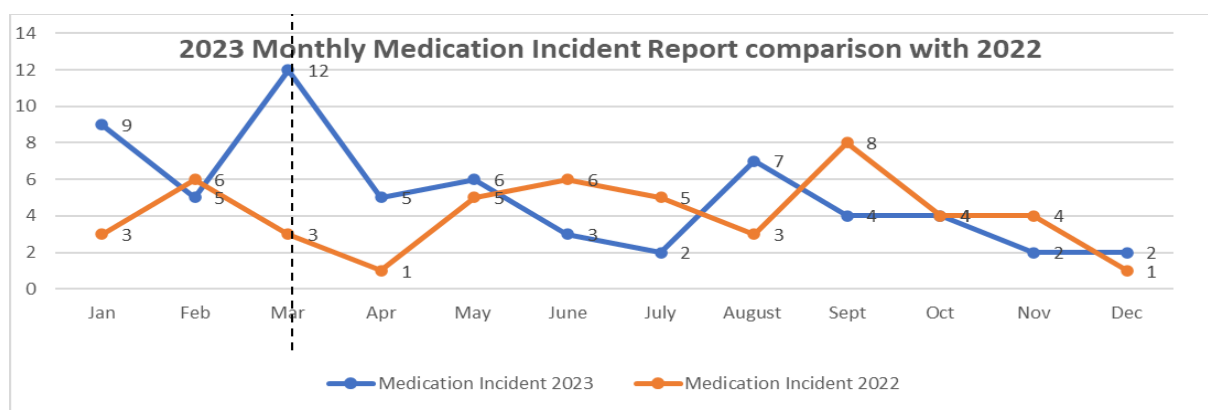
A minimum fortnightly review of incidents takes place at a team level in the Hospice. The Director of Quality and Chief Pharmacist are responsible for close out of incidents.

Quarterly reports are generated and circulated to all stakeholders across both sites through the committee structure in place in the organisation.

6.2 Galway and Mayo Hospice Medication Incidents

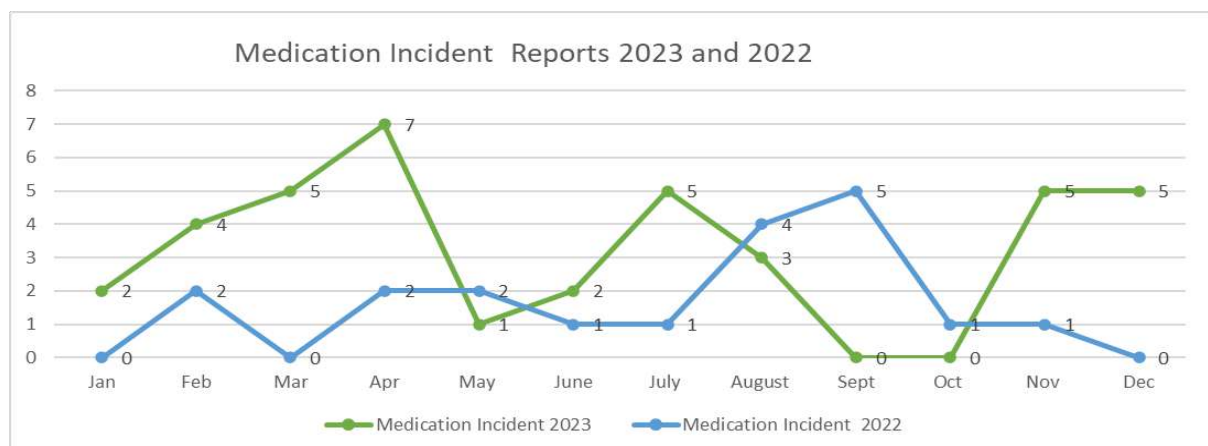
Medication errors are any incident where there has been an error in the process of prescribing, preparing, dispensing, administering, monitoring or providing advice on medicines.

- There were no high-risk medication incidents reported during 2023.
- An increase in the incident reporting continues for Mayo year on year in line with increased occupancy.
- There remains an identified challenge in increasing near miss reports across the services. Education and reminders are in place to improve this.
- A detailed medication systems analysis review was carried out in 2023 to optimise medicines safety in the Hospice. The findings and recommendations of this review are being considered by the Medication Safety Committee.



Comparison of Monthly Medication Incident Reports in Galway 2023 to 2022

There was an increase in medication incident reports in the first Quarter of 2023 in Galway. Following on from this, multidisciplinary interventions and initiatives were put in place. A decreasing trend was observed in medication incident reports from 26 in Quarter 1 2023 to 8 in Quarter 4 2023.

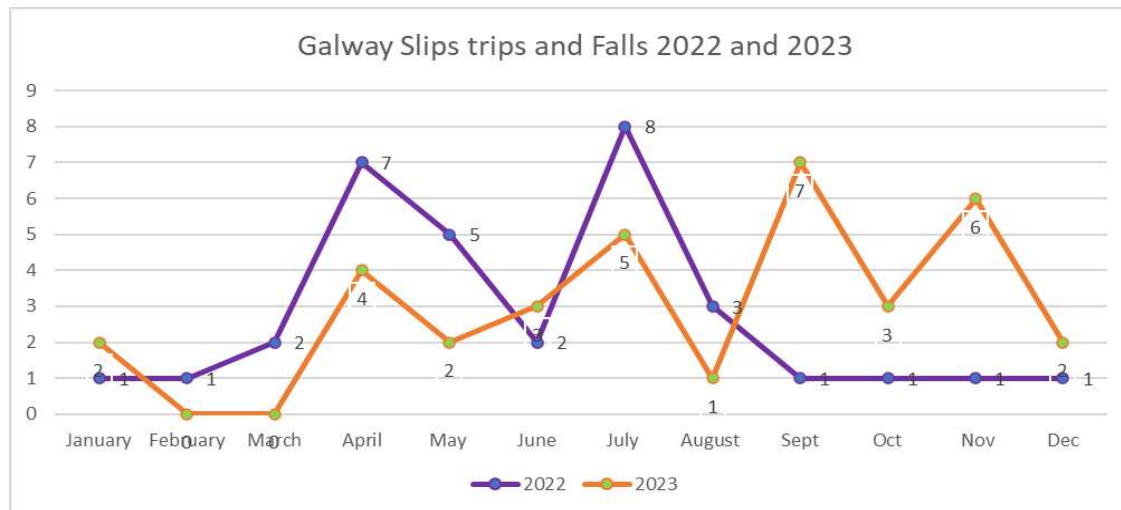


Comparison of Monthly Medication Incident Reports in Mayo 2023 to 2022

There was a significant increase in medication incident reports in 2023 in Mayo in contrast to 2022. This would be expected alongside an increase in occupancy.

6.3 Slips/Trips/Falls

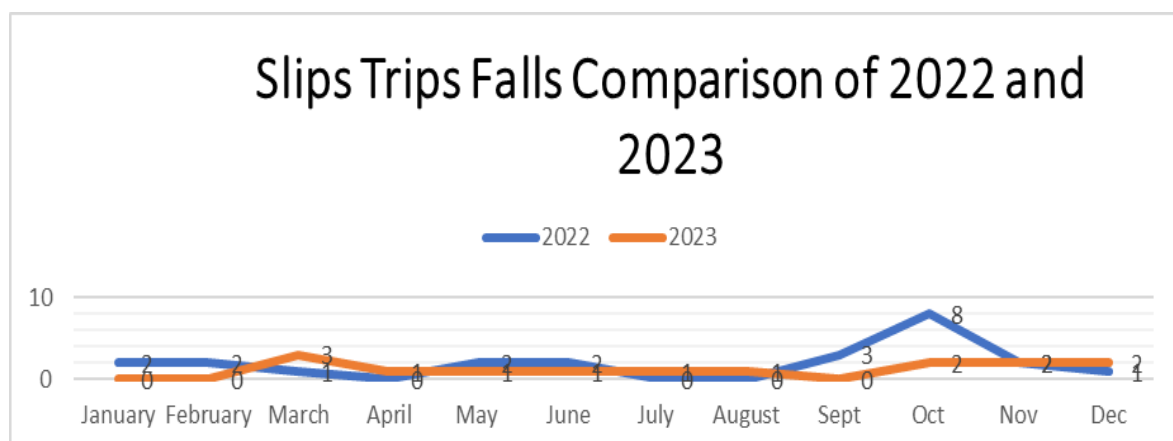
We strive to reduce the risk of patients falling and reduce the potential for injury if a fall occurs. Each patient admitted to the Hospice is screened for their risk of falling. The risk assessment tool, which is in line with NICE guidance and evidence based best practice, considers age and risk factors e.g. history of falls, cognitive impairment. This has proven successful and supports the ability to individualise a care plan in response to the risk factors of each patient. Almost all patients admitted to the Hospice are at risk of falls and thus the focus of falls prevention and management has been on reducing the risk of falls and reducing the potential for injury if a fall occurs.



Comparison of Monthly Slips, Trips and Falls Reports in Galway 2023 to 2022

The rate of Slips Trips Falls for patients per 1000 bed days for IPU Galway in 2023 was 5.4. This represented a decrease from 7.0 in 2022.

Of the 35 falls reported in Galway in 2023, 26 were low risk and 9 were moderate risk.



Comparison of Monthly Slips, Trips and Falls Reports in Mayo 2023 to 2022

The rate of patient falls per 1000 bed days for 2023 was 4.6, a decrease from the rate of 6.5 in 2022. Of the 14 falls reported in Mayo in 2023, all were low risk. Note that this figure includes all falls (patients, staff, volunteers and visitors).

Falls prevention and management is a quality care indicator that has and will continue to have specific focus from a quality improvement initiative perspective. This includes review of specific standards of practice and application of the evidence-based guidance within the everyday care we provide. The importance of reviewing patients individual risk factors and implementing interventions in care that respond directly to those factors is key. In March 2023 a falls awareness week took place and a multi-disciplinary Consultant led Falls Working Group is being convened to support quality improvements within the areas of evidence based best practice for falls prevention, reducing injury from falls and management of patients who have had a fall.

6.4 Hospice Acquired Pressure Sores

There has been a continued emphasis on the prevention and management of pressure injuries throughout 2023. This focused on review, in dept analysis of root cause of all pressure injuries reported and measures undertaken for the management of pressure injuries. Early detection and the importance of identifying grade 1 pressure injuries is central to reversal where possible. The application of evidence based best practice in the prevention and management of pressure injuries was further enhanced in 2023 with the implementation of the SSKIN bundle.



Comparison of Hospice Acquired Pressure Sore Reports in Galway 2023 to 2022

The rate of Hospice acquired pressure injuries per 1000 bed days for Galway IPU over the year 2023 was 7.6 which represents an increase from 5 in year 2022.

Of the total of 39 hospice acquired pressure injuries reported in 2023 in Galway, 7 were moderate risk and the remainder low risk.



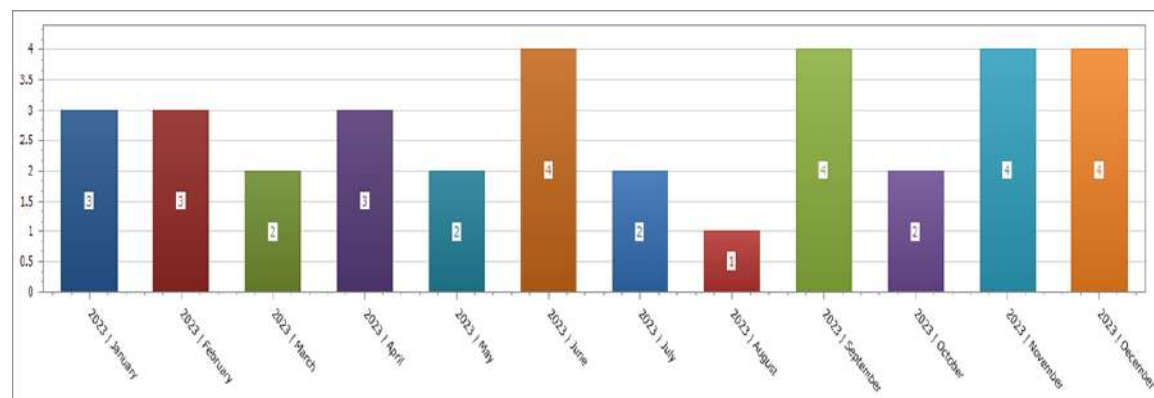
Comparison of Hospice Acquired Pressure Sore Reports in Mayo 2023 to 2022

The 2023 rate of hospice acquired pressure injury per 1000 occupied bed days in Mayo was 5.9 in contrast to 9.0 in 2022.

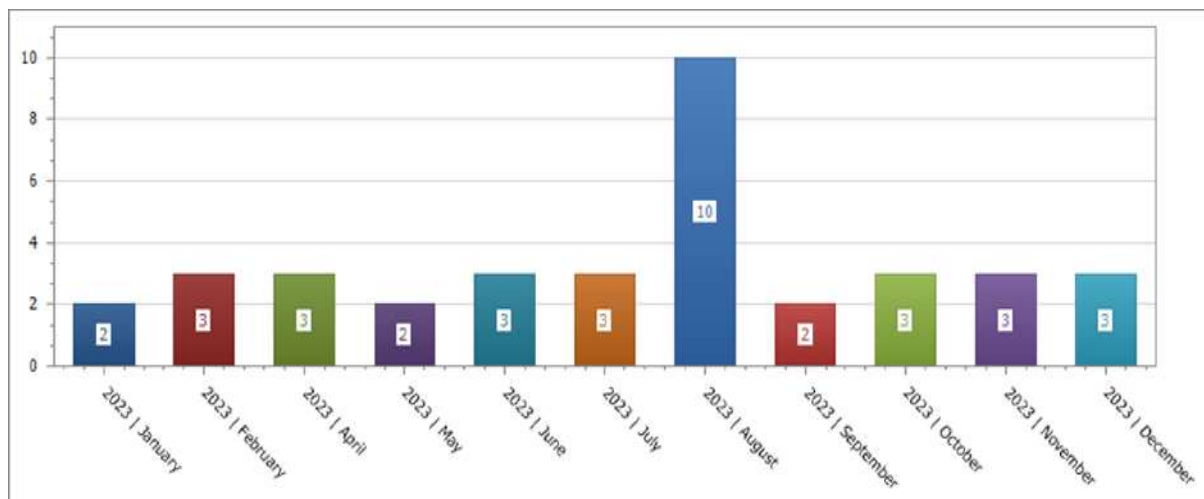
6.5 Pressure Sores on Admission

There has been a continued priority given to assessing and reporting of pressure injuries on admission in 2023. The staging of pressure sores on admission ranged from grade 1 to grade 4.

There is written communication by the Director of Nursing to the referring healthcare organisation when stage 3 and 4 pressure sores are identified on admission.



Pressure Sores on Admission: Monthly comparison Galway 2023



Pressure Sores on Admission: Monthly comparison Mayo 2023

6.6 Infection Control

Infection prevention and control is a core component to ensuring the Hospice provides safe quality care for our patients. Continuous education and quality improvements were undertaken throughout 2023.

Audit:

In 2023 regular infection control audits reviewed areas such as linen and laundry, cleaning and decontamination of patient care equipment, peripheral vascular cannulas, Urinary catheters and central venous access device access device care bundles.

MEG was the reporting system used for Infection Control audits. All nonconformances identified were managed through a Quality improvement plan.

Alongside the facilities manager the infection control nurse completes audits covering legionella and disposal & segregation of waste.

Education:

The Clinical Nurse Manager for Infection Prevention and Control (IPC CNM) provided education sessions for staff throughout 2023 in line with infection control training on HSELand.

Sessions were provided in person to enable staff to raise queries/concerns and to use scenario-based discussion to further troubleshoot challenges that may arise.

All new staff were met by the infection control nurse during their induction period to the organisation.

Covid-19 Working Group:

In the first half of 2023 the Covid-19 working group continued to meet monthly and focused on reviewing guidance and managing the reversal of practices that were no longer supported in guidance in a phased manner, supporting safety and managing risk in so far as possible.

As of Quarter 3 the Covid-19 policy was made obsolete and Covid-19 infection incorporated into PP-CS-092 "Management of Infection Prevention and Control". The Covid committee group agreed to meet if increases in cases occur in community or within the hospice among staff or patients and respond accordingly.

Working Group:

In 2023, the IPC CNM proposed and progressed the development of an Infection Prevention and Control forum across hospices within the All-Ireland Palliative care Institute QA+I group. The objective of this is to strengthen infection prevention control across hospice care and support standardisation and consultation to enhance safe quality care.

Tender

Q4 2023 the Hospice signed off on a new tender contract with Bidvest Noonan for housekeeping and window cleaning services across both sites commencing Q1 2024. The move to Bidvest Noonan welcomes a new governance with support from their allocated infection control nurse in training and compliance.

Risk Register

The IPC CNM continues to monitor risks pertaining to infection control on the risk register for the organisation.

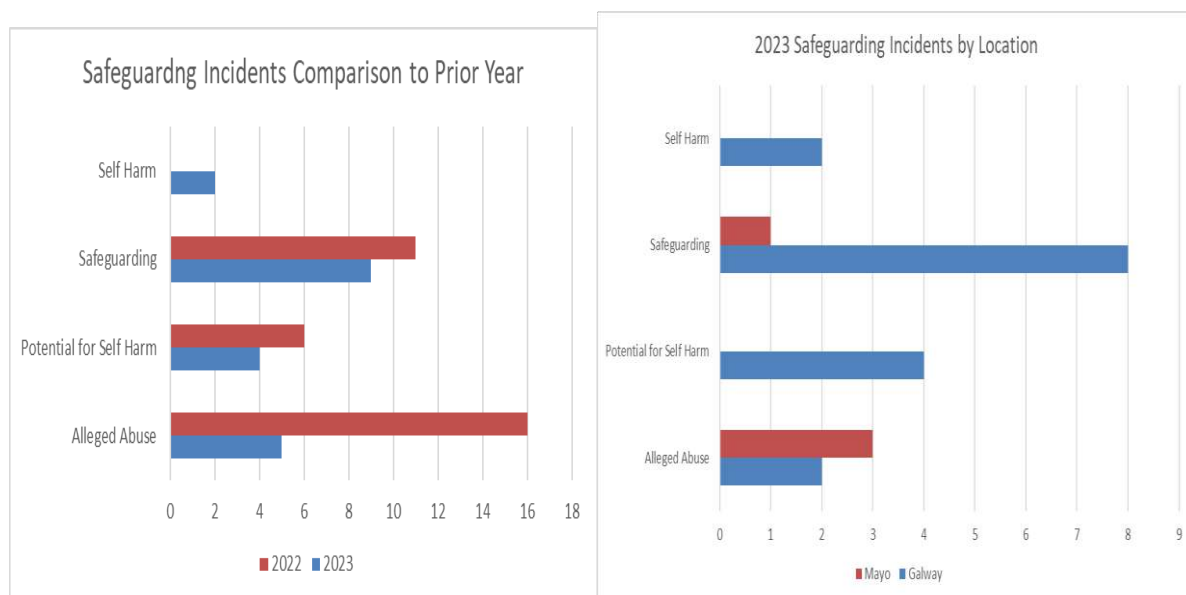
Equipment

During the procurement process the IPC CNM will link with relevant stakeholders to ensure it complies with national equipment cleaning standards.

6.7 Safeguarding

Galway Hospice is committed to ensuring safeguarding is a key component in the provision of care to patients. We recognize that safeguarding children, young people and adults at risk is a shared responsibility with the need for effective joint working between partner agencies and other professionals. We recognise our responsibility to uphold individual human rights, treat individuals with dignity and respect and safeguard them against abuse, neglect, and discrimination. Our Medical Social Work Team strive to ensure that all staff are knowledgeable, confident and equipped with the skills to deal with process and procedures when concerns arise relating to safeguarding and patient safety, this is reflected through our policies, incident management system, audits and training programmes. During 2022 it was recognized that the reporting of retrospective disclosures reports was having a significant impact for patients, families and for staff as mandated persons. In January 2023 the Medical Social work department facilitated training with a representative from TUSLA specialist service to give an overview of this newly established team and the assessment/ referral process.

All mandated staff completed declaration forms confirming that they had completed training and understood their responsibilities during 2023.



The Hospice has seen a decrease in safeguarding, alleged abuse and suicidal ideation reports in 2023. The reports are managed with Medical social work involvement with clear actions to support the person ensuring all measures are exhausted to support safety and effective engagement with all relevant resources by our Principal social workers, and wider medical social work team using the CAPA framework. Each quarter these reports have been reported through the committee structures and the Quality Patient Safety committee.

6.8 Complaints

The Hospice is committed to delivering high standard of care to anyone who comes into contact with our service. We see complaints as an opportunity to learn develop and improve our services.

During 2023 the Hospice received 6 complaints \ expression of concern. Three were classified as low risk and the remaining three were classified as moderate risk. No complaints required escalation externally. All complaints are reviewed in line with the complaints policy of the organisation

Two complaints received were in relation to fundraising and procedures for managing community events and the procedure for acknowledgement of donations was revised and updated as a result. One complaint related to privacy\ confidentiality and this was discussed with the individual concerned and resolved informally. The remaining three complaints related to the care provided by the service and all individuals were contacted by a member of the management team to discuss the concerns raised and were also offered a meeting with hospice staff to discuss their concerns. Two were resolved informally and the offer of a meeting was not taken up and the remaining complaint remains open as to date we have not been able to contact the person providing the feedback. The CEO monitors all complaints; clinical complaints are discussed at the Integrated Safety and Quality committee and all complaints are reported to the board quality and patient safety committee.

6.9 Patient Feedback

Galway Hospice encourages feedback in a variety of ways from patients, families, staff, volunteers and visitors. We have a number of comment boxes throughout the hospice building and we also have a “tell us what you think” section on our Website. Details of the comments received during 2022 are contained in Appendix 2.

We participated in the HSE’s National End of Life survey during 2023 and the following is an excerpt of the feedback on the care provided at Galway and Mayo Hospices from that survey.

In addition, we conduct an annual survey to all active patients each autumn.

NATIONAL END OF LIFE SURVEY (HOSPICE SPECIFIC)

Question	Galway & Mayo Hospice Score (note max score is 10)
Overall, during their stay in the hospice, did you feel they were treated with respect and dignity by healthcare staff?	10
During their stay in the hospice, did you have confidence and trust in the healthcare staff treating them?	10
During their stay in the hospice, if they experienced pain, did healthcare staff do everything they could to relieve it?	10

Overall, how would you rate the care your relative or friend received in the hospice?	9.9
During their stay in the hospice, did you feel welcome to visit at any time?	
During their stay in the hospice, did healthcare staff provide help with urgent problems outside of normal working hours (after 5pm, at night and weekends)?	9.5
During their stay in the hospice, did healthcare staff answer your questions in a way that you could understand?	9.6
During their stay in the hospice, did healthcare staff support them to do things they wanted to do (for example, participate in special family events, see a pet etc.)?	9.6
During their stay in the hospice, did healthcare staff help and support them with their emotional needs (e.g. feeling worried, feeling anxious, feeling low, etc.)?	9.7

HOSPICE ANNUAL SURVEY

We received 33 responses to the survey in 2023 from patients in Galway.

A summary of the results are as follows:

Quality of Care: 100% responded that they had confidence in staff providing care.

Pain: 93% responded that staff did everything they could to relieve pain

Other Symptoms: 96% responded that staff did everything they could to respond to symptoms other than pain.

Hospice Environment: 100% of respondents rated the hospice as being very clean.

We received 8 responses to the survey in 2023 from patients in Mayo.

A summary of the results are as follows:

Quality of Care: 100% responded that they had confidence in staff providing care.

Pain: 100% responded that staff did everything they could to relieve pain

Other Symptoms: 100% responded that staff did everything the could to respond to symptoms other than pain

Hospice Environment: 100% of respondents rated the hospice as being very clean

A sample of the comments received in the survey are as follows:

Was there anything particularly good about hospice care

- The level of care and treatment my husband has received has been exceptional. Throughout this challenging journey both of us have been consistently well informed*

and have a clear understanding of the situation. The staff members have consistently demonstrated a friendly and professional approach, going above and beyond to address any concerns or needs. We are grateful for the compassionate care and understanding shown towards our situation

- Team is so friendly and reassuring, give great comfort to patient and family, always answered our questions was so grateful for their service*
- The carers and all the staff are always extremely helpful and caring. It's a home from home. I enjoy attending the daycare service every week.*
- Hospice care had a lovely welcome for me, so friendly and I felt so relaxed especially after having major surgery*

Was there Anything that could be improved

- More emphasis on physical exercises (on chair) in daycare*
- Not a thing for me it's more than I ever dreamed of and I am very grateful*
- Nothing it's a safe and caring environment*
- Room was a little small and my wife being somewhat of a fussy eater would prefer to have main meal later in the day\evening*
- The care exceeded my expectation. There is nothing I can add*

6.10 Training, Education and Practice Development Department

Galway Hospice is committed to the ongoing education and development of staff in order to ensure services are delivered in a safe, effective manner to the highest possible standard. Training and education, including mandatory training is delivered in a way that is meaningful and best suited to the learning needs of the individual staff member.

In addition to the mandatory training programme, staff were provided significant educational and training opportunities in 2023. A detailed breakdown of the external training attended is included in Appendix 3. The Clinical Nurse Manager 3 (Practice Development) delivered a wide programme of education and development throughout the year.

There were a number of in-house education and training initiatives provided throughout the course of the year with topics for these education events being facilitated by representatives from all disciplines and departments, resulting in hugely positive feedback and overall very worthwhile days for all those staff who attended. All study days were facilitated in the designated education rooms in both Galway and Mayo hospices. 2023 saw the inaugural scheduling of Shift Leader Study days which was designed to provide all of our shift leaders within the inpatient units (IPU's) with the knowledge and skills to manage both clinical and organisational situations which may arise on any shift.

Nurses study days were facilitated in Galway hospice with staff attending from Mayo also, in February and November 2023. These days were designed to provide a more in-depth knowledge of some of the more specific topics/learning needs identified through the course of incident review and feedback from nursing staff themselves. Topics covered included Pain in Palliative Care, Opioid Conversion, Managing Delirium, An Introduction to Clinical Supervision, Breaking Bad News & Family Meetings, Bereavement Support Service and Bereavement Support Calls, Syringe Driver Workshops and PCOC Education and Case Reviews.

Opportunities were also explored for specific study days in line with practice development within the organisation. With the purchase of our own Airvo machines (1 in Galway and 1 in Mayo), an opportunity was created to work with our respiratory colleagues in the community and respiratory study days were facilitated across both Galway and Mayo. This was a really good collaborative approach which engaged the Respiratory Integrated Care Teams in CHO2 and also Fisher-Peykall, providers of the equipment. We recruited Airvo Super Users from the nursing teams to attend this day also, with the responsibility then to cascade the training on the use of the Airvo machines down to all other nursing staff in the IPU's, along with the support of the Physiotherapy teams. The Respiratory Study day itself covered, Types of Respiratory Failure, Nebuliser Management and Inhaler Technique and non-medication management of dyspnoea. The Airvo Guideline, developed by the physiotherapy team, was also implemented alongside this.

Following a recurring expressed need from staff for IT training, we enrolled the expertise of Claire Cummins, IT trainer via Skillsnet, Galway. Full IT study days were rolled out across both Galway and Mayo in Q3 & Q4 of 2023, with a focus on an introduction to the Microsoft Applications available, in addition to basic IT skills including Microsoft Word, Powerpoint and One Drive. This connection with Claire Cummins has proven to be hugely beneficial to the service overall, as we have also been able to avail of free places on additional IT training days facilitated by Claire.

November 22nd, 2023 provided Galway Hospice with the opportunity to showcase our wealth of knowledge and our service provision to nursing students in the Vorarlberg University of Applied Sciences, Austria, by Microsoft Teams. Representatives from each of the disciplines within the organisation completed presentations on their discipline, their role and on the provision of palliative care in Ireland and specifically in Galway and Mayo Hospices.

In collaboration with the CNME Mayo/Roscommon the CNMI11 in Practice Development devised a full study day on "End of Life care in the acute and non-acute settings", which was open to nursing staff from both acute and non-acute settings in Mayo and Roscommon to attend. Attendance and feedback was very positive and has created opportunities in the future for both services to work collaboratively to provide education to healthcare professionals in palliative care.

A full review took place in 2023 of how we record and maintain training records for mandatory training as well as attendance at study days. This review required us to explore how we could expand our staffcare system and create a more comprehensive, accurate and user friendly way of accessing and monitoring training records.

Academic Course/Formal Education & Training 2023:

- 5 staff enrolled in Certificate in Evidence Based Palliative Care (Dublin) Autumn 2023
- 1 staff enrolled in European Certificate in Essential Palliative Care (Milford)
- 1 IPU RN enrolled to complete the MSc in Nursing (Palliative Care) University of Limerick
- 2 IPU RN's enrolled in Post Graduate Programme in Science in Palliative & End of Life Care (P.Dip) ATU Castlebar
- 7 nurses from the nursing department completed the Clinical Supervision: Stand Alone Module University of Galway, Autumn 2023. The purpose of completion of this education is to create the knowledge base, education and qualification within the nursing department to develop a Peer Clinical Supervision Program for our nursing teams. This piece of work is also resulting in a potential research project in

conjunction with the University of Galway looking at the benefits of clinical supervision to palliative care nurses working on in-patient units.

- 1 staff member enrolled in the MSc (Year 2) – Quality and Safety in Healthcare – ATU. Completing research/dissertation on Project ECHO – Integration of services in the West of Ireland.

Student Placements 2023

Undergraduate Nursing Students and Post. Grad. Nursing Students are now being facilitated for placements across both Galway and Mayo Hospices from ATU & University of Galway.

ATU NMBI inspection in Mayo Hospice successfully completed 24/11/2023, findings and recommendations to be presented to ATU

Orientation booklets were reviewed and learning opportunities updated for both ATU and University of Galway nursing students

CLE Audit completed for Mayo Hospice in preparation for student placements to commence on 08/01/24 for University of Galway student nurses

Placements are now inclusive of Daycare and Community departments

2nd year undergraduate nursing students attended Galway Hospice in April 2023 for a 50 hour self-selected placement. This was the first placement of this type to be facilitated in Galway Hospice and proved very beneficial to those students who had a keen interest in palliative care, and they have since requested to return to the hospice for their 3rd year placement. Requests have already been submitted for the 2024 2nd year self-selected placements for both Galway and Mayo sites.

Practice Development Projects 2023:

SSKIN Bundle	Pilot project and audit completed Revised draft with updated, approved and in use Communication on pilot project audit findings and new template to be distributed to all nursing, HCA and AHP staff
Blood Glucose Monitoring	New Blood Glucose Monitors sourced from Ascencia Diabetes Ireland, education provided in both Mayo & Galway IPU's by Barbara Muldoon April/May 2023 Blood Glucose Monitor Guideline developed and to be attached as Appendix to Hypoglycaemia guideline.
Oral Care Practice & Policy	1 st meeting of working group June Relevant documentation and literature circulated Purpose: to create oral care management policy including full review of practice and care plan Timeline for completion Q1 2024
Nursing Documentation	1 st Draft of IPU Nursing Assessment Booklet distributed 06/06/2023 to DON & CNMII's for review Review of Pilot nursing assessment booklet completed and new draft developed following feedback and review of use of booklets New format of care plan template and process map for use on iCare currently being worked on
Medication Prescription Booklet	Pilot project of new medication prescription booklet commenced 01/06/2023 and will run until 01/07/2023

	<ul style="list-style-type: none"> Feedback sheet available on both IPU's and comments/suggestions encouraged New medication prescription booklets printed and in stock in IPU's
Syringe Driver Management	<ul style="list-style-type: none"> PP-CS-062 Policy has been updated and distributed to review and approval Syringe Drivers have all been serviced in Galway with updated settings reflective of updated practice in IPU and CPCT Mayo CSCI's due to be serviced and updated 8th January 2024 Microsoft Teams sessions scheduled for all clinical staff for updates on new policy, practice, education and training
Induction Booklet	<ul style="list-style-type: none"> Commenced review of procedure and format of staff nurse induction competency booklet for IPU focusing on putting structure to competencies to be achieved during induction period Once completed HCA induction will then be reviewed in similar format
PEDRN	<ul style="list-style-type: none"> Training has commenced in Galway IPU Policy and documentation already in place as this is an active process in Mayo which is now being implemented in Galway IPU

7.0 Quality Initiatives 2023

7.1 CHKS

In June the Hospice completed the ISO CHKS Audit. This is an important independent review undertaken by CHKS, to monitor and ensure our compliance with the clauses as set out in ISO 9001.

Seven core standards were assessed as follows by the CHKS surveyor:

- Section 1: General Information
- Section 2: Leadership, Governance and Financial Management
- Section 3: Risk Management
- Section 4: Internal Management (Quality) System
- Section 5: Management of Equipment and Facilities
- Section 6: Competent and Capable Workforce
- Section 7: Customer /Patient Focus – Patient Engagement

The final CHKS report confirmed full compliance by the Hospice with these standards and criteria.

7.2 iCare

The gradual implementation of the iCare paper light project continued through 2023 with support of the steering committee and commitment of managers throughout the organisation.

Key advancements included:

- The Community Palliative Care Team referring to the Day care service, completing the nursing first assessment and entering their PCOC assessments using the iCare system.
- The Daycare teams receiving internal referrals, running all activity reports and entering PCOC assessments electronically.
- iCare electronic patient information system live in the inpatient units:
 - The roll out of an electronic Dashboard of patient information.
 - Referrals to Allied Health Professionals, Medical Social Work and the Bereavement Service now electronic.
 - Inputting of PCOC scores into iCare.
 - Workstations on wheels were rolled out to facilitate entry at the point of care.
- Allied Health Professionals, Medical Social Work and the Bereavement Service receiving and generating reports and inputting activities electronically.

7.3 Patient Engagement

The current patient engagement processes were mapped against the HSE Better Together Patient Engagement Roadmap to identify a roadmap for the organisation in this area. Input from patient representatives was identified as a key step with a Working Group of patient and staff representatives proposed.

Multiple avenues were put in place to identify patient and family members who would be interested in the role of representatives, and it is hoped that the Working Group will be in place in 2024.

Staff focus groups were also carried out to understand where staff would deem patient representative feedback as beneficial to the service.

The National Care Experience Programme is a joint initiative from the Health Information and Quality Authority (HIQA), the Health Service Executive (HSE) and the Department of Health. The National End of Life Survey is the first national survey asking bereaved relatives about the care provided to a family member or friend in the last months and days of their life. The purpose of the survey is to learn from people's experiences of end-of-life care to improve the services provided both to people who are dying, and to their loved ones. Individuals who registered the death of a family member or friend that occurred between 1 September and 31 December 2022, were invited to participate in the survey between March and May 2023.

The National care experience programme made the dashboard of results available to the hospice on the recent survey completed. It also allows benchmarking for each response against the national average. This is an important milestone for assessment across hospice care in terms of experiences of those who have availed of the service but also an opportunity for the assessment to further review responses in contrast to our yearly annual survey. Overall, the Galway and Mayo hospice survey results were very favourable across the areas surveyed. A Quality improvement plan in response to the survey has been completed across two areas. The survey results will be published for the public in early 2024.

7.4 Project ECHO

Project ECHO is a distance learning model that breaks down hierarchies of specialist knowledge by creating virtual local networks of community and practice. ECHO uses a hub and spoke design. This connects a team of specialists the hub (Galway and Mayo hospice), to multiple participants in the spokes (the nursing homes). The network meets regularly for scheduled sessions, via zoom. These sessions include topic-related teaching inputs, case presentations, discussion, and mentorship. Through online virtual learning network, ECHO builds on the capacity of local providers, using specialist input, case-based learning, and peer support. On a phased basis, one Project ECHO Knowledge Network for local nursing homes is being established in each Community Health Organisation area (CHO) in Ireland. A network will meet initially for ten fortnightly sessions of one and a half hours' duration. During Q4 2023, expressions of interest to participate were circulated to all public and private nursing homes in CHO2 area (Galway, Mayo and Roscommon).

The nursing homes spokes team will be involved in deciding which subjects will be included in the ten-session curriculum. e.g. assessing palliative care needs, symptom and pain management, advances care planning, self-coping skills and resilience etc.

The ECHO Facilitator (Hospice staff member commenced in the role at the end of September 2023) and the CARU team facilitated an information session to the CHO2 area to support with building relationships with a high number of registered nursing homes in the area. On the 24th of October the facilitator delivered a presentation to over 60 nursing home staff at a CARU Nursing Home Network event to promote the project. Flyers have been created and circulated to nursing homes and included in the CARU Network event packs. CNSs within Galway have been educated in October to support in getting Nursing homes to sign up.

All nursing homes were invited to attend. The drive to maximise the number of attendees continued over quarter 4. All nursing homes had the opportunity to vote on their top topics and the facilitator created a timetable for roll-out. The process commenced to seek 10 specialist speakers plus an additional 30 panel members to deliver the sessions.

Research: The Project ECHO Facilitator has commenced a dissertation on Project ECHO - Title: *Integration of services in the CHO2 area in the West of Ireland; An interim review of the CARU AIIPC Project ECHO for palliative care education in care homes. Focus Groups will be held in Q1/Q2 with Project ECHO participants.*

31 nursing homes and 183 participants registered for project ECHO from the CHO2 area

	CH02 Project ECHO Nursing Home Network Curriculum	Date
1	Death and dying and when to refer to the palliative care team.	10/01/24
2	End-Of-Life Care; Symptom Management	24/01/24
3	Advance care planning for the resident in nursing homes	07/02/24
4	Pain assessment and management for nursing home residents at the end-of-life	21/02/24
5	Medication Management; administering anticipatory medication	06/03/24
6	Tissue Viability for residents in nursing homes	20/03/24
7	Ethical issues relative to end-of-life residents in nursing homes	03/04/24
8	Improving a resident's quality of life	17/04/24
9	Communicating - Managing difficult conversations	01/05/24
10	Teamwork, resilience, self-care for staff members working in nursing homes.	15/05/24

7.5 Internal Staff Survey – Communication

In 2023 the Director of Nursing led an initiative to review communication across the organisation. She conducted an online survey seeking feedback from all staff and the findings showed that staff thought the Multidisciplinary Care Team (MDCT) was a useful forum for communication, and also noted the value they placed on communication on matters such as plans or service developments at an organisational level or changes within teams. Based on the findings the timetable and terms of reference for the MDCT meeting were updated with a focus on the care provision (quality and operational) and quarterly staff updates were planned to ensure information reached all staff.

7.6 Educational Initiatives

Falls Awareness Week

Falls awareness week was held in March in both Galway and Mayo Hospice.

The week had a large focus on education for staff which was led by internal and external representations as outlined below:

Talks included:	Led By
Reporting Falls – Why and How (including case study)	Director of Quality
'Strategies to address falls in a hospice setting'	Frailty CNS GUH
Prevention and Management of Falls and Daycare Mobility and Falls Prevention patient education	Physiotherapy
'Common Injuries and post falls management'	Medical Team
Medications – their role in falls assessment and management	Pharmacy

Falls prevention awareness quiz And <i>Daily Safety Pause Communication re: Falls Prevention Patient Information Leaflet</i>	MDT
<i>Daily IPU Nursing Handovers – Refresher session on falls risk assessment and care plan and expansion of individual risk factors</i>	Nursing

Palliative Care week:

- Information sessions provided in Mayo Hospice to CNM/CNS's group from Mayo University Hospital.
- Information stands in both GUH and MUH foyers supported by representatives from Galway and Mayo Hospice.

Additional education

Sessions have continued both internally and externally throughout 2023 including:

- Dr John Barton, Consultant in Ireland Medicine and Cardiology presented 'Diuretics in heart failure' which was made available to clinical staff.
- PCOC Training dates made available to clinical staff and PCOC Essentials online training now required to be completed annually.
- At the All Island Children's Palliative Care Conference on 17th & 18th November, staff from the Medical Social Work Dept. presented their work "A Medical Social Work Perspective: Supporting the Needs of Siblings".
- An education session with Dr John Allen, Consultant in Paediatric Palliative Medicine, Children's Health Ireland, at Crumlin Hospital.
- Education led by Dr James McLoughlin's presented on the Non Cognitive Symptoms of Dementia which was made available to staff
- Wheelchair restraint training was completed during quarter 4.
- Haemovigilance training completed in Galway IPU June/July 2023 facilitated by Haemovigilance officer GUH

The use of staff care to record staff training has been led by Nursing and Human Resources. This is to further support line management in the allocation of staff training and the running of reports to assess completion rates and overview of outstanding training for completion.

Use of the Education Calendar will also be put in place for all line managers to support booking and reservation of places for training.

See Appendix 3 for a detailed breakdown of the external training attended by Hospice staff in 2023.

7.7 Palliative Care Outcomes Collaboration (PCOC)

The committee structure of PCOC was reviewed in 2023 to support the current phase in terms of implementation and creating quality improvement and to ensure clear responsibilities for all committee members as PCOC champions throughout both sites. This now will be the central

committee across both sites for the continued implementation, review and quality improvement for PCOC reports when received.

Refresher training for PCOC was made available for all staff in the Hospice in March. This was followed by staff attendance at PCOC Ireland Conference and workshops on site with National PCOC facilitators in attendance.

PCOC Reports for January to June 2023 were received by the Hospice. PCOC Leadership met to review the results including case reviews undertaken of patient charts to support further understanding of the outcomes achieved.

A Quality improvement was chosen pertaining to the benchmark on Responsiveness to Pain in both inpatient units. Currently this benchmark pertains to patients who are admitted with severe/moderate pain at beginning of phase and end in mild or absent pain. The Hospice score for the benchmark was 44.3%. The aim of the quality improvement is to increase the Hospice responsiveness to pain benchmark in inpatients by 10% over 12 months from January 2024.

7.8 Incident reporting

In February the National Treasury Management Agency facilitated education for over 60 Hospice staff on the legislative basis of reporting and the role of documentation in clinical care. The Director of Quality also facilitated education sessions in 2023 on both sites for staff in reporting incident and corrective/immediate actions.

The Quality department input all incidents into National Incident Management System (NIMS) on a contemporaneous basis following their entry onto Q-pulse by staff. Following ongoing discussions with NIMS and the HSE, Mayo Hospice site received access to the NIMS in December 2023. The Quality department are currently backloading all 2023 incidents from Mayo onto the NIMS system.

7.9 Medication Safety

Quality initiatives conducted to optimise medication safety in 2023 included:

- A subgroup from the Medication Safety Committee convened to review emergency guidelines: initially hyperkalaemia, hypercalcaemia and hypoglycaemia followed by opioid toxicity, anaphylaxis, seizures, and acute coronary syndrome.
- An updated Medication Prescription Booklet came into use in 2023.
- At a national level the Chief Pharmacist is part of the IAPC pharmacy group that proposes through the national clinical programme to produce a list of the most commonly prescribed drugs to advocate for ease of access in the community.
- A medication review systems analysis was undertaken by the Chief Pharmacist and the Director of Quality in 2023. The report and recommendations will be issued in early 2024.
- Work is ongoing on policy relating to High Alert and Sound-Alike Look-Alike Drugs (SALAD) with focus on defining our High Alert and SALAD medicines, risk stratification and agreement on reduction measures.
- The Policy on Self-Administration of Medication in Day Care has been updated.

- The Chief Pharmacist had two research posters accepted for presentation at the Irish Association of Palliative Care (IAPC) research conference: Opioid Chart Review Quality Improvement Project and Prescribing Guidance for Symptom Management in Advanced Heart Failure.
- Education was delivered throughout the year to support medication safety including:
 - Chief Pharmacist delivered a talk to the CNMs on completing medication incidents/near misses in particular completion of route cause and preventative actions.
 - The Director of Nursing facilitated education to nurses around role and responsibility regarding medication administration.
 - CNM3 delivered education to nursing staff on the use of transdermal patches and continuous subcutaneous infusions.

7.10 Staff Wellbeing

A staff wellbeing survey was circulated to all staff in December 2022 and a report of the results was compiled. In 2023 the Director of Human Resources put in place actions to support staff wellbeing and health based on the survey results including:

- “The Science of Bouncability” – Resilience & Wellbeing Training with Shane Martin – March 2023
- National Staff Wellbeing awareness Day – 28th April 2023 (with various events throughout the week covering emotional, spiritual, physical, mental and financial wellbeing)
- Resilience seminars – April 2023
- Menopause – “Navigating the Journey” – Misc. Workshops April & May 2023
- Cancer and Men – “Prevention and Early Detection” - June 2023
- Burnout workshop – “Banish Burnout For Good” – September 2023
- National Menopause Day – Theme: Cardiovascular Disease- October 2023
- Breast Health Education & Awareness Programme - Breast Cancer Ireland – virtual session with a member from Breast Cancer Ireland October 2023
- Movember / Men’s Health Cancer awareness – November 2023

The link to the HSE Website on Minding Your Wellbeing was circulated to all staff via email. This is an evidence-based programme which provides a unique opportunity for people to learn more about mindfulness, gratitude, self-care and resilience.

All staff were reminded that they have access to the Employee Assistance (EAS) and wellbeing App which is a confidential service, providing support to employees, in addition to their spouse, civil partner or dependant. The EAS is available 24/7, 365 days a year 24/7 providing in the moment clinical support with referral to counselling where clinically appropriate.

7.11 Music Therapy

The provision of a new service as Music therapy for patients commenced. A music therapist is now in place currently one day a week and education given to MDT on how music therapy can support the Palliative patient.

7.12 Facilities Energy & Environment

We are committed to maintaining our building and equipment to the highest standards, which is evidenced by the maintenance requests logged and completed over the year.

The maintenance department continues to oversee and implement upgrading of systems and changes supporting safe environment and use of effective systems supporting delivery of quality service. The department had a busy year during 2023 and completed a number of initiatives details as follows:

- The nurse call system in Galway was upgraded and we now have a fully integrated system across all areas of the inpatient unit
- A manual of common faults and the steps required to address them was developed for both sites to assist staff with managing critical equipment out of hours
- The garden areas outside rooms 1-4 in Galway were upgraded
- The team worked with the Daycare and occupational therapy teams in Mayo to put plans in place for a new horticultural project for daycare patients
- IT equipment on both sites was upgraded and replaced where necessary and the team worked with our external IT provider to transition to Microsoft 365
- The department was further strengthened in December 2023 with the appointment of an IT facilitator to the team

Maintenance agreements are in place for all critical pieces of equipment in both sites and we have a program in place to ensure that the building and grounds are also well maintained All equipment breakdowns \ requests for repair are logged on our Q-Pulse system and response times are monitored and measured. A summary of the number of requests completed during 2023 and their response times is as follows:

	Early	On Time	Late
Galway Hospice	195	6	18
Mayo Hospice	77	3	34

Response times to maintenance requests by site 2023

Environment

A Healthy and vibrant environment is important to all who work and use the facilities at both Galway and Mayo Hospice and we remain dedicated to improving the environmental sustainability of our healthcare environments. The department completed a number of initiatives during 2023 to assist with achieving this objective:

- Electric charging points were installed in Castlebar
- The installation of solar panels in Castlebar will soon commence. This will be connected to the grid by the ESB.
- An energy audit was completed in Galway and the heaters in bay 3 were upgraded to a more efficient infrared technology to improve our energy management in the ward.
- A waste compactor was installed in Mayo which has assisted with reducing the number of waste collections and associated costs
- We completed the transition of the community fleet to Hybrid models in late 2022 and have seen the benefit of this in our fuel costs in 2023. The average cost per kilometer travelled decreased by 5% during the year.
- We continued to upgrade equipment light fittings in Galway and in 2023 we continued to reap the benefits of the upgrading works as our energy consumption again decreased by 4% during the year

- We also continue to actively manage our waste and seek opportunities to increase recycling and our general waste decreased by 1.22 tonnes (8%) in Galway

7.13 Audit

In 2023 audit schedules were developed for all services in line with CHKS standards and organisation policies. The audit module of Q-Pulse was used to schedule the audits and to document findings, quality improvement plans and close out of actions. A tracer approach was taken for a number of audits including pressure sores, falls and infection control.

7.14 Data Protection

Data protection is managed in the Hospice by a Data Protection Lead and by an external Data Protection Officer.

During the year unannounced observational walk arounds were conducted of all clinical and non-clinical areas to review and optimise conformance with regulation and best practice.

There were no data protection breaches in Galway Hospice Governed Services in 2023.

A comprehensive workplan guided the work of the Data Protection Lead throughout the year. Some tasks and actions are led by the Hospice Data Protection Lead with advice, input and sign-off from the external Data Protection Officer. The remaining actions are led by the Data Protection Officer and the outcome is presented to the hospice. These seek to provide assurance to the Hospice in relation to appropriate on-going compliance with GDPR and Data Protection Legislation. During the course of 2023 the number of actions in the work plan grew from 25 to 54 which reflects the dynamic nature of the compliance programme.

Some of the general advice topics covered by our Data Protection Officer during the year:

- Significant Decisions from Office of Information Commissioner
- Revised Data Breach Notification Form
- Assisted Decision Making and GDPR
- COVID-19 Processing
- Remote Working
- Charities Regulator Advice on Crisis Management
- DPC Advice on Logs and Access Control
- Tackling Data Retention
- Bring Your Own Device Policy
- Social Work & Bereavement Record Management
- Work Life Balance Act & Domestic Violence Records
- HSE National Record Retention Policy
- Protected Disclosures and GDPR
- Data Protection and Cyber Security
- Bereavement Services
- Security of Social Media
- Fundraising Documentation
- Volunteers Documentation
- Use of Website Cookie Tools
- CCTV Operation & Retention

Galway Hospice Foundation Specific Advice and Engagement

Galway Hospice Foundation - Work Plan 2023	
Action Status	Number
Included in Initial Work Plan 2023	25
Opened During Quarter 1	12
Opened During Quarter 2	7
Opened During Quarter 3	7
Opened During Quarter 4	3
Total Number of Actions in Work Plan	54
Closed During Quarter 1	10
Closed During Quarter 2	8
Closed During Quarter 3	7
Closed During Quarter 4	25
In Progress at End of Quarter 4	4
Total Number of Actions in Work Plan	54

Actions closed in 2023 included:

- T-Pro Dictation System – Risk Assessment and Data Processing Agreement
- Data Breach Management Review
- Subject Access Request Review
- Health Research (to be revisited in 2024)
- Third Country Data Transfers • Audit Reports in Qpulse
- Website Privacy Notice
- Location of IPU Charts
- Alexa & Listening Devices
- Review of OGP Documentation
- Donor Data Processing
- Social Work and Bereavement Records
- CCTV Signage
- Remote Working (to be revisited in 2024)
- Volunteer Data Processing

Ongoing actions and reviews:

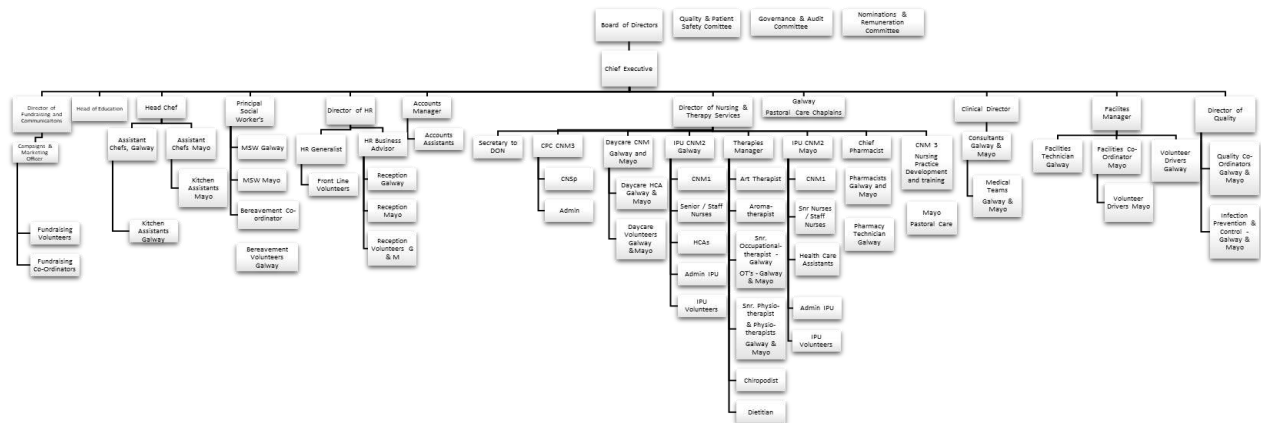
- Data Processing Agreements
- DPIAs
- Data Protection Documentation
- Data Sharing Agreements

Feedback from external Data Protection Officer:

- GDPR Compliance Programme progressing well in the Hospice Services
- Levels of Engagement should be continued and enhanced
- Data Breaches and Subject Access Requests not a significant feature in the service
- The Hospice can take Reasonable Assurance in its GDPR Systems and Compliance

8.0 Appendices

Appendix 1: Organisational Chart



Appendix 2: Comment Cards

Comments Sheets Galway Result - 2023							
	Excellent	Very Good	Good	Fair	Poor	Not Relevant to me	Not Answered
STAFF							
Professionalism	5						
Caring attitude	5						
Availability/Responsiveness	5						
Communication	5						
CARE PROVIDED							
Care of patient's physical symptoms/needs	5						
Care of patient's emotional concerns	4	1					
Care of patient's spiritual concerns	4	1					
Support offered to family members/carers	4	1					
ACCOMMODATION							
Cleanliness	5						
Comfort	5						
CATERING							
Quality of food	5						
Menu choices	5						
OVERALL SATISFACTION	3						2
COMMENTS:							
Thank you to all the wonderful staff here at the Galway Hospice for being so good to my dad - all of you. He absolutely felt/feels in your hands - superwell cared for. The chef - a special thank you for the superb care you have taken on preparing delicious food. My dad talks about your great food every day. To all the wonderful nurses - thank you for showing love in your work, God bless you all"							
Wonderful people doing an amazing job							
Staff were very caring, available and attentive at all times. My family felt completely at home. My mother's bed was moved into the sitting room for days to accommodate us. I was overfed by catering, food was gorgeous! I didn't step outside the front door while my mother was there and I never felt pressured to. I had the privilege of spending all the last few days with my mother holding her hand - time I will cherish. Thank you sincerely from my family.							

Comments Sheets Mayo Result - 2023							
	Excellent	Very Good	Good	Fair	Poor	Not Relevant to me	Not Answered
STAFF							
Professionalism	5						
Caring attitude	5						
Availability/Responsiveness	5						
Communication	5						
CARE PROVIDED							
Care of patient's physical symptoms/needs	5						
Care of patient's emotional concerns	4	1					
Care of patient's spiritual concerns	4	1					
Support offered to family members/carers	4		1				
ACCOMMODATION							
Cleanliness	5						
Comfort	5						
CATERING							
Quality of food	5						
Menu choices	4	1					
OVERALL SATISFACTION	5						
COMMENTS:							
<p>From the moment I walked through the door, the care I received was second to none. They went over and beyond to make sure I wasn't in any pain. They were always there to listen and never judge. There is nothing that they wouldn't do to help in any way. They have really helped me so much emotionally, mentally physically and have taught me a lot about myself. Never have I met a team of nurses/doctors and all staff who work with such empathy. For that I am forever grateful and will never forget their kindness. Thank you all so much</p>							
<p>Standard of care is exceptional. Suggestion: for convenience and for funding idea, if there was an overnight pack of toothpaste, toothbrush, mini deodorant, comb, etc it would be great as families often arrive at short notice and are reluctant to leave premises. People would be more than happy to pay above the odds if money was going directly to the hospice</p>							
<p>The nurses are amazing, caring, kind and experienced professionals, thank you</p>							
<p>Simply the best ever. I will miss visiting this place but shall come back for Daycare. Thank you all so much</p>							

Appendix 3: External Training 2023

Date	Course Title	Course run by
13/01/2023	P.Dip	ATU
11/01/2023	Cambridge Breathlessness Intervention Service	N/A
02/02/2023	IAPC Research & Education Seminar	IAPC
23/02/2023	Prolonged/Complicated Grief: why grief gets stuck & what can help	IHF
01/03/2023	Improving Adult Bereavement Care, Support & Services	Healthcare Conferences UK
02/03/2023	Educating together for practice teaching in SW in the 21st century Conference	UCC
07/03/2023 - 30/06/2023	BLS (Mayo) - 6 days	Albany Training Ltd
15/03/2023 - 30/05/2023	BLS (Galway) - 3 days (6 sessions)	Martin Commins
22/03/2023	Moving Points in Palliative Care	OLH
23/03/2023 - 09/12/2023	Manual handling, Bespoke MH & PMH (Mandatory training)	U Safety
23/03/2023	Palliative Care Masterclass	OLH
23/03/2023 - 24/03/2023	Dignity in Care	Marymount Hospice
27/03/2023 - 28/03/2023	PCOC Training (online)	Milford Care Centre
13/04/2023 - 22/06/2023	Group Coaching for Nonprofit Leaders	The Wheel
17/04/2023 - 21/06/2023	European Certificate in Essential Palliative Care	Milford Hospice
22/04/2023 + 29/04/2023	Fusion Aromatherapy for Pain in Dementia Care	Kicozo
25/04/2023	PCOC Advanced Workshop (12.00 - 4.45 pm)	Milford Hospice
26/04/2023 - 27/04/2023	PCOC Conference	Milford Hospice
26/04/2023	Assisted Decision-Making (Capacity) Act 2015	CMG Events
27/04/2023 - 28/04/2023	Hearts Training	Golden egg holistic

	ECAS Online training	University of Edinburgh
02/05/2023 - 03/05/2023	Child Protection Training for Designated Liaison Persons	Barnardos
11/05/2023	DLP (Designated Liaison Persons) Training - Galway	Barnardos
12/05/2023	DLP (Designated Liaison Persons) Training - Mayo	Barnardos
18/05/2023 - 19/05/2023	IPC Ireland Annual Conference	IPCI
14/06/2023	The Art of Loss & Bereavement	IHF
24/06/2023	IACAT AGM	IACAT
28/06/2023 - 29/06/2023	PCOC Training	Milford Care Centre
24/07/2023	IT Training	Skillnet
30/08/2023 - Dec 2023	Clinical Supervision	University of Galway
01/09/2023	Postgraduate certificate in Infection Prevention & Control	UCC
01/09/2023 - 30/05/2024	Masters in Human Resources Management (Year 2)	University of Limerick
Sept 2023 - May 2024	Post Graduate Programme in Science in Palliative & End of Life Care (P.Dip)	ATU
Sept 2023 - May 2025	MSc in Nursing (Palliative Care)	UL
11/09/2023 - 15/11/2023	European Certificate in Essential Palliative Care	Milford Hospice
11/09/2023 - 27/11/2023	Dublin Certificate in Evidence Based Palliative Care Autumn 2023	OLH
29/09/2023	IT Training	Skillnet
05/10/2023 - 06/10/2023	Mental Health First Aid	Bon Secours
12/10/2023	National Palliative Care Conference 2023	North West Hospice
12/10/2023 - 30/04/2024	Certificate in Reception & Office Support	The Career Academy
13/10/2023 - 27/10/2023	Power BI	Claire Commins
19/10/2023	Support Network of Catholic Healthcare Chaplains Annual Conference	Catholic Healthcare Chaplains
25/10/2023	Consent, Capacity & the Assisted Decision-Making (Capacity) Act training	La Touche Training

07/11/2023	One Drive Training	Claire Commins
09/11/2023 - 30/11/2023	Microsoft Excel	Carmichael
12/11/2023	Deepening the senses - The Cailleach's Descent to the underworld".	Eileen Sullivan Psychotherapy & Coaching
14/11/2023	Consent, Capacity & the Assisted Decision-Making (Capacity) Act training	La Touche Training
16/11/2023 - 17/11/2023	The Gathering Around Cancer Conference	The GAC organising committee
21/11/2023	Supporting Bereaved Children	ICBN
24/11/2023	IMSN Conference	Irish Medical Safety Network
01/12/2023	In Person Practice Education training event	NUIG
08/12/2023	Leadership/Management Development Programme	Consensus Mediation

Appendix 4: Remembrance Service Evaluations

Remembrance Service Evaluation comments- Galway	
Comments	
Your overall opinion on the online service:	
"It was nicely put together - the time was good and the fact it can be accessed up to a week after is good".	
"Wonderful, very comforting, peaceful, reflective".	
"Emotional and beautiful"	
"Just wonderful, very moving"	
"Thoughtful preparation; a great comfort to us all".	
"I thought the service enabled grieving families come together at a lovely service reminding us all there is ongoing love and support there".	
"It was a lovely gesture, all our family logged on or came together to watch collectively".	
"Beautiful service, very reverent, well thought out and planned, beautiful pieces chosen and beautiful music, songs, very heart touching and healing".	
"Excellent".	
"Very moving and beautiful music".	
"Beautiful. I did find it very sad and difficult but I'm glad I went".	
"Very helpful. It was lovely to take time to honour and remember".	
"A very moving and well measured service in tribute to our loved one".	
What did you find most helpful?	
"Music was lovely - thoughtful, candle lighting ceremony also was very nice".	
"Hearing about the way grief affects everyone differently and how it's not something to be "got over" but learn how to cope with it".	
"Comfort in knowing that my family will always have the support of Galway Hospice".	
"Knowing that those left behind us are still remembered as well as the loved one we lost".	
"Honestly the fact that I didn't have to commit to attending until the very last minute as I knew I could watch it online live or later as I felt very unsure emotional about going".	
"Lighting a candle in remembrance of my mother".	
"I found it brought some sense of closure from the experience of death at the Hospice".	
"The sense of being held in a safe and sacred space in my grief, the sense of togetherness in each other's loss, the actual lighting of Noel's candle bringing a sense of acknowledgement, remembrance and honour of a loved life shared".	
"I found the readings and poems moving and comforting all at the same time. Just taking time out to remember and grieve was so helpful".	
"Hearing my dad's name out loud - he has not been forgotten and will never be".	

"Online version for people living abroad".
Is there anything you would like us to do differently or are there any changes you would recommend?
"Let people know that you will mention the names of their loved ones during the ceremony prior to the day".
"No, I found it all appropriate and spot on".
"No, it was a very moving service - thank you".
"No".
"No".
"You have everything spot on".
"No, all staff went above and beyond for our mother and family. Your empathy will never be forgotten".
Any further comments or suggestions
"This is a lovely way to commemorate loved ones - well done".
"I let family members and friends and mums know this was on and they all viewed online. Every one of them came back to me to say how lovely the whole service was and how they got a lot from it. Can't thank you all enough for this thoughtful service".
"Just thank you; to have a service to go to and hear our mum's name read out was extremely moving. The care our mum received at home and the care shown to us before and after she died will never be forgotten by her family".
"A heartfelt thank you; found great comfort. A sad but beautiful service. We will be forever in debt to Galway Hospice for the care of our beloved father/husband, RIP".
"It was perfect. You all did an amazing job. Thank you so much for the opportunity to honour, remember and reflect openly in a safe space and for the comfort and healing it provided for me and also that I am not alone on this journey. God bless you all and thank you".
"Thank you so much for doing this and for the service the hospice provides overall. This is my first experience of losing someone very close to me and the service helped so much".

Remembrance Service Evaluation Comments - Mayo

Comments
Your overall opinion on the online service:
"Excellent: meaningful and well thought out, a lovely idea and made me feel a little better".
"As I was at the Remembrance Service, it was great to have it online to be able to look at it later".
"It was easy to log in and be part of the service though not present in person".
"The whole service was beautiful".
"Very comforting and beautiful to listen to but very tearful as well".
What did you find most helpful?
"Derek's very pertinent words very much resonated".
"Honouring all that died with ye by lighting a candle for each one. Very moving and sad".

"The service was so thoughtful and incredibly moving, from the kind words, beautiful music and calling out everyone's name and lighting a candle in their memory - well done to you all".
"The support and help from all the staff. The hospice unit was a friendly atmosphere always".
"Including the link to the ceremony in the letter made finding it really easy", thank you.
"The whole ceremony was lovely and serene, the music was so special and so calming".
Is there anything you would like us to do differently or are there any changes you would recommend?
"I think it was perfect as it was, very authentic and natural".
"No changes. Everything was first class and perfectly done".
"No".
"No changes - ye done a tremendous job and it was a lovely tribute for all of our dead. Keep up the good work".
Any further comments or suggestions
"Just keep up the fabulous work that you do - it is amazing".
"To all involved in the Remembrance Service everything we very professional and a moving service; from the music/readers/chaplain/the ladies that lit candles, also a cup of tea afterwards". Thank you all.
"Just a big thank you for looking after our aunt so respectfully in her final days. We will all be so incredibly grateful for your kindness to her and to us".
"A really lovely service with beautiful music. Very moving at times".

Appendix 5: Claddagh Bereavement Camp Evaluation

Claddagh Camp Evaluation

The Claddagh Camp funded by Community Foundation Ireland took place in Wildlands, Moycullen and was facilitated by 4 members of the Medical Social Work Department from Galway Hospice. The Claddagh camp took place over a full weekend in September 2023 from Friday 15th evening to the afternoon of Sunday 17th and included accommodation, activities, entertainment and food/drinks for all the family. All of the 13 families that were invited had experienced the death of young parent in the previous two years under the care of the Galway Hospice.

There was a total of 10 families that attended- 10 parents and 19 children aged between 4 and 16 years of age. Each family shared a common theme, and that was they had all experienced the death a spouse/partner/parent. Although the overarching theme of the group was bereavement and loss, the facilitators acknowledged the importance of each family connecting with each other, having some fun together and creating new memories again after experiencing a very traumatic family event. Following the weekend at Wildlands, each family received a follow up home visit by one of the Medical Social Workers and an evaluation was completed with each parent and child. Evaluation sheets were compiled for parents and children alike and all the feedback received was very positive and all families rated the Claddagh Camp as **“excellent”**. Each family also received some photos and a video reel of activities and some of the fun moments captured over the weekend in Wildlands.

Venue:

The Wildlands venue was also very positive for the weekend for both the parents and the children. Each family had their own luxury cabin for the weekend which was easily accessible and well equipped. Each cabin had a goodies hamper provided with some essential food items and some treats for the children to enjoy. One child noted that the treats in the cabin were his **“favorite”** part of the weekend. Most parents noted that the cabins were **“fabulous”** and one parent saying the cabins were **“10/10 Brilliant”**. One parent noted that **“the venue was perfect and I couldn’t imagine the weekend taking place anywhere else”**.

The families were also provided with breakfast, lunch and dinner in the Olive kitchen, Wildlands. The food was a great success for the families and the children enjoyed the pizzas and pancakes on the menu in particular. Similarly, the parents also thoroughly enjoyed the food choice. One parent commented that **“as a family we rarely sit down and eat together because life is just so busy – so it was really special for us to have our own family meals together over the weekend”**. Many of the parents just enjoyed being looked after all weekend and had huge appreciation that they had a break from all the cooking and cleaning at home and the juggling demands as a one parent family. One parent commented that Claddagh Camp **“exceeded all my expectations...I felt the entire weekend was managed so well and I didn’t realize that I needed that time with the kids and for myself”**

Activities:

A big part of the weekend was the activities at Wildlands. All of the children had 3 scheduled activities during the weekend and activities ranged dependent on age/ability. Some of the more physical activities included zip n trek, fun walls, ninja course, archery to off road adventures, mini diggers, archery and challenge rooms. All of the parents took part in the Zip n Trek activity also which was a highlight for both the parents and the children. One child noted **"It was really fun doing the zip and trek with mum"**. One parent noted **"the zip n trek was great. It was great you could do it with the other parents. They offered you a lot of support up there and we had good fun together"**. Another parent noted that **"it is something I will not forget for a very long time"**. Each parent stated how they enjoyed getting to spend some time with each other, and hearing each other stories whilst enjoying the challenge of a high-rise obstacle course. Also the parents shared the importance of connecting with their children and having some fun together **"It was great to be able to do something with 'A' such as the zip and trek because I don't always have the opportunity to have 1:1 time with him"**.

A 'Wildlands Walk' was scheduled for the parents also on the Saturday afternoon which enabled them have time on their own and enhance peer relationships whilst the children were involved with scheduled activities.

Families also enjoyed some therapeutic focused activities throughout the weekend like pottery making and the family shield exercise that were scheduled during the weekend. The first activity for the group was pottery making as it enabled them to connect with other families and to share special family memories and memories of the parent who had died. One child said that they **"loved doing the pottery and I loved doing it with my mum"**.

Other activities scheduled during the weekend included a family entertainer and a local band who played music over dinner and children had the opportunity to play in various activity areas inside and outside while parents enjoyed time with each other.

The Family Experience of Claddagh Camp:

The feedback received for Claddagh Camp demonstrated that this initiative was an astounding success and showed the positive impact a group like this can have for young bereaved families. One parent noted **"there was such a great openness about the group. I was telling stories about my husband, but it was great to listen to the stories from the others about their loved ones who had died"**. Some parents also commented how **"normal"** they felt within the group and acknowledged the isolation they can feel in their own community. One parent noted **"it was so great to meet other parents who understand what it is like...other people just don't get it, no matter how hard you try to explain"**. All of the parents enjoyed the connection with one another, a shared sense of loss and reminiscing about their deceased loved ones. It also gave the children a space to talk about the loss of a parent as one dad stated **"for the children, more tolerance especially A on being able to hear Mums name being mentioned. Since then, A has tolerated conversations about her mother's grave, what to do on the anniversary whereas in the past there would be a meltdown"**. One parent commented that they **"felt really well minded by the Social Work Team, each of the days were so well planned, I didn't have to think about anything. It was**

lovely not to have to feel that pressure". Another parent stated that **"my perspective has shifted and being able to listen to others talk about 'children first- housework second' was helpful"**. A number of children asked if they could return to Wildlands as a group again and their wish to return which is reflective of how much they enjoy the weekend with their family and peers. As one child stated **"I would love to go back again and thank you so much for inviting me and my mam"** and another child stating **"I liked meeting other kids who knew what it was like to lose their daddy...some of my friends don't get it at all"**.

Future Planning:

In terms of future planning, each family had the opportunity to identify changes or things that could be done differently next year. Almost all of the parents and children acknowledged that there was a sense of apprehension and anxiety about the weekend. However, they found it difficult to suggest any future changes. One parent commented **"there was a few times where I thought about cancelling but I wanted to try it and see, I'm so happy I didn't cancel"**. A common theme that the parents identified in their evaluation is that they would have liked some more time together. Many parents enjoyed talking to each other so much that they would have liked more time to just sit down and chat together. Also, from a planning and organizational point of view, a phone call in advance of the weekend would be welcomed by all the parents to reassure them about weekend and to confirm attendance. Two of the families due to attend the Claddagh Camp dropped out at very short notice. Some of the parents noted that the email prior to the group was in their junk mail and therefore had not received the itinerary/information pack for the weekend.

It is evident from the feedback that the Claddagh Camp was a great success and had huge benefit to all the bereaved families as they continue to come to terms with their loss. One parent commented **"It was amazing...I could not have imagined how special that weekend would be. I felt so emotional throughout but it really gave me perspective on where I am in my own grief and how raw my grief is"**. All of the families said they would recommend this group to other bereaved families and were very thankful to Community Foundation Ireland and Galway Hospice for facilitating the weekend. One parent stated that the Claddagh Camp **"was really incredible. I guess B and I have been in our own bubble since 'B' died. I'm still trying to learn how to grieve. It was just so special to connect with other families who are going through similar emotions"**. One child stated that the worst part of the weekend was **"leaving"** which demonstrated their overall experience of the Claddagh Camp at Wildlands.