

REPORT TO: Health Policy & Performance Board

DATE: 11th August 2020

REPORTING OFFICER: Chief Commissioner – Halton: NHS Halton Clinical Commissioning Group (CCG)

PORTFOLIO: Health & Wellbeing

SUBJECT: Halton Haven Hospice

WARD(S): Borough-wide

1.0 PURPOSE OF THE REPORT

1.1 To inform the Halton Health Policy and Performance Board of the actions taken by NHS Halton CCG following the Governing Body and Urgent Issues recommendations on the 27th April 2020, to suspend the Halton Haven Hospice Specialist Consultant Palliative Care Service specification and commence with a Nurse Led Palliative Care model for 6 months with immediate effect.

2.0 RECOMMENDATION: That the Board:

i) **Note contents of the report and associated appendices**

3.0 SUPPORTING INFORMATION

Introduction

3.1 Since the beginning of the calendar year, the officers of Halton CCG have been in discussion with Halton Haven Hospice regarding the Specialist Consultant Palliative cover requirements for the service, following the retirement of the previous consultant. These discussions resulted in concerns being raised to the Governing Body in line with our governance and assurance requirements. In April 2020, the Governing Body members made the difficult decision to suspend the consultant led service and to move to a nurse led service for a 6-month period commencing 8th June 2020. This would allow a period for the CCG and Halton Haven Hospice to agree the actions, timescales and assurances required to resume to a Specialist Consultant Palliative Care led service.

3.2 Concerns and risks regarding the safe delivery of Specialist Consultant Palliative Care at Halton Haven Hospice had previously been presented to the Governing body and Urgent Issues Committee detailing the concerns and potential risks of the current service. A set of options for consideration moving forward to ensure safe, effective and well-led care was presented by the Chief Nurse and Chief Commissioner for Halton CCG. A preferred recommendation and subsequent actions were agreed and the action to suspend the Specialist Consultant Palliative Care Service was enacted with immediate effect, **Appendix 1.**

3.3 This report is to provide Health Policy and Performance Board with an overview on the

actions agreed including those directly agreed with Halton Haven Hospice.

3.4 Background

From January 2020 through to end March 2020 there have been a series of concerns raised to the CCG and by the CCG, regarding Halton Haven Hospice Specialist Consultant Palliative Care Medical Model. Currently Halton Haven Hospice have not been in a position to deliver the service specification required in the contract. Halton Haven terminated a subcontract arrangement that was in place with Bridgewater Community Healthcare FT (BCHFT) in January 2020 and entered a new subcontract arrangement with Supportive Care UK (SCUK). This new arrangement does not fulfil the contractual requirements and is not a like for like service provision. This subcontract arrangement does not deliver the service specification requirements.

3.5 It must be stressed at this point that the Nursing Care delivered by Halton Haven Hospice is to be commended and that the care and compassion for the patients has been recognised and supported throughout this arrangement.

3.6 Several options were presented to Halton Governing Body and to the Urgent Issues Committee to be considered by members present and the option to suspend the Specialist Consultant Palliative Care Service specification and commence with a Nurse Led Palliative Care model for 6 months with immediate effect was approved.

Conclusion

3.7 A remedial action plan and Service Development Improvement Plan (SDIP) was produced to support the hospice in the journey to recovery. The actions listed were an aide and are being addressed as part of the formal contractual arrangements.

3.8 Contract review boards and a series of meetings have been held with the executive team at Halton Haven Hospice where a formal response to all of the agreed actions will be addressed alongside the formal sign off of the NHS Standard contract and service schedules and contract particulars. In addition to the contractual specifications a service development plan and set of Key Performance indicators were agreed.

3.9 The CCG governing body members also agreed to facilitate a board to board meeting. This meeting was held virtually on the 12th June and the aim of the meeting was to build rapport and relationships, to create an appreciative opportunity for both parties to engage in conversations and to build upon the work that had been progressing over the previous months and weeks.

3.10 A series of clinically focussed meetings have been diarised and subsequently have taken place to progress a universal offer of consultant palliative care support to the system and an introduction of a clinical hub.

3.11 Dr Rhian Thomas the NHS Halton CCG clinical lead and Leigh Thompson the NHS Halton CCG Chief commissioner will lead on a networked approach across Mid Mersey to add sustainability and resilience into the offer for patients requiring specialised palliative care.

3.12 Formal communication **Appendix 2** has been circulated and system wide engagement has since taken place with colleagues in both acute providers (St Helens and Knowsley

& Warrington and Halton), primary care (all Halton GP practices received formal notification and meetings have taken place with the Primary Care Networks) NHS E/I, neighbouring Hospices, North West Borough's, Bridgewater and the specialist Macmillan team, plus the End of Life and Palliative Care network. The Clinical Chief Officer also spoke to and kept briefed Halton local MP's and the HBC council leader and Chief Executive of HBC.

3.13 Recommendations

The Health Policy and Performance Board are asked to note the report and in particular the temporary suspension notice and change to the service specification for Halton Haven Hospice, from Specialist Consultant Palliative Care led service to a nurse led service for a period of 6 months commencing 8th April 2020. This suspension notice will be continuously reviewed and monitored through the contractual governance arrangements.

4.0 **POLICY IMPLICATIONS**

4.1 There are no policy implications as this is a temporary service suspension

5.0 **OTHER/FINANCIAL IMPLICATIONS**

5.1 There are no financial implications as the CCG has confirmed the contract value is secure during this suspension period.

6.0 **IMPLICATIONS FOR THE COUNCIL'S PRIORITIES**

None

6.1 **Children & Young People in Halton**

None

6.2 **Employment, Learning & Skills in Halton**

None

6.3 **A Healthy Halton**

None

6.4 **A Safer Halton**

None

6.5 **Halton's Urban Renewal**

None

7.0 **RISK ANALYSIS**

7.1 NHS Halton CCG have undertaken a full risk analysis and mitigations are in place.

8.0 **EQUALITY AND DIVERSITY ISSUES**

8.1 N/A

9.0 **LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972**

9.1 None under the meaning of the Act.