What matters to you, matters to us

Person Centred Health & Care Strategy
Revised for 2018 - 2020

“What matters to you, matters to us”
<table>
<thead>
<tr>
<th>Contents</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foreword</td>
<td>3</td>
</tr>
<tr>
<td>Executive Summary</td>
<td>4</td>
</tr>
<tr>
<td>Vision</td>
<td>5</td>
</tr>
<tr>
<td>Introduction</td>
<td>7</td>
</tr>
<tr>
<td>Our Values</td>
<td>8</td>
</tr>
<tr>
<td>Strategic Elements</td>
<td>10</td>
</tr>
<tr>
<td>Strategic Aims, Actions &amp; Outcomes</td>
<td>11</td>
</tr>
<tr>
<td>Implementation and Delivery of Strategy</td>
<td>29</td>
</tr>
<tr>
<td>Appendix 1</td>
<td>30</td>
</tr>
<tr>
<td>Governance Structure</td>
<td></td>
</tr>
<tr>
<td>Appendix 2</td>
<td>31</td>
</tr>
<tr>
<td>Engagement Methods</td>
<td></td>
</tr>
</tbody>
</table>
Foreword from the Executive Nurse Director

NHS Forth Valley understands that we are here to ensure that we provide the care you need, when you need it and are cared for in a way that we would wish for our loved ones.

We are determined to provide the highest standards of care, treatment and facilities for patients, relatives and carers who need our services. We have made listening to our patients, families, carers, partners and wider communities our highest priority. Seeking feedback, and listening to people through many routes whilst reaching out to those who we need to hear from the most, will continue to be at the heart of the way we care and design the services. It is only by acting on these stories and experiences, showing people the changes and improvements we make from them, that we will continue to create a health service where people feel they can be involved. We know it is important to those who share their stories and concerns and that by doing so makes a difference to those in our care and who will need health and social care in the future.

The involvement of patients and the public in how we give care, design services and facilities has already made such a difference it has become just the way we do things in NHS Forth Valley. We can never see a time where this is not so.

This strong history of improving patient care and experience and being determined to get right the most fundamental aspects of care and caring has laid the foundations for moving this work forward. This has always been about what matters to people and giving strong voices to those who need care and equally to those who give care. We have therefore always ensured that staff are supported, developed and listened to in equal measure and that they, with those in their care, will have the answers needed to improve care. This aspect of our person centred approach is vital, as we have heard from both patients and families that, having confident and caring staff, gives them the trust that is vital to aiding healing, recovery, rehabilitation or to a peaceful and dignified end of life.

This new strategy which has been designed and developed with patients, public partners and stakeholders including our staff, reaffirms our vision, commitments and the actions we will take to deliver and show that the promises within are realised. Simply, we aim to have care and services just the way we would wish for our family, friends, colleagues and neighbours and feel confident that everyone will know that “what matters to you, matters to us.....”

Professor Angela Wallace
Executive Nurse Director
NHS Forth Valley
Executive Summary

This strategy sets out:

- Our vision for Person Centred Health and Care for NHS Forth Valley
- Our Drivers for developing the strategy
- Our principles and vision from our previous Patient Focus Public Involvement (PFPI) Strategy
- Our priorities and how we will achieve these commitments, contained within the Person Centred delivery plan

The strategy, its content and priorities have been developed by people representing patients, public, volunteers and community groups and staff through a rigorous, creative and robust process of engagement. It builds on a great history of local activity and success across the Patient Focus Public agenda; however we remain ambitious for those we serve and understand there is much work to do now and in the future.

NHS Forth Valley, by approving this strategy, supports the vision and priorities developed in partnership with people representing patients, public and community stakeholders and staff. It further allows us to address two key areas:

1. By listening to people we will continue to develop capacity for improvement
2. Embed Person Centred Health Care as we deliver our new Health Care Strategy, and look forward to achieving the 2020 vision and in particular the integration of health and social care

It also sets out how we will respond to key Scottish Government policies and developments, including a 'mutual' NHS, where people have a much greater say in what the NHS does and the rights and responsibilities, which forms part of the Patient Rights (Scotland) Act 2011.

A plan for delivery has been developed to support this strategy and will be monitored and reviewed by the Person Centred Health Care Steering Group, which is a subgroup of the NHS Board Clinical Governance Committee.

The strategy also sets out that every patient will:

- receive a person centred experience in NHS Forth Valley
- be treated with care, compassion, dignity and respect
- with their families and carers, can say what and who matters to them, this will be used in all care and treatment
- receive care from staff who can demonstrate knowledge, skills and competencies necessary within their roles for the delivery of safe and effective care
NHS Forth Valley’s vision is that by 2020 everyone is able to live longer healthier lives at home or in a homely setting:

- We will have a healthcare system where we have integrated health and social care, a focus on prevention, anticipation and supported self management
- When hospital treatment is required, and cannot be provided in a community setting, day case treatment will be the norm
- Whatever the setting, care will be provided to the highest standards of quality and safety, with the patient at the centre of all decisions
- There will be a focus on ensuring that people get back into their home or community environment, as soon as appropriate, with minimal risk of re-admission
NHS Forth Valley’s vision is to be leaders in developing person centred care for people, not only to meet their needs but exceed their expectations of healthcare in NHS Forth Valley. Our ambition in person centred care is to embed the principle “what matters to you, matters to us”. 
1 Introduction

The Healthcare Quality Strategy for NHS Scotland and the 2020 Vision launched in 2013, sets out a clear direction, to ensure the NHS in Scotland provides the best care to patients and supports the workforce. The national approach to Person Centred Health and Care further reinforces that commitment to quality.

NHS Forth Valley has had a long and sustained focus on improving the care and experience of patients, families and carers. The commitment has been single system wide, involving care for all patients and families regardless of care setting or diagnosis.

We continue to develop the workforce, to ensure that staff have the right skills, values and competences, to deliver both excellent clinical outcomes together with Person Centred Health Care. Communication is a key element of Person Centred Health Care, the way in which staff speak, behave and engage with patients, families and carers, will be crucial to achieving our person centred commitments.

The launch of the NHS Scotland Quality Strategy, presented NHS Forth Valley with an opportunity to review and refresh our local approach to Person Centred Health Care with a focus on what matters to patients, families, carers and the wider public.

The 2020 Vision for Health and Social Care is that "by 2020 everyone is able to live longer, healthier lives at home or in a homely setting. We will have integrated health and social care, with a focus on prevention, anticipation and supported self management. Whatever the setting, care will be provided to the highest standards of quality and safety, with the person at the centre of all decisions."

What is Person Centred Care?

Person centred care is providing care that is responsive to individual personal preferences, needs and values while assuring that patient values guide all clinical decisions.

The aim of the Person Centred Health & Care Strategy

The aim of the strategy is to develop a culture that places the quality of patient care and experience at the centre of all that we do.

The person centred health and care agenda is supported by a number of key strategy and policy documents to ensure there is consistency of messages and vision, these include:

- Arts & Wellbeing Strategy
- Care of the Deceased Policy
- End of Life Care Policy
- Equality and Diversity Strategy
- Nursing and Midwifery Strategy
- Recruitment Strategy
- Spiritual Care Policy
- Volunteering Strategy

This strategy provides a framework for change, which will cover the Person Centred Health and Care agenda, this is supported by a delivery plan to fulfill our Person Centred Health and Care commitment.
Our Values

NHS Forth Valley recognises the importance of values in the work that we do and has adopted the core values of NHS Scotland:

- Care and Compassion
- Dignity and Respect
- Openness, honesty and responsibility
- Quality and teamwork

Staff Involvement - iMatters

How we work together is important, NHS Forth Valley are committed to reviewing, creating, defining and delivering our values and behaviors, these contribute to the success of the organisation, these include:-

- **Be Person Centred**: We will acknowledge and accept that every person is different and we will adapt our approach to meet the needs of others
- **Be Respectful**: We will treat each other, our partners and people who access our services, fairly, as individuals and as equals, with humanity, dignity and respect
- **Be Supportive**: We will be supportive, valuing each other’s role and contribution and demonstrating care and compassion in all our actions and communications
- **Be Ambitious**: We will deliver high quality, safe, consistent and effective healthcare
- **Have Integrity**: We will be open and honest in all our actions and communication
- **Be a Committed Team Member**: We will include managers and the wider multidisciplinary team in our communication and decision making

Our Staff

In NHS Forth Valley our staff are our biggest asset and we have given an ongoing commitment to provide ongoing training, to further enhance knowledge and skills. We understand that in order to deliver Person Centred Health Care we must ensure positive staff experience. NHS Forth Valley Workforce Plan 2017-2018 has been developed in partnership with staff, public partners and key stakeholders, details the workforce aims:-

- To develop a modern, sustainable workforce
- To become a model employer
- To create and maintain a healthy and modern culture

It is important that we are listening to staff experience, empowering staff to receive feedback and recognising that they are not only providing care, but can be in receipt of care or carers. All staff, no matter what role they play will have person centred objectives.
2. Strategic Elements

In developing the strategy NHS Forth Valley has identified 8 key strategic elements that collectively inform person centred health and care. These are:

- Communication & Positive First Impressions
- Bereavement
- Patient and Public Involvement
- Fundamental Care and Standards for Patients
- Volunteering
- Equality & Diversity
- End of Life Care
- Spiritual Care
3.1 Communication and Positive First Impressions

**Our Commitment:** Is to provide a welcoming, safe, clean, well organised and maintained environment, where the staff make the patient and their carers feel like guests. Providing support as and when patients require it.

**Our Strategic Aims**

NHS Forth Valley has 4 strategic aims relating to Communication and Positive First Impressions:

1. Being warm, friendly, helpful and approachable
2. Continue to develop and support our staff to have expert communications skills
3. Treating patients and carers with dignity and respect, always ready to listen
4. Treating patients, relatives and carers as individuals

**Expected Outcomes/Actions**

- We will form a pledge to our patients, relatives and carers making a commitment to develop our communication skills to ensure attitude, behaviour and communication is to a consistent high standard.
- Design a portfolio of communication tools and training to support our pledge. This requires us to:
  - Have a planned programme of delivery for all our existing training, making sure this is accessible and available to staff.
  - Have a method in place to review the impact of the training tools/sessions.
  - Design bespoke communication tools that specifically meet the need of areas that require development.
- NHS core values will be fundamental and integral in all NHS Forth Valley’s staff behaviours and communication.
- We will continue to ask our patients, relatives, carers and staff to give us feedback and commit to making the changes required to improve patient experience.
We will measure this by.................

- We will gather direct patient feedback using a wide range of tools, including patient experience questionnaires, with support from our public partners on how staff treat patients in our care.
- Our Senior Charge Nurses will gather data from the Care Assurance Audit that is carried out weekly in the ward environment.
- We will continue to ask our staff for honest feedback on how well equipped they feel to deal effectively with communication and feedback.
- We will give our patients, relatives and carers the opportunity to directly feedback to us through the “How did we do?” campaign.
- Continue to monitor the number of complaints we receive in relation to attitude, behaviour and communication.
- Measure patient experience through Care Opinion feedback – focussing on staff attitude and behaviour/communications.
- Constantly reviewing our current feedback mechanisms. Making sure we ask and capture the right detail to allow us to continue to make required improvements.
3.2 Bereavement

Our Commitment: To recognise the importance of good bereavement care and to provide the most appropriate care for each individual experience of loss.

NHS Forth Valley has 4 strategic aims relating to Bereavement:-

Our Strategic Aims:

1. Develop a solid structure, to support continual delivery of a bereavement care model, that is person-centred and respects spiritual, cultural and religious requirements

2. Work with partners to develop education programmes in bereavement

3. Work with partners to develop a framework for a support system, that is responsive to the needs of the bereaved

4. Ensure local policies comply with any guidance from the Scottish Government, regarding the provision of bereavement care

Expected Outcomes/Actions

- Raise the profile of the bereavement model of support in NHS Forth Valley.
- Develop an implementation plan that ensures that bereavement care is available to those who need it.
- Develop education programme and support materials for bereavement.
- Develop an adapted version of the bereavement model in ITU for all wards in Forth Valley Royal Hospital and the Community Hospitals.
- Conduct a review of local policies and procedures relating to bereavement.
- The bereaved will have an explanation of the content of the death certificate when it is issued.

We will measure this by......

- All ward areas will have information available relating to the Bereavement Model in place.
- Carry out monthly audits to measure the number of staff accessing education on Bereavement and with year on year increase of the number of staff accessing the training.
- Carry out audits to measure how many bereaved families received Bereavement Packs.
- Carry out audits to ensure bereaved have been given an explanation of the content of the death certificate, this will be carried out through, carer feedback and staff surveys
3.3 Patient, Public & Staff Involvement and Feedback

Our Commitment: We will have effective engagement with our patients and public in designing, developing and improving services using a wide range of methods.

Our Strategic Aims

NHS Forth Valley has 7 strategic aims relating to Involvement and feedback:

1. To ensure that there are robust reporting mechanisms in place to capture feedback, comments, concerns, compliments and complaints

2. To provide NHS Board assurance that learning from complaints is measureable and also fed back to patients and public how we have learned and used the learning to influence change

3. Supporting and developing staff to take and receive feedback in a positive way, working in partnership with those in their care to improve the services

4. Involve patients and the public using wide and varied methods of capturing feedback so they are involved in service change, redesign and improvement of care health and wellbeing

5. Involve stakeholders in the ongoing cycle of improvement work undertaken by services

6. Ensure we capture staff experience routinely making sure we have processes in place to make necessary changes

7. Increase the amount of opportunities using external and internal feedback mechanisms in all healthcare settings
Expected Outcomes/Actions

- Encourage and support the local risk management system so that staff can capture and record local feedback, encourage local response and resolution and reduction in instances where patients feel the need to make a formal complaint
- The dashboard system that draws together all aspects of our patient and public feedback, ensuring actions are taken, feedback can be given to staff and public, and emerging themes can be addressed in real time
- Continue to work with our Stakeholders to achieve and deliver against all aspects of the Participation Standard systematically utilising the Participation Toolkit
- During 2017/19 we will increase the amount of opportunities using external and internal feedback mechanisms, including Local and national surveys including greater utilisation across teams of Care Opinion, patient stories and weekly survey within all areas of care
- We will continue to manage feedback through the Complaints Handling Procedure appropriately
- Evidence learning has taken place where necessary and provide assurance of sustaining the learning when we require to make changes
- We will increase the number of Patient Experience volunteers across NHS Forth Valley
- Continue to work in collaboration with our patient and public partners to involve and consult with them around Health and Social Care promoting a strong culture of engagement.

We will measure this by......

- Through completion of the Participation Standard self assessment tool, we will be able to assess our progress of engagement of the public and partners
- Having systems that show in real time, a patient’s experience, gathering more feedback
- Increased number of patient stories presented throughout the organisation, with action plans, evidencing changes in practice/behaviours and how the story has influenced change
- We will develop a robust system that provides assurance of learning from feedback. This will allow us to monitor the effectiveness and sustainability of the changes that have been put into practice.
- We will be able to evidence an increase in local resolution captured through stage 1 of the Complaints Handling Procedure by front line staff and a reduction in stage 2 complaints.
- We will be able to evidence the engagement we have with our patient and public partners and map this against improvement work and changes within the organisation
- There will be a year on year increase in the number of Patient Experience Volunteers across NHS Forth Valley
3.4 Fundamental Care and Standards for Patients

Our Commitment: We will aim to ensure everyone will receive appropriate care and that the principles and standards of care, safety, respect and dignity have been embedded across all healthcare settings.

Our Strategic Aims

NHS Forth Valley has 4 strategic aims relating to care and standards

1. Patients in any setting have the opportunity to discuss their needs and preferences, including the people they wish to be involved in their care

2. Patients in any setting will be treated with dignity and privacy, particularly during communication, physical examination and activities of daily living

3. Patients, families and carers where appropriate are involved in decisions about their care/patients care and treatment during all healthcare interactions

4. Patients in any healthcare setting are cared for by knowledgeable and skilled staff, with care provided at a safe staffing level

Expected Outcomes/Actions

- Throughout their journey, all patients, families or carers will be given the opportunity to:
  - Say what and who matters to them
  - Are supported to ensure this is achieved
  - Have this regularly reviewed
- Patients in healthcare settings are assessed to ensure their communication and sensory needs are met
- The patients family/carer, is involved where the patient has difficulties in communicating what and who matters to them
- Family and carer involvement in all aspects of care whilst someone is in hospital, including mealtimes and overnight, will be supported (if they wish to)
- Information about what and who matters to the patient is used in all care and treatment plans
- Patient preferences around dignity and privacy during sensitive conversations and activities of their daily life are sought, documented and shared with the appropriate staff
Outcome/Actions Continued

- Staff are competent in providing and supporting effective communication, and demonstrate a dignified person-centred approach
- The patient is cared for by staff who are knowledgeable, competent and accountable for the care they deliver
- Patients (and carers/family) are involved in all discussion and decision-making relating to their care and treatment, and healthcare records clearly documents:
  - Who the patient has consented to being involved in discussions and decision making
  - Who has been involved in the decision making process
  - What information has been provided to the patient (and/or carer)
  - The treatment options and alternatives available to the patient
  - The patient’s decision

- Staff who care for people with cognitive impairment or dementia are trained in line with the Promoting Excellence framework
- There are clear processes in place to demonstrate safe staffing levels with the appropriate skills mix
- Training in the knowledge and skills to care for older people in hospitals is available to all staff, including support staff
- Staff demonstrate the knowledge, skills and competencies necessary within their role for the delivery of safe and effective care for older people, including awareness of carer involvement

We will measure this by..........

- Comprehensive actions and measures are detailed in the Older People in Acute Hospitals (OPAH) improvement plan which will be monitored and reviewed via the governance and management arrangements of the Board
- This will be monitored through regular patient and staff experience feedback
- Regular senior care assurance visits to individual areas
- Staff questionnaires pre and post education to ensure appropriate levels of knowledge
3.5 Volunteering

Our Commitment: Volunteering will support the delivery of person centred health and care by complementing the roles of staff

Our Strategic Aims

NHS Forth Valley has 4 strategic aims relating to Volunteering:-

1. Volunteers have a consistently positive experience of volunteering in NHS Forth Valley
2. Volunteering is developed, sustainable and inclusive
3. Volunteering, and the positive contribution that volunteers make, is evaluated, recognised and celebrated
4. Volunteering will provide opportunities to improve the health and wellbeing of the users of NHS Forth Valley Services and Volunteers

Expected Outcomes/Actions

- Maintain and strengthen the infrastructure that supports the continuous development of volunteering across NHS Forth Valley
- Evaluate volunteer experience across NHS Forth Valley and identify any opportunities for improvement
- Achieve, maintain and exceed the UK Investing in Volunteers (IiV) Quality Standard
- Develop volunteering website and accessible volunteering materials
- Continue to identify and secure the means to support volunteering, from NHS Forth Valley resources and through partner funding
- Implement a programme of continuous development for volunteering
- Adopt a systematic approach to building capacity and increase the number of opportunities for developing inclusive volunteering
- All volunteers will have access to learning and development opportunities including safeguarding and whistleblowing, ensuring safety for all
• We will measure this by....

• Revision of NHS Forth Valley Volunteering Strategy for 2017/20 with associated policy and guidance and support for staff and volunteers
• Volunteering section of NHS Forth Valley website redesigned and activity tracked
• Monitoring of volunteering by the Volunteering Steering Group, Chaired by Executive Nurse Director, meeting four times a year
• Maintain the national Volunteering Information System to capture local directly engaged volunteers, reporting to the Volunteering Steering Group.
• Re-accreditation of Investing in Volunteers in 2020
• Effectiveness of volunteering communications monitored by the Volunteering Steering Group and Volunteering Operational Group
• Existing and partner funding monitored by the Volunteering Steering Group
• The volunteering action plan will be monitored by the Volunteering Steering Group
• Monitoring the diversity of volunteering
3.6 Equality & Diversity

**Our Commitment:** Equality and Diversity will be embedded into our practice and procedure’s thereby ensuring that the work we do is fair, equitable, accessible and person centred. All actions are reflected in NHS Forth Valley Equality and Diversity Strategy 2013-17

**Our Strategic Aims**

NHS Forth Valley has 5 strategic aims relating to Equality & Diversity

1. NHS Forth Valley can demonstrate effective leadership and corporate responsibility for mainstreaming Equality & Diversity (E&D)

2. Improve experiences of service users accessing services and information

3. Strengthen community engagement of our diverse community enabling them to give their opinion or to raise concerns

4. Behavioural and cultural changes is key to service delivery in relation to hate incidents

5. Strengthen equality learning and development opportunities

**Expected Outcomes/Actions**

Equality Act 2010 Public Sector Duty evidence is in place with reporting structures outlining work completed by NHS Forth Valley to ensure the equality needs of people are met.

- Develop report which is approved by Corporate Management Team and NHS Board prior to publication in April 2018.
  - Work with Directorates to evidence via the four year Equality and Diversity mainstreaming priorities actions taken to mainstream equality.

- We will meet the communication needs of people accessing NHS Forth Valley services.
  
  Communication support is in place for people who are D/deaf or hard of hearing.

  - Continue to provide interpretation support to service users whose first language is not English where appropriate (September 2018)
  - Raise the profile of access to interpreter services within Directorates.
  - Guidance on intranet on how to ensure that written information is accessible.

- Our diverse communities re enabled to have their say on service change and service delivery.
  - Methods in place in which NHS Forth Valley can evidence that they have consulted with our diverse communities.
- Information on how to raise a concern is available in a range of formats including community languages.
- People better recognise and are confident in reporting hate incidents.
  - Review NHS Forth Valley protocol.
  - Staff are supported in responding to hate incidents.
  - Joint working is completed with partners to ensure that communities are aware of their responsibilities when accessing health and NHS Forth Valley’s Zero Tolerance of abuse towards staff.
- All Equalities training will include person centred care
  - All recruitment and selection training will includes a session on equality and diversity
  - E&D e-learning package to be enhanced.
  - Directorates to take ownership on how E&D learning has enhanced practice.

We will measure this by......

- NHS Forth Valley Annual Report available 30th April 2018
- Directorates will report six monthly on actions taken to mainstream Equality and Diversity within service delivery using the 4 priorities of:
  - Enhance recording of profile of patients accessing services
  - Equality Impact Assessments completed: reflecting how they have taken into account the needs of certain protected characteristic when appropriate
  - People do not experience barriers when accessing services
  - Staff are trained to meet the needs of our diverse communities
- DRAFT British Sign Language Plan (as identified by BSL Bill) is in place (April 2018)
- Report available on use of interpreter services including breakdown of community language usage
- Guidance is on the intranet on ensuring that written information is accessible
- Monitor complaints received about patients communication needs not being met (Sept 2018)
- NHSSFV Public involvement reports demonstrate how diverse communities have been enabled to have a say through consultations/involvement
- Information available on NHS Forth Valley website in a range of formats about how to raise a concern
- Reports available on concerns raised from diverse communities.
- Protocols in place
- Adverse Incident Reports demonstrate an increase in confidence in staff reporting hate incidents
- Staff trained in Hate Incident awareness and management of violence and aggression.
- Increase in staff completing E&D Training relevant to their role
- Revised e-learning package in place for 2018-21
- Directorates vi-annual report on how they have used staff learning on Equality and Diversity to improve practice and service delivery
3.7 End of Life Care

Our Commitment: To ensure that end of life care is of the highest standard and that staff will endeavour to get it right every time for every individual.

Our Strategic Aims

NHS Forth Valley has 3 strategic aims relating to End of Life Care:

1. Communication, Coordination & Care Planning – Communication will be timely, sensitive and honest with patients and their families in the last year of their life. Care will be assessed and coordinated in a timely manner and involve the patients and their families in planning package of care.

2. Improving Patient Pathways - Patients and those important to them are involved in the goal setting process of care planning. Care plans are accessible for all involved in the patients' care.

3. Workforce & Education - Standards & competences for all levels of staff regardless of organisation will be in place to facilitate a clinical governance structure across organisations.

Expected Outcomes/Actions

- To improve documentation of sensitive conversations and provide evidence of shared decision making regarding treatment and future care.
- To facilitate use of end of life care plans when death is expected in the next few days.
- Communication between teams regarding transitions of care to facilitate seamless provision of care on patient pathways.
- Identify gaps in end of life care and work with colleagues in Health and Social Care as well as third sector to facilitate appropriate support.
- Work with partners through the Integrated Joint Board to develop competences for carers who support end of life care in the community. Education programmes are developed and available to all staff who provide end of life care.
- Work with colleagues in social services and third sector to develop agreed standards in line with the Health and Social Care Standards (SG 2017).
We will measure this by........

- Evidence that those who are important to the patient have been informed that the patient is expected to die.
- Measure the number of patients that have had a preferred place of discussion. Evidence that the preferred place of death has been discussed.
- There is documented evidence of clear management plans with ceilings of treatment for all patients with limited prognosis.
- Measure the number of patients that have a clear management plan.
- Carry out audits of patient records to review if Anticipatory Care Plans (ACP) are in place. Development of standards and competency framework.
- Membership of Managed Clinical Network (MCN) to expand to social care.
3.8 Spiritual Care

**Our Commitment:** To further develop an assets-based approach to spiritual care services across NHS Forth Valley, working to support and promote the spiritual wellbeing of all patients, families, visitors, volunteers and staff.

**Our Strategic Aims**

NHS Forth Valley has 5 strategic aims relating to Spiritual Care:-

1. Ensure patients, families, visitors, volunteers and staff have access to spiritual care whenever it is needed, including, where appropriate, religious care and/or support from their faith or belief group

2. Broaden knowledge and understanding of spiritual care services and of appropriate referral criteria supporting staff to assess spiritual needs at various points in the patient pathway

3. Continue to develop existing staff/volunteer support provision and explore new ways of supporting staff and volunteers across NHS Forth Valley

4. Ensure service development coheres with local and national strategic priorities

5. Further embrace health and social care integration by expanding the Community Chaplaincy Listening (CCL) service across NHS Forth Valley and explore other ways of offering spiritual care in the community/primary care context
Expected Outcomes/Actions

- Raise the profile of spiritual care across NHS Forth Valley, ensuring all services are familiar with access routes to spiritual and religious care for patients, families, carers, volunteers and staff
- Identify new and build upon existing opportunities to develop awareness and understanding amongst staff of spiritual care services, and referral and assessment criteria
- Further embed spiritual care by promoting involvement in multi disciplinary meetings and other forms of care planning with other health professionals
- Ensure that on admission, and at key points in the patient pathway, spiritual and religious care needs are recorded
- Further implement and develop the use of Values Based Reflective Practice (VBRP) across NHS Forth Valley as a means of offering support to staff and volunteers, encouraging them to reflect on the relationship between personal values and vocational fulfilment
- Build on existing informal and semi-formal staff/volunteer referrals to the service (e.g. Occupational Health) and promote the availability of the spiritual care service for staff and volunteer support including offering a 1-2-1 staff/volunteer listening and/or debriefing service where appropriate
- Encourage working in partnership with other health professionals and third-sector organisations in the community/primary care context to further develop the roll-out of Community Chaplaincy Listening (CCL) and to explore other means of spiritual care support in the community for patients, carers, families, staff and volunteers
- Maintain a flexible approach to service provision and development responsive both to local and national changes in strategic priorities and to feedback and evaluate at local level
- Promote the use of the Quiet Room in Forth Valley Royal Hospital (FVRH) as a resource for all and explore how to make similar provision in the Community Hospitals
- Review NHS Forth Valley’s Spiritual Care Strategy and Delivery Plan every 2 to 3 years to ensure changes and improvements to strategy and practice are incorporated
We will measure this by....... 

- Develop ways of measuring, evaluating and documenting the effectiveness of spiritual care services across NHS Forth Valley 
- Evaluate the impact of CCL on service users using feedback forms based on the national CCL Patient Reported Outcome Measure (PROM) tool, develop a method of evaluating its impact on GPs and GP practices and capture patient stories to demonstrate the impact of the service 
- Develop a method of evaluating the effectiveness of VBRP for individuals and staff teams and cross reference to Patient Relations figures to see impact of VBRP in reducing number of attitude and behaviour complaints in specific wards/departments where VBRP has been utilised for this purpose 
- Monitor and record all staff, volunteer, patient and visitor referrals, referral reasons and key issues and audit patient records to check that spiritual and religious needs are being correctly recorded 
- Develop methods of dialogue and feedback with wards and departments to ensure we are offering the best and most effective service possible 
- Plot local spiritual care strategy against relevant national strategic plans to demonstrate alignment and complementarily of spiritual care strategy
4 Implementation & Delivery of the Strategy

To ensure we deliver our strategy and its action/implementation plans, we have robust governance arrangements, which include efficient internal and external monitoring.

The designated director for Person Centred Health Care is Professor Angela Wallace, Executive Nurse Director. The Person Centred Care team is led by Elaine Ketttings who is the Head of Person Centred Care for Forth Valley Health Board

The strategy is driven by the Person Centred Health Care Steering Group, which is chaired by Prof. Angela Wallace. The group reports to the Clinical Governance Committee which is a subcommittee of the NHS Forth Valley Board.

There is wide representation on the steering group which includes NHS Forth Valley staff, Third Sector Representation, Public representatives and representation from the Scottish Health Council.

A work plan for delivery has been developed, which will ensure continuous development and improvement, this will be monitored and reviewed by the Person Centred Health and Care Steering Group. A report will be presented to the steering group on a quarterly basis which will show the progress of the work plan, this will also be supported by a progress report produced on a yearly basis.

This strategy shows that NHS Forth Valley is committed to building on what has already been successfully achieved. There will be continuous and ongoing feedback to patient, public and staff and regular monitoring.

Externally we are monitored by the Scottish Health Council and NHS Healthcare Improvement Scotland using the Participation Standard as guidance for improvement.

5 Conclusion

This strategy has set out NHS Forth Valley’s vision for the future of Person Centred Health and Care, building on what we have already achieved enabling NHS Forth Valley to progress towards a programme of continuous development and improvement.

The strategy was developed in partnership with staff from across the organisation, representatives of the third sector, the Patient Public Panel, Public Partnership Forum and also staff from the local office of the Scottish Health Council. We would like to thank all those involved in the development of the strategy for their continued support.