

**BETHESDA CARE HOME
AND
HOSPICE**

Business Development Plan

**April March
2023 - 2024**

BACKGROUND

Bethesda Care Home and Hospice is a recognised Christian charity based on Christian principles. The unit opened on the 9th March 1992. At present, it comprises a 21-bedded Care Home providing nursing care, a 9-bedded respite care unit and a Hospice which contains 4 beds. Although under the one roof, the Care Home and Hospice are completely separate units. The complex is the only one of its kind in the Western Isles.

At present there are over eighty permanent members of staff plus a bank of relief staff and together they work to produce a warm friendly and caring environment which welcomes the family as well as the patient and produces a home from home atmosphere. Together they afford patients dignity and a quality of life as full and active as their circumstances permit.

INTRODUCTION

In April 2013 the organisation converted from a Trust to a SCIO (Scottish Charitable Incorporated Organisation) and a new Constitution was prepared. The maximum number of SCIO Trustees are 16 and details of the organisations represented on the SCIO can be found in the Constitution document.

The purpose of this plan is to record, identify and express the development activity and plans of the Bethesda Care Home and Hospice SCIO for the financial year April 2023 to March 2024 and to identify the training needs of the SCIO based on its proposed development plans. Combining both development and training aspects into a detailed, scheduled record and action plan which is flexible enough for management to use on an ongoing basis as a planning tool.

The SCIO's main goal for the forthcoming year is to maintain the quality and standards of care provided at the very highest level across all areas of the Home and Hospice.

The main purpose behind this goal is to continue to meet its commitment to caring for the whole person in a physical, emotional, spiritual and psycho-social sense, encouraging maximum independence and emulating the lifestyles of the residents and patients.

In order to achieve this goal the SCIO has identified four separate areas of development and has prioritised these areas as follows:-

1. Care Home (including the Respite Care Unit)
2. Hospice
3. Management and Staff Development
4. Maintenance

The Public Bodies (Joint Working) (Scotland) Act was granted royal assent on 01 April 2014. This Act included

- Nationally agreed outcomes, which apply across health and social care, and for which NHS Boards and Local Authorities will be held jointly accountable
- A requirement on NHS Boards and Local Authorities to integrate health and social care budgets
- A requirement on Partnerships to strengthen the role of clinicians and care professionals, along with the third and independent sectors, in the planning and delivery of services

At present Comhairle Nan Eilean Siar (CNES) and the Western Isles NHS Board are currently working together to provide Health and Social Care for the Western Isles.

This includes the provision of care we provide in the Care Home, the Respite Care Unit and the Hospice. We are working closely with the statutory bodies to ensure the continued provision of care.

In April 2018 the Scottish Government published the Health and Social Care Standards (My support, my life). Additional information was published in the Standards on 31 March 2022. This includes the addition of a foreword by the Minister for Mental Wellbeing and Social Care. It also includes two new paragraphs, 5.16 and 5.17, within Chapter 5 'Be Included'.

The Health and Social Care Standards set out what we should expect when using health, social care or social work services in Scotland. They seek to provide better outcomes for everyone and to ensure that individuals are treated with respect and dignity and that the basic human rights we are all entitled to are upheld.

The Standards are relevant across all health and social care provision. They are no longer just focused on regulated care settings, but for use in health and social care, as well as in early learning and childcare, children's services, social work and community justice.

Since 01 April 2018 the Standards have been taken into account by the Care Inspectorate, Healthcare Improvement Scotland and other scrutiny bodies in relation to inspections, and registration, of health and care services.

The Standards are underpinned by five principles:

- Dignity and Respect
- Compassion
- Be included
- Responsive care and support
- Wellbeing

The Bethesda Care Home and Hospice SCIO Trustees endeavour to ensure the care provided at Bethesda follows the five principles. Due to the Covid-19 pandemic and these uncertain and challenging times, the Trustees have implemented this Business Plan for one year at present. The Trustees and Management will continue to endeavour to follow Scottish Government guidelines in order to ensure the safety of the residents, patients and staff during this time.

In due course it is proposed that the Trustees will develop a 5 year Strategic Business Plan for the organisation, which will take into consideration local planning, including the new Goathill Residential Care project, Seaforth House, which is due to open later this year.

1. CARE HOME AND RESPITE CARE UNIT

The general development goals of the SCIO in this area are to continue to provide the very best care for residents of the Care Home and to continue to take the needs of both residents and their families into account in the provision of that care.

The Bethesda Care Home and Respite Care Unit offers all our residents beautifully furnished, spacious single rooms with en-suite toilet and shower facilities in each room.

The Bethesda Care Home also offers a 9-bedded respite care unit, working with Comhairle Nan Eilean Siar Social Work Department to offer respite care to those in our community who require this service. During the last year, the respite care unit has also been utilised for patients transferred from the Hospital who are waiting to go home but require home care.

In order to continue to provide the high standard of care in the Care Home and Respite Care Unit, the following actions are required in the forthcoming year:-

- to continue with questionnaire for residents' families to find out their perception of the standard of care in every department the residents receive.
- to continue with the Service Management Survey for service users and their families utilising the respite care service.
- to continue to assess feedback from questionnaires and make any changes necessary.
- to continue to communicate feedback to all staff.
- to identify any gaps in perceived and actual levels of care and identify appropriate solutions.
- to fund and purchase new equipment as the needs of the organisation dictate and as funding permits.
- to continue to fund the ongoing refurbishment of the Care Home.
- to continue to update the Care Home and the Respite Care Unit information booklets as the needs of the service dictates
- to continue to ensure that each resident in long term care is allocated a key worker on admission.
- to continue to ensure that the key workers are given the opportunity to order items and do special things to give the personal touch to the residents.

- to update and maintain rota for evening worship.
At present, the local churches are able to offer a visit on a Thursday evening. It is hoped this service may be extended in the future.
The Care Home Chaplain has also re-commenced visits on a Tuesday afternoon.
- to continue to develop resident activities in the Care Home and the Respite Care Unit with allocated staff and volunteers.
- to maintain communication with relatives (birthdays, etc.), including updating them regularly by email or telephone as required.
- to continue to review Policies and Procedures and update as necessary.
- to develop new Policies and Procedures for the unit as the need arises.
- to continue to fund and replace wheelchairs as necessary.
- to continue to purchase clothing name tapes for new residents coming in to long term care.
- to continue annual maintenance cover for nurse call system.
- to continue to install flat screen wall mounted televisions in all Care Home bedrooms
- to purchase further items of furniture for bedrooms.
- to continue to add pictures/paintings to bedrooms, corridors and communal areas in order to make the unit more homely.
- to ensure the respite care unit is included in the refurbishment programme to maintain the high standard currently provided.
- to continue to display Care Inspectorate Inspection reports on the Bethesda website.
- to ensure requirements or recommendations from Inspections are acted upon promptly.
- to ensure fire safety precautions are undertaken and maintained.
- to continue to ensure safe infection control practices are followed in line with the Care Home IPC Manual.

2. **HOSPICE**

The general development goals of the SCIO in this area are to continue to provide the very best care for patients of the Hospice and to continue to take the needs of both patients and their families into account in the provision of that care.

The actions taken or required to be taken to achieve this goal over the period of this plan are:-

- to update and maintain rota for Hospice Chaplains.
- to maintain parallel working for orientation of new staff by working alongside outgoing staff.
- to continue to audit patient questionnaires.
- to continue to involve social workers in communication meetings.
- to continue with the annual Fundraising Programme and evaluate new fundraising incentives in a safe manner and any restrictions permitting.
- to continue to host visits from schools and community organisations to ensure public have access and knowledge about Bethesda and services offered.
- to audit standards at all levels.
- to continue to set and evaluate new audits in line with the Infection Prevention and Control Manual, taking in to consideration the 10 Standard Infection Control Precautions (SICPs).
- to review and update as necessary all Policies and Procedures.
- to continue to ensure rooms are freshened up/touched up as necessary before admitting patients.
- to continue to display Healthcare Improvement Scotland (HIS) Inspection reports on the Bethesda website.
- to continue to audit the drugs fridge temperature.
- to continue to purchase medical books as necessary.
- to continue to purchase the British National Formulary (BNF) on its issue dates of March and September each year.
- to update the current syringe pumps in line with new regulations and ensure they are serviced on an annual basis with the Western Isles Hospital.
- to assist NHS Western Isles in their development of End of Life Care in the community.

- to consider holding formal bereavement/counselling sessions.
- to consider holding Support Group meetings at Bethesda.
- to consider Day Care for the Hospice.
- to further develop Treatment/Therapy Room.
- to consider hosting training sessions/educational evenings.
- to consider offering further treatment to Hospice day patients.
- to consider offering Hospice at Home care.
- to continue to assist the staff and volunteers of the Hospice Shop in ensuring the smooth running of the Shop.
- to assist in the development of the Ness Charity Shop as required.
- to continue with the textile recycling banks.
- to continue to have a Bethesda Shop Working Group with the SCIO Trustees.
- to continue to work with IJB Western Isles in order to develop the Western Isles Palliative and End of Life Care Strategy.

3. **MANAGEMENT AND STAFF DEVELOPMENT**

The general development goals of the SCIO in this area are to recruit able, motivated personnel, to train them to the highest standards and to inspire pride in the organisation in staff at all levels, the purpose being to maintain a highly motivated, highly qualified and trained workforce for the future.

The actions taken or required to achieve this goal during the forthcoming year are:-

- the Bethesda SCIO Trustees Governance Group to continue to meet on a regular basis to ensure governance compliance.
- the Salary Review Group to continue to meet as required in order to receive reports and make recommendations to the SCIO Trustees.
- to continue with the Bethesda SCIO Trustees Investments Group to ensure any investments are properly managed.
- to continue to ensure all new staff receive appropriate induction training to the unit.
- to ensure that each of the kitchen and domestic areas' guidelines are up to date in accordance with the revised and updated Care Home Infection Prevention and Control Manual.
- to continue with regular training sessions by the Hospice Doctors as required.
- to ensure nursing staff receive up to date training in palliative care as necessary.
- to work with the University of the Highlands and Islands (UHI) Western Isles Nursing and Midwifery Campus, Lews Castle College, the Nicolson Institute, DWP, or any other organisation in providing work placement for trainees.
- to continue to ensure kitchen staff who do not possess an Elementary Food Hygiene Certificate receive training in same.
- to assist senior kitchen staff to achieve up to date Intermediate Food Hygiene training.
- to maintain continuous professional development standards for nursing and the home.
- to maintain the system of daily reports.
- to continue to have regular staff meetings.
- to maintain the method of recording outcomes of training.

- to continue with staff appraisals and supervision.
- to continue to have training for all disciplines of staff.
- to continue to record time invested in training and development.
- to continue with regular meetings of Health and Safety representatives.
- to ensure the General Manager reports to the SCIO Trustees the contribution staff development has made during each year.
- to continue to purchase name badges for all staff.
- to continue to ensure all staff have regular Fire Drills/Fire Awareness Training.
- to ensure all staff receive training in Moving and Handling.
- to continue SVQ training for Health Care Assistants.
- to continue rolling training programme in relation to nursing staff carrying out the Diploma/Degree in Palliative Care.
- to assess the possibility of nursing staff undertaking palliative care training through distance learning.
- to continue to be represented at the NHS Continence/Tissue Viability meetings by the Bethesda Continence/Tissue Viability Link Nurse.
- to support the Bethesda Podiatry Link Nurse who assists the Care Home with Podiatry requirements.
- to support the Bethesda Nurse with a responsibility for oral hygiene.
- to continue with the provision of a Nutrition Champion to assist with the nutritional care of residents and patients in liaison with the Cook and the catering staff.
- to ensure all staff receive up to date information in relation to the Infection Prevention and Control Manual for Older People and Adult Care Homes (The Manual).
- to ensure staff with a responsibility for Infection Prevention and Control receive training re The Manual.
- to ensure all Domestic Staff undertake training in relation to The Manual and the completion of all documentation.
- to continue regular Infection Control Group meetings.
- to review and update the Risk Register as necessary.

- to ensure SCIO Trustees are represented at the Senior Management Team (SMT) meetings as part of the Clinical Governance structure.
- to ensure the General Manager informs the SCIO Trustees of necessary training to be undertaken, either directly at meetings, or through the Senior Staff notes of meetings/Bethesda News.
- to ensure the General Manager continues to keep the SCIO Trustees informed of future changes in the regulations and registration procedure brought about by the Care Inspectorate or Healthcare Improvement Scotland.
- to ensure the General Manager continues to attend Scottish Partnership Agency for Palliative and Cancer Care meetings in order to keep abreast of continuing changes.
- to ensure the General Manager continues to attend the Scottish Hospices Leadership Group meetings, either in person or by virtual means.
- to ensure the Finance Development Officer or General Manager attend the Scottish Hospices Together fundraising group, either in person when permitted or by virtual means.
- to consider the development of a staff handbook.
- to assist Health Care Assistants to become registered with the Scottish Social Services Council (SSSC).
- to continue to purchase the RCNi Learning programme to assist staff with their development.
- to continue to encourage all levels of staff to engage in the Turas learning programme.
- to continue with the provision of a pension scheme for all staff.
- to assist all nursing staff with the Revalidation process.

4. MAINTENANCE

The general development goals of the SCIO in this area are to maintain the premises and equipment to the highest possible standard taking both nursing requirements and the desire to create a comfortable "homely" atmosphere into account.

The actions taken or required to achieve this goal are:-

- to continue with daily 'Repair Book'.
- to continue ongoing painting programme.
- to continue ongoing refurbishment programme.
- to continue to replace floor coverings as required.
- to continue with annual contract tendering process.
- to continue to monitor the servicing and calibration of Hospice syringe pumps.
- to continue the programme of servicing and calibrating the boilers every six months.
- to continue the annual servicing programme for the back-up generators.
- to continue the annual maintenance contract for the fire safety equipment.
- to continue the annual maintenance of the laundry chute. *(no service engineer permitted to visit during Covid-19 pandemic due to coming from a different Tier, but would come in an emergency situation)*
- to continue the annual maintenance of the sprinkler system.
- to continue the quarterly servicing and maintenance of the lift.
- to continue with the annual PAT programme.
- to continue to service and repair existing wheelchairs.
- to continue the maintenance scheme for the Nurse Call System.
- to continue to service and repair or replace catering and domestic equipment.
- to continue the regular servicing programme of all lifting aids.
- to continue the monthly programme of high dusting.
- to continue the monthly back-up generator checks.
- to continue the regular maintenance programme for the rotary ironer.

- to continue the weekly fire alarm checks.
- to continue to have colourful hanging baskets around the unit in the summer months.
- to continue the process of checking water temperatures and disinfecting procedures in line with the Legionella Risk Assessment.

BETHESDA CARE HOME AND HOSPICE BUSINESS PLAN

MAIN OBJECTIVES FOR THE YEAR APRIL 2023 - MARCH 2024

- SCIO Trustees to ensure the continued smooth running of Bethesda through the General Manager and her staff.
- SCIO Trustees to meet with senior management on a regular basis as defined in the SCIO Constitution.
- Senior Management Team meetings to be held on a regular basis and attended by nominated SCIO Trustees; the minutes of these meetings to be submitted to the SCIO Trustee meetings for information.
- Service Level Agreement in place with the Western Isles NHS Board, now continue to work towards achieving an appropriate level of funding to ensure the future of the Hospice.
- To review all Policies and Procedures and develop new ones for the unit as necessary.
- To continue the annual programme of fundraising with the introduction of new innovative ideas.
- To ensure mandatory induction training day held for all new staff comprising Fire Awareness training, including induction to the Bethesda building, Moving and Handling training, Pressure Care training, Hand Hygiene training, Donning and Doffing PPE and information relating to Occupational Pension.
- To ensure on the job induction training is made available for all new staff according to their individual needs.
- To continue with regular fire safety and fire awareness training, utilising the services of a trainer as required.
- To ensure fire drills are carried out on a regular basis and staff are aware of their requirements should there be a fire.
- Undertake evacuation training.
- To continue the programme of resident's activities with designated staff.
- To consider resident's during the summer months, involving relatives and family members where appropriate.
- To continue working with the Cycling Without Age Scotland (CWAS) Western Isles Branch to ensure residents enjoy regular outings in the trishaws with volunteers.
- To continue to meet on a regular basis with all disciplines of staff.

- To ensure regular Health and Safety meetings are held with all Department representatives.
- To produce a Newsletter on a bi-monthly basis and distribute to SCIO Trustees, stakeholders, residents and their relatives and make available at reception. To consider making Newsletter available on website.
- Infection Control Link Nurse to attend Infection Control meetings/training sessions at the Western Isles Hospital as required.
- To ensure regular Infection Control meetings are held with all Department representatives.
- To ensure Bethesda's Moving and Handling Instructor is updated accordingly to enable her to continue with moving and handling training
- To ensure all Health Care Assistants are registered with the Scottish Social Services Council within six months of commencement of employment and assisted to achieve any conditions of registration.
- To work with the Lews Castle College to ensure all Health Care Assistants are trained to the minimum level of SVQ Care Level 2.
- To host any multi-disciplinary team meetings at Bethesda.
- To utilise the Bethesda Training room, either to raise funds for the unit or assist other third sector organisations.
- To continue to have links with Palliative Consultants at Roxburghe House, Aberdeen as required.
- To enable Continence/Tissue Viability Champion to attend relevant meetings and training as required.
- To continue to be represented on the Western Isles NHS Board Palliative Care Committee meetings – when they recommence.
- To continue the programme of nursing staff carrying out palliative care training to Diploma or Degree level.
- To ensure nursing staff receive up to date training in palliative care and all other areas as necessary to keep skills updated.
- To continue with the updated Supervision and Appraisal programme for all staff.
- To update and maintain the Risk Register.
- To update and continue the Annual Training Plan.
- To assist residents and their relatives to purchase suitable clothing through local shops, catalogues and on-line shops.
- To provide placements for student nurses from the UHI, working in association with the Western Isles Campus.

- To ensure staff receive updated mentorship training as appropriate.
- To provide work placements for school and college students.
- To work with the DWP and consider work experience placements.
- To allow young persons undertaking the Duke of Edinburgh Award to do voluntary work at Bethesda.
- To ensure the Bethesda gardens are kept tidy and a feature for resident, patients and their relatives to appreciate and benefit from.
- To ensure the internal and external paintwork is attended to as required.
- To ensure the maintenance programme for all serviceable equipment is carried out timeously.
- To continue to review the updated Bethesda website on a regular basis.
- To continue with the Bethesda Hospice Facebook Page, utilising it further to promote fundraising activities.
- To purchase nursing and medical books as necessary, including the most up to date BNF.
- To ensure the maintenance programme for syringe pumps is adhered to.
- To consider the development of a staff handbook in conjunction with the HCA Handbook.
- To utilise the Treatment Room/Therapy Room in the Hospice area, making the room available to patients and their families as required.
- To discuss and initiate additional methods of receiving feedback.
- To continue to set and evaluate new audits in line with the Infection Prevention and Control Manual, taking in to consideration the 10 Standard Infection Control Precautions (SICPs).
- To continue to display Care Inspectorate Inspection reports on the Bethesda website.
- To continue to display Healthcare Improvement Scotland Inspection reports on the Bethesda website.
- To continue to publish an Annual Duty of Candour Report and publish on the Bethesda website.