

Quality Account

2025 - 2026





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Statement from the Co-Chairs of Trustees

Over the past year, Queenscourt has not only continued to deliver outstanding specialist palliative and end-of-life care across Southport, Formby and West Lancashire, but has also significantly strengthened how it demonstrates, measures and learns from the quality of that care.

The care Queenscourt provides is excellent. This is evidenced through consistently high levels of patient and family satisfaction, overwhelmingly positive independent feedback, strong clinical outcomes, and the dedication and professionalism demonstrated by staff and volunteers every day. The voices of patients and families within this Quality Account are especially powerful, reminding us that behind every metric and measure is a person being treated with dignity, compassion and respect at one of the most important times in their life.

We are particularly encouraged by the progress made in how quality is measured and assured. The continued development of the integrated governance framework, investment in data, electronic systems and outcome measures, and the use of nationally recognised tools, enable Queenscourt to understand more clearly the impact of its services and the complexity of the needs it meets. Robust clinical audits, learning from incidents, and strong alignment with Care Quality Commission domains give the Board confidence that care is safe, effective, caring, responsive and well-led.

Just as importantly, this year marks a point of transition and renewal. As the previous organisational strategy concludes, Queenscourt launches a new three-year strategy underpinned by its CLEAR values: Compassion, Learning, Excellence, Accountability and Resourceful. The quality priorities set out for 2026–27 demonstrate a clear and ambitious plan to build on current strengths, further improve patient safety, enhance workforce wellbeing and resilience, and use data and innovation to support continuous improvement.



On behalf of the Board of Trustees, we would like to thank Queenscourt's patients and families for trusting the hospice with their care, and for sharing their feedback so openly. We extend our sincere appreciation to the staff, volunteers, executive team and supporters whose commitment makes this work possible. We are proud of what has been achieved, confident in how quality is assured, and optimistic about the year ahead as Queenscourt continues to deliver and develop outstanding, compassionate and effective care for the communities it serves.

David Kemp & Terry McGraw

**Co-Chairs of Trustees,
Queenscourt Hospice**

Statement of Assurance from the Executive Directors of Queenscourt Hospice

On behalf of everyone at Queenscourt, we are pleased to present the Quality Account for 2025/26 which evidences the quality services delivered across West Lancashire and Southport and Formby. We remain immensely proud of all that has been achieved by **#teamqueenscourt** throughout the year.

Queenscourt delivers a fully integrated specialist palliative care service across West Lancashire and Southport and Formby. Since opening in 1991, we have provided exceptional, compassionate specialist palliative care for approximately 70,000 patients and their families within our local communities. This legacy of care continues to guide our commitment to excellence.

At a time of increasing demand for specialist palliative care services, alongside a national rise in projected deaths, it is essential that our services remain safe, effective, caring, responsive and well-led. Over the past year, we have undertaken a number of quality improvement initiatives designed to enhance patient safety, improve the quality of care, widen access for families and the broader community, and strengthen education and training for our specialist workforce. These developments have been further supported by the transition to electronic monitoring systems, enabling us to identify key trends and themes with greater accuracy and timeliness.

The quality of our services is reviewed and monitored through our internal Integrated Governance Committee, which reports directly to the Board of Trustees. We continue to work collaboratively with partner healthcare organisations and our Integrated Care Boards in Lancashire and South Cumbria, and Cheshire and Merseyside, ensuring robust assurance processes and a shared commitment to continuous learning and improvement.



Our impact data demonstrates how and where we provide care across hospice, community and hospital settings. This is complemented by patient and family feedback, which provides powerful insight into their experiences of end-of-life care and the difference Queenscourt has made during some of the most challenging moments of their lives.

This year also marks the conclusion of our previous organisational strategy and the launch of our new three-year strategy, which will guide our future direction and reinforce our CLEAR values: **Compassion, Learning, Excellence, Accountability and Resourceful.**

Louise Charnock - Executive Director of Nursing

Clare Finnegan - Executive Medical Director

Sam Hawksley - Executive Director of Strategy & Business Development

***We confirm that, to the best of our knowledge, the information contained within this Quality Account is an accurate and true reflection of the quality standards at Queenscourt Hospice.**

Delivering High-Quality Patient Care

Over the past year

We have received **1831 referrals** for patients who have had contact, either face to face or via the telephone, from one of our clinical services including our inpatient unit, outpatient services and community teams.

As a hospice and an integrated specialist palliative care service, the aim, focus and passion of Queenscourt is to provide our patients, and their families, with high quality, safe, responsive, and compassionate care. It is fundamental that we can measure, learn from and continually improve clinical services whilst celebrating all we achieve. This is demonstrated through an integrated governance framework, evidenced in patient and family experience and feedback

Message from Ian - Queenscourt patient

“

In our hour of need the hospice staff put their arms around us making us feel safe and secure. We have been involved with the hospice for the last 12 months and the continuity of specialist care has become so important as our journey moves towards the final stage. You can't underestimate the importance of your hospice team at a critical moment in your care. First class end of life care in a holistic way. The hospice is a specialist site which has activities to help you during your remaining days whilst care is delivered in a holistic manner. We have used the hospice at home service which was invaluable balancing clinical and pastoral needs with the service often falling outside of other care providers or clinical services.

”



Our Impact

A *snapshot* of 2025 - 2026...



1,813 Patients Supported

by all Queenscourt Services in Hospice, Hospital & Community



Queenscourt at Home

10,066 

Hours of care provided by
Queenscourt at Home



88%

Of patients
supported by
Queenscourt at
Home died in
their own home



6%

Of patients
supported by
Queenscourt at
Home died in
Queenscourt Hospice

1,409
Day Shifts

1,970

Care shifts
provided by
Queenscourt
at Home

561

Night Shifts



Our Inpatient Unit

206

Admissions to
Queenscourt's
Inpatient Unit for 183
patients.

11.1
DAYS

Average length of stay
of those admitted to
Queenscourt Hospice
Inpatient Unit



Connect



Average
Length of
Service
**218.61
Days**



Total
Patients
Supported

802

This year, we grew our
Therapy Team!

Keeping in Touch Team
Outpatient
Medical
Therapy

Our Transform Team

31

People were supported
at home from hospital
on 'rapid end of life
discharge'

724

Gold Standard
Framework patients
died **under care of
service**

Specialist Palliative Care Services

483

Patients seen in hospital
100% of those patients received
first contact within **2 days**

1,047

Patients seen in the community
100% of those patients received
first contact within **3 days**

What Our Patients & Families Said

99%
**ORGANISATION
POSITIVE
EXPERIENCE**
(On Average)



iWantGreatCare
Transforming Healthcare

Queenscourt at Home

Everyone who has helped our family has been friendly and kind. The information we have been given has been extremely helpful, practical and logical. No one has made us feel as if they were in a hurry. We could not have had better support. Each and every staff member has been wonderful.

Inpatient Unit
The staff at Queenscourt have been amazing, nothing is too much trouble. All so pleasant. I was referred from hospital and from the moment I was admitted it has been a wonderful experience. IPU arranged an afternoon tea with prosecco for my family, what a special treat.





450+

Volunteers

Supporting
Queenscourt
throughout the year



Terence Burgess Education Centre

100%
Of learners reported
increased
confidence/knowledge



1,360+
TOTAL
LEARNERS
ACROSS ALL
PROGRAMMES

GSF:
273
STAFF COMPLETED
- EARLIER
IDENTIFICATION OF
DECLINE

7
MAJOR
EDUCATION
PROGRAMMES
DELIVERED

454
STAFF
COMPLETED
CARE OF THE
DYING

Compassionate Communities



929

Family Support
Contacts

This year,
we further invested into our
**Bereavement, Family
Support & Carers Services**

Continuing our **dedication** to building a
compassionate community...

“ Forget-Me-Not Club

*It was such a lovely evening, and
nice to be able to come back into
the building for a positive reason.
The children said that they felt
cared for, and that people just
wanted the best for them. It has
made the family want to do Star
Trek as they want to give
something back to the hospice
and raise money*

284 People received
Bereavement
Support

543 Attended our
Remembering
Evenings

Clinical Innovation →



Introduction
of our Patient
Dependency
Tool



Research for
use of Virtual
Reality with
patients

Volunteering: The Foundation of Queenscourt

Volunteers remain at the core of everything we do.

We have over **450 active volunteers** who generously donate their time across a range of roles including reception, patient facing roles on the ward and at home, bereavement support, working in our shops and taking part in fundraising events for the hospice. We also have a team of volunteer gardeners who look after our hospice gardens and a number of trustees who support the strategic direction of the organisation.

We welcomed **over 50 new volunteers** within the **last 12 months**, reflecting our community's continued commitment to hospice care.

All our volunteers receive induction training in preparation for their activities, along with mandatory training (to meet any statutory requirements) and regular updates, dependent upon their area of work. We provide ongoing support through our volunteer team and maintain good communication to keep volunteers informed on all things Queenscourt. We will also provide a safe, reliable and respectful environment.



Income Generation in Challenging Times

we couldn't do it without your *support...*

Despite the ongoing implications of the cost-of-living crisis and ever-increasing competition for the support of our communities, our fantastic Fundraising & Retail Teams have risen to the occasion with dedication and determination. Thanks to their hard work, our wonderful Fundraising & Retail volunteers, and the inexhaustible generosity of our supporters – over £1.25m has been raised this year to help sustain the vital services we provide.

Fundraising Highlights Include:



£15,000

Increased participation and income raised via new Challenge Events such as 'Shark Diving', which has raised over £15k



£50,000

The annual Strictly Queenscourt event **raising over £50k in its third year.**



£10,000

Queenscourt's International Womens' Day event **raising £10k** on the day and numerous networking leads.

Retail Highlights Include:



£12,000

Best Christmas Card sales ever, **raising over £12k**



£30,000

Gift Aid from donated goods **raising over £30k**



NEW SHOP

New shop opened in **Hesketh Bank, West Lancashire**



Income Generation in Challenging Times continued...

we couldn't do it without your

support...

Looking Forward

As we reflect on the past year, we are immensely proud of all that has been achieved through the dedication, compassion, and generosity of our staff, volunteers, and supporters. Despite the current challenges, Queenscourt and all our services maintain a philosophy of care, hope, and dignity.

Despite whatever challenges and potential changes we will experience in the coming year, we are focussed on a future filled with optimism and recovery.

We are also committed to ensuring that Queenscourt services continue to offer person-centred support wherever needed, so that Queenscourt is **Where Life is for Living**.



Where life is for living...

Queenscourt outsourced the running of its to
Local Hospice Lottery
in July 2024



Fundraising Events



Fundraising Highlights



£32,000

22 Skydiver participants raised over £32,000



£32,000

Lights of Love raised over £32,000



1,200

our flagship event Star Trekk had record breaking participants, with over 1200 trekkers



"STAR TREKK IS
AMAZING
after 17 Trekkers, I
still love it"

-Lynn

Santa Sprint

Santa Sprint saw record breaking participants up 120 and £5,000 on previous year



Summer Ball



Our Summer Ball was a sell-out evening bringing together individuals and businesses to raise much needed funds for the Hospice!

Thank you

To **all** our donors and volunteers!

Registered Office: Queenscourt Hospice | Town Lane | Southport | PR8 6RE

Company Limited by guarantee and registered in England No. 02102320 | **Registered Charity No. 518801**

Quality Improvement Initiatives 2025/26



Quality and governance provides a framework for organisations to ensure the delivery of safe, caring, effective and high-quality care.

Queenscourt Hospice is regulated by the Care Quality Commission. The key lines of enquiry undertaken by the CQC and monitored by the Hospice as part of our compliance reviews are:

Safe, caring, effective, responsive and well-led.

Our quality improvement initiatives for 2025/26 were:



CQC Key Domain	Our aim was to...	We achieved...
EFFECTIVE RESPONSIVENESS	Introduce palliative care outcome measures to demonstrate impact and capture the complexity of patients' access to specialist palliative care services from Queenscourt	- We have embedded Phase of Illness and Karnofsky scores for patients in all clinical services across the integrated service. - We have commenced the use of IPOS in our outpatient service and plan to roll out across all services in 2026/27.
SAFE EFFECTIVE CARING RESPONSE WELL LED	Introduce a new referral triage system for the specialist palliative care team to enhance responsive for those in crisis or needing complex symptom management	- Enhanced triage system implemented which prioritised highest need patients. All urgent care needs met. - All priority levels meeting target timeframes. Patients who require routine follow up will have an outcome of CNS, patient initiated or keep in touch team follow up. This falls in line with the Queenscourt mission statement of supporting compassionate care in the right place, at the right place, at the right time by right person.
EFFECTIVE RESPONSIVENESS WELL LED	Provide quarterly clinical education days for QCH staff	Introduction of quarterly education days for Queenscourt Hospice clinical staff. Staff feedback evidenced that staff were often unable to attend education days due to work commitments, leave or days off. A new education programme was introduced and repeated up to 6 times per quarter to widen access for all staff. Content for the education day was based on staff feedback, clinical incidents and lessons learnt and key quality and clinical changes at a national and local level.
SAFE EFFECTIVE RESPONSIVENESS WELL LED	Review the PSIRF Policy and plan 18 month post introduction	- Commenced a review of the Queenscourt PSIRF (Patient Safety Incident Response Framework) Policy, assessing the effectiveness of the policy in post incident review. Reassessment of incident profile for the hospice in identifying any changes. - As a result of this review, we have replaced After Action Reviews (AAR) for falls with swarm huddles, ensuring more timely investigation and intervention, encouraging safe space discussion and no blame culture. The review will continue into 2026/27.
CARING RESPONSIVENESS	To provide family support across the communities of West Lancashire and North Sefton in three main domains Bereavement Carers Children facing loss and bereavement	- Following a successful Big Give campaign, funding was secured for a Family Support Team for 2 years. - Twice yearly remembrance services mid-winter and mid-summer. This year we have increased our capacity to invite all families who had contact with Queenscourt Hospice, previously this was only an invite to those who accessed care on the Inpatient Unit. - Stepping stones, Queenscourt listening service was reintroduced post covid to offer face to face or telephone support to those bereaved. - Carer drop in sessions launched for those families under the care Queenscourt and a separate group for staff facing loss and bereavement. - Development of a quarterly Forget-Me-Not-Club for children for have experienced bereavement of someone important to them. The club provides opportunity for peer support and a safe environment for conversations. Craft interventions are offered at each club. - Creation of Queenie packs for age appropriate resources and support of a child who is facing loss and grief.

CQC Key Domain	Our aim was to...	We achieved...
EFFECTIVE	Using patients own medication	• Introduction of using patients own medications whilst an inpatient in Queenscourt Hospice. This has dramatically reduced waste and provided a significant cost reduction. Baseline audit showed a waste cost of approx. £96 per week. Subsequent audits demonstrated this cost waste at £0 per week.
SAFE	Continue to increase medicines safety and compliance	• Following an increase in medication incidents, with the key themes being prescribing and documentation, a number of initiatives were introduced including a 'Do Not Disturb' campaign in the inpatient unit. This has supported a 11.5% decrease in medication incidents.
SAFE EFFECTIVE	Introduce new screening tools on the inpatient unit to reduce risk and improve patient safety	• Purpose T was introduced to replace the Waterlow scoring as a pressure ulcer risk assessment tool. In recognition of national wound care strategy programme. • Introduction of 4AT rapid clinical screening tool for delirium detection. This supports an individualised patient assessment and appropriate management of symptoms. • Both above screening tools were supported with an education package delivered in the quarterly education days. Patient and family information leaflets on both tools were developed inline with their launch in clinical care.
SAFE EFFECTIVE WELL LED	Transfer the policy management from paper-based to electronic management with the aim of targeted dissemination and assurance of staff attestation to new and updated policies	• All policies are now managed by new electronic system. The electronic policy module provides us with an audit trail, strengthening assurance and staff engagement.
SAFE WELL LED	To introduce an e:rostering system across the organisation to provide a more robust and resource efficient rostering system	• E:rostering system was embedded across all teams (clinical and non-clinical). This has ensured enhanced monitoring and assurance of skill mix and safe staffing levels. It has reduced management time spent on rota development. It has also provided an electronic system for the management of annual leave and sickness management.

Quality Improvement Priorities for 2026/27

Our quality improvement initiatives for 26/27 are:



CQC KEY DOMAINS	AIMS	HOW WE WILL MEASURE OURSELVES
SAFE EFFECTIVE	To introduce Electronic Prescribing on the Inpatient Unit	• Reduced medication incidents. • Increased efficiency in nursing and medical teams. • Electronic prescribing system will be used for all prescribing on the inpatient unit.
SAFE EFFECTIVE WELL LED	To implement a hospice specific tool that considers safe staffing alongside patient complexity to ensure clinically safe and effective patient care.	• The implementation and daily use of the HEAT (Hospice Escalation Activity Tool) across all clinical services in Queenscourt Hospice.
SAFE CARING WELL LED	To comply with the recommendations of Fuller Inquiry, published in 2025	• To provide assurance in the dignity and safety of patients in the care after death received. A comprehensive action plan has been developed to meet the recommendations of the Fuller Inquiry. • Completion of the action plan will be used as a measurement of quality improvement.

SAFE CARING WELL LED	To comply with the recommendations of Fuller Inquiry, published in 2025	• To provide assurance in the dignity and safety of patients in the care after death received. A comprehensive action plan has been developed to meet the recommendations of the Fuller Inquiry. • Completion of the action plan will be used as a measurement of quality improvement.
CARING WELL LED	To build and maintain emotional resilience with our hospice workforce	• Through staff feedback processes, Retention of staff, Staff surveys and satisfaction reports.
RESPONSIVE EFFECTIVE	Implementation of a Data Strategy to streamline work and reduce duplication.	• Quantitative impact on staff time, Creation of capacity for front facing staff, Feedback from Staff.
EFFECTIVE	Introduction of Blue Fish to automate and improve data segmentation and reporting	• Quantitative impact on staff time. • Qualitative impact on reports.

Clinical Audits

Clinical audit is one of a range quality improvement methodologies we use to assess the quality of services provided. We undertake internal audits as part of our clinical governance framework annual audit programme.

	Audit	Detail and outcome of audits
Safe	Non-medical prescribing	To ensure that the management of CD and non-CD medications prescribed by non-medical prescribers meet the requirements of the Medicines Act (1968), Misuse of drug regulations (2001) and the Health Act (2006) Compliance with standards 99%
	Medicines management	This is a monthly audit of prescription charts on the In-patient unit. The audit reviews prescribed medication and how medication is administered in accordance with Hospice policy and legislation Average compliance over the year – 96 %
	Falls	The monthly falls audit looks at falls in our Inpatient Unit and helps to identify any areas for learning. Average compliance over the year – 97%
	Blood transfusion	As part of the Hospice quality audit programme, we audited compliance with the Hospice transfusion policy to ensure safe harm free care Compliance with standards was – 97%

	Audit/Monitoring	Detail and outcome of audits
Effective	Antimicrobial audit	The goal of antimicrobial audit and stewardship (APS) is to improve the quality of antimicrobial prescribing and reduce the risks of inadequate, inappropriate, and adverse effects of antimicrobial treatment. This will improve the safety and quality of patient care and make a significant contribution to the reduction in the emergence and spread of antimicrobial resistance (AMR). The audit showed 97% compliance with the antibiotic prescribing standards.

	Audit/Monitoring	Detail and outcome of audits
Caring	Bereavement follow up	To assess compliance with the In-Patient Unit bereavement follow up call to families on the In-patient Unit in accordance with the QCH Policy regarding Bereavement Services Audit compliance with standards – 85% This was a baseline audit and following this appointments for bereavement follow up calls were added the electronic appointments system.



Hospice quality metrics 2025/26

Our quality metrics play a vital role in identifying areas for improvement and promoting high standards of person-centred care across our Hospice service's.

Medication incidents

Total incidents recorded



Low harm



Moderate harm



Severe harm



Prescribing

16

Dispensing

1

Administration (CD Book inaccuracy)

15

Documentation

5

Storing

2

Delay

1

Patient Falls

15

TOTAL INCIDENTS RECORDED

5

LOW HARM

0

MODERATE HARM

0

SEVERE HARM

Acquired pressure ulcers

17

TOTAL INCIDENTS RECORDED

14

LOW HARM

2

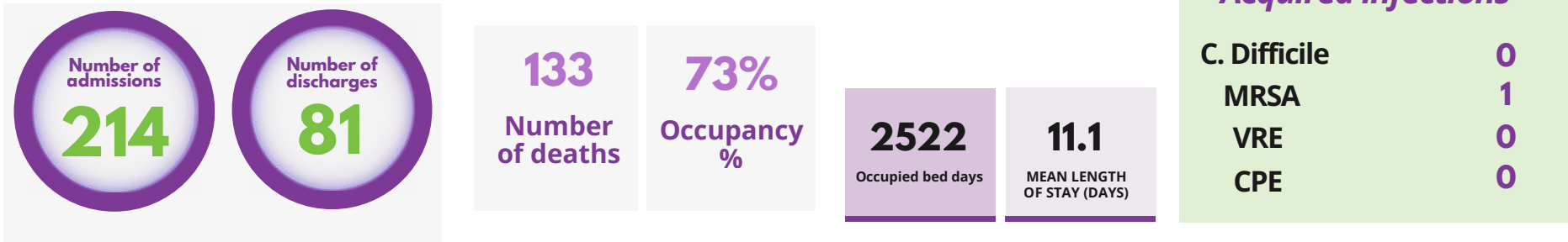
MODERATE HARM

0

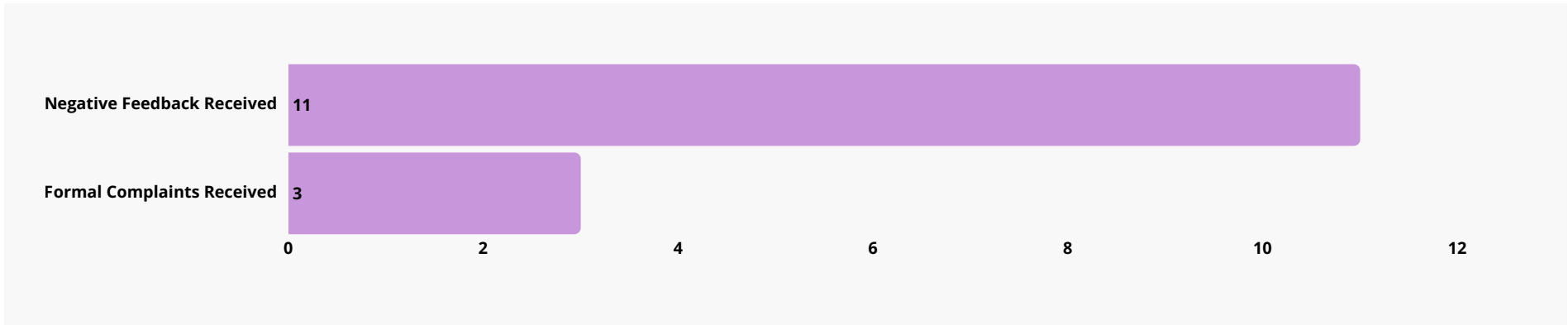
SEVERE HARM

Hospice quality metrics 2025/26

Inpatient Unit Clinical Activity



Complaints/Negative Feedback



Infection prevention and control (IPC)

The Deputy Director of Nursing is the designated lead for IPC at Queenscourt Hospice and has worked closely with clinical and estates facilities teams throughout 2025-2026. The IPC lead and In patient Unit clinical lead engage with the IPC team at Merseycare NHS Trust for advice and guidance.

An external audit carried out by the Merseycare IPC team in September was RAG rated green - 90%, following completion of some actions the score was regraded to 94%.

Feedback

iWantGreatCare lets patients leave meaningful feedback on their care.

In 2025-2026 we have continued to ask our patients for feedback using the independent iWantGreatCare platform. By using an independent service to collect feedback we are empowering our patients to give honest feedback on the care that they receive. Reviews can be seen on their public website.

Organisation Star Score:

(Overall)



Date: 1st April 2025 - 31st March 2026:

99.02%

ORGANISATION
POSITIVE
EXPERIENCE

102

TOTAL NUMBER
OF REVIEWS
COLLECTED

0%

ORGANISATION
NEGATIVE
EXPERIENCE

4.98

5 STAR SCORE



“
The service was very useful and helped to clarify some major points I had been struggling with it was conducted in a very friendly and supportive way.
”



“
Well satisfied with care and support received. it could not have been better.
”

Further feedback

Feedback is also collected through various different ways, including cards, letters, email, verbally.



Catering

I appreciated the good food.

Palliative Medicine

The care both my husband and our family received was amazing from all the doctors.

Inpatient Unit

Our mum spent her remaining time at Queenscourt Hospice surrounded by her family and friends and the staff there showed love and so much care, not just to mum, but to her family also. Donations in memory of mum may be made to Queenscourt Hospice as a way of thanking them for the care shown to mum and all the support that they provided during her illness. These donations will allow Queenscourt to continue to care and provide support to the families and to the people who require their love and guidance.



Queenscourt at Home

Queenscourt at Home is just so precious, thank you so much. We feel very blessed to still have them and forever grateful to you all for your amazing support to us as a family, you are amazingly gifted at what you do, the hospice is lucky to have you – thank you!

Queenscourt Connect

You made us feel as though we were not alone and how we were feeling was normal.

Carers Support Group

Positive, helpful session, approachable, knowledgeable person who was kind.

Education

Very informative lesson which will help us massively in future practice. Was also delivered in a very nice and compassionate way

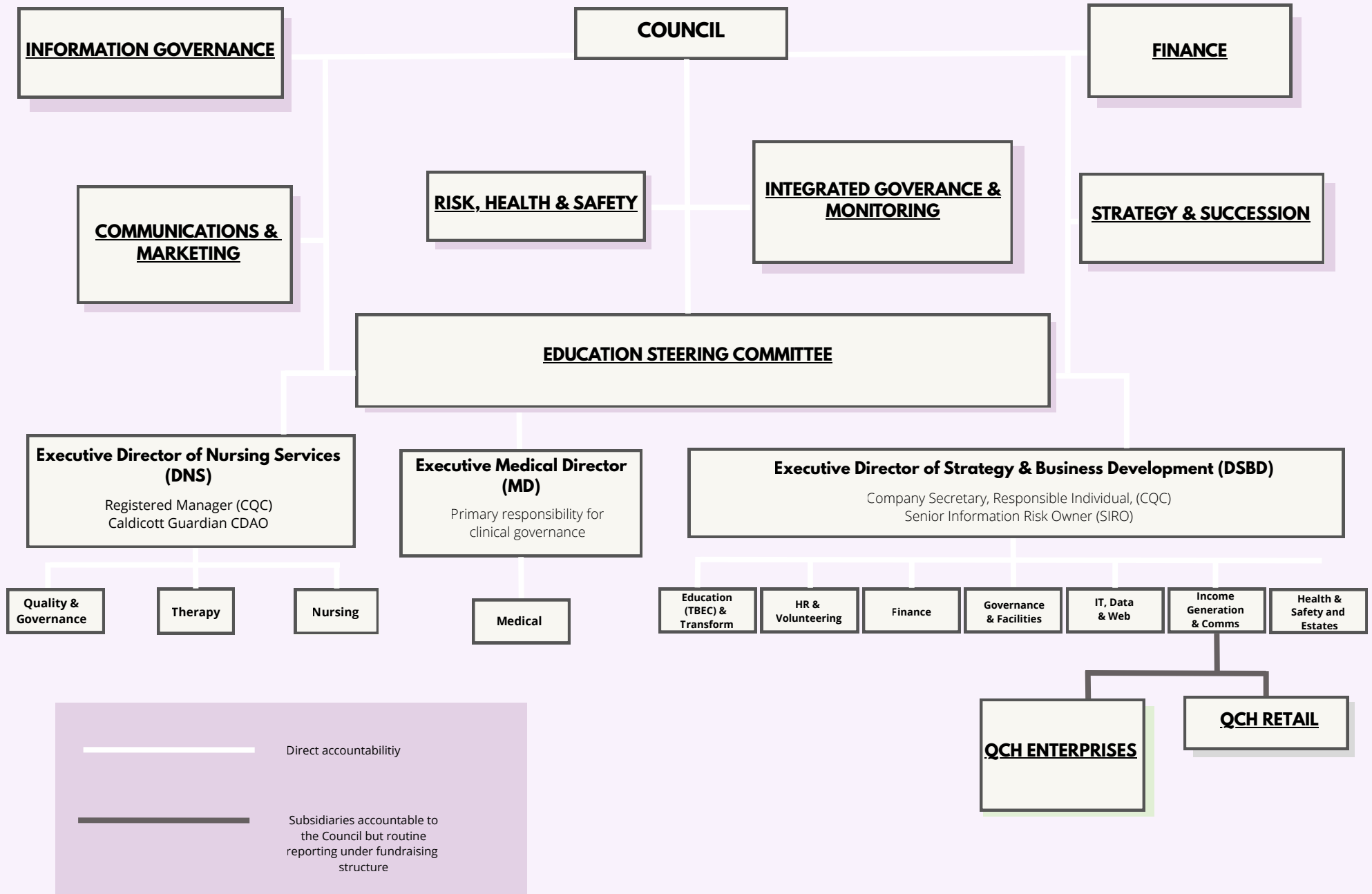


Family Support

A big thank you for all your help and support over the past 5 months. I have really appreciated having someone to chat too during this massive period of change. Keep doing what you are doing because you are really good at it.

QUEENSCOURT ORGANISATIONAL STRUCTURE

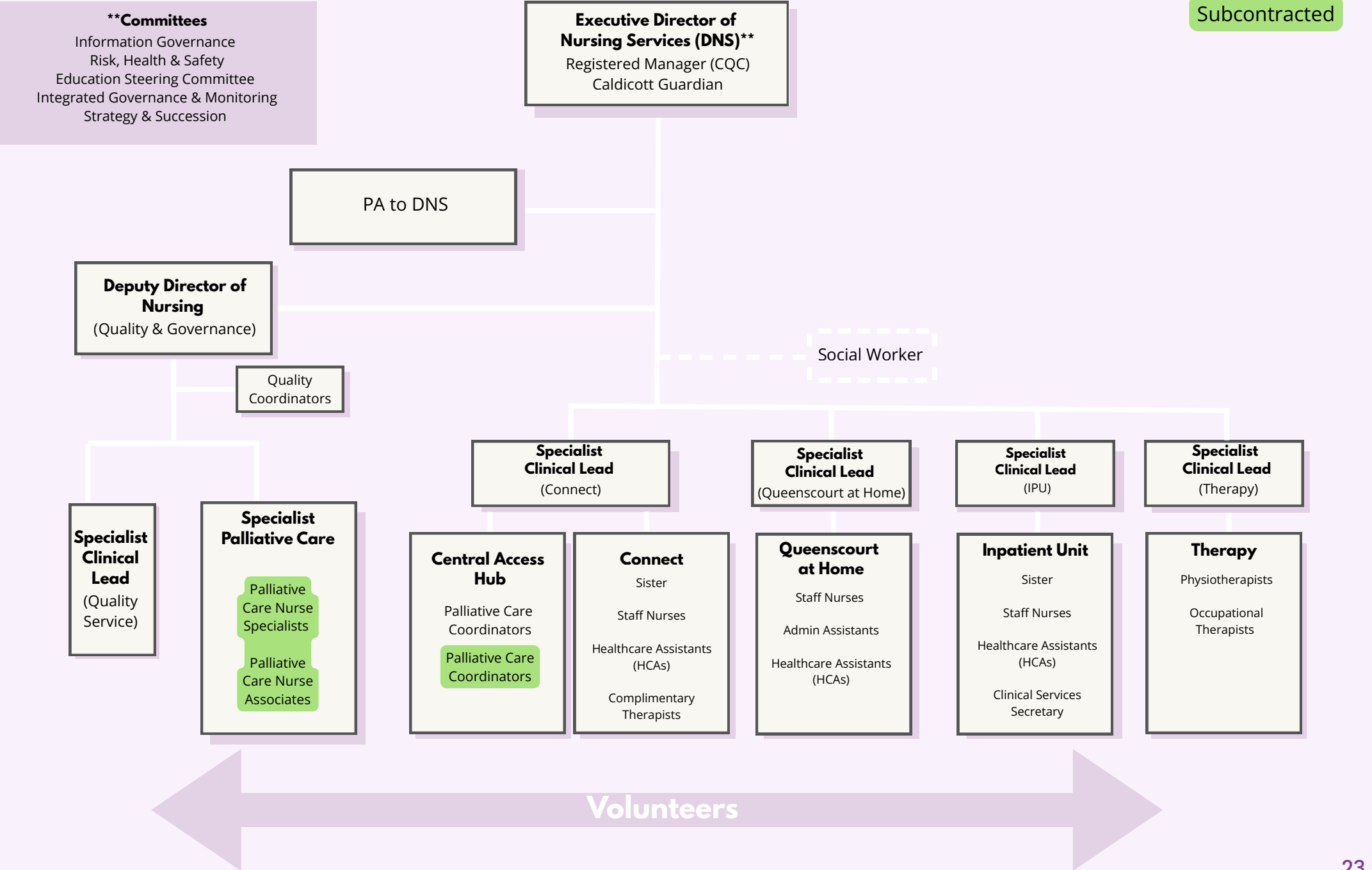
BOARD ASSURANCE FRAMEWORK



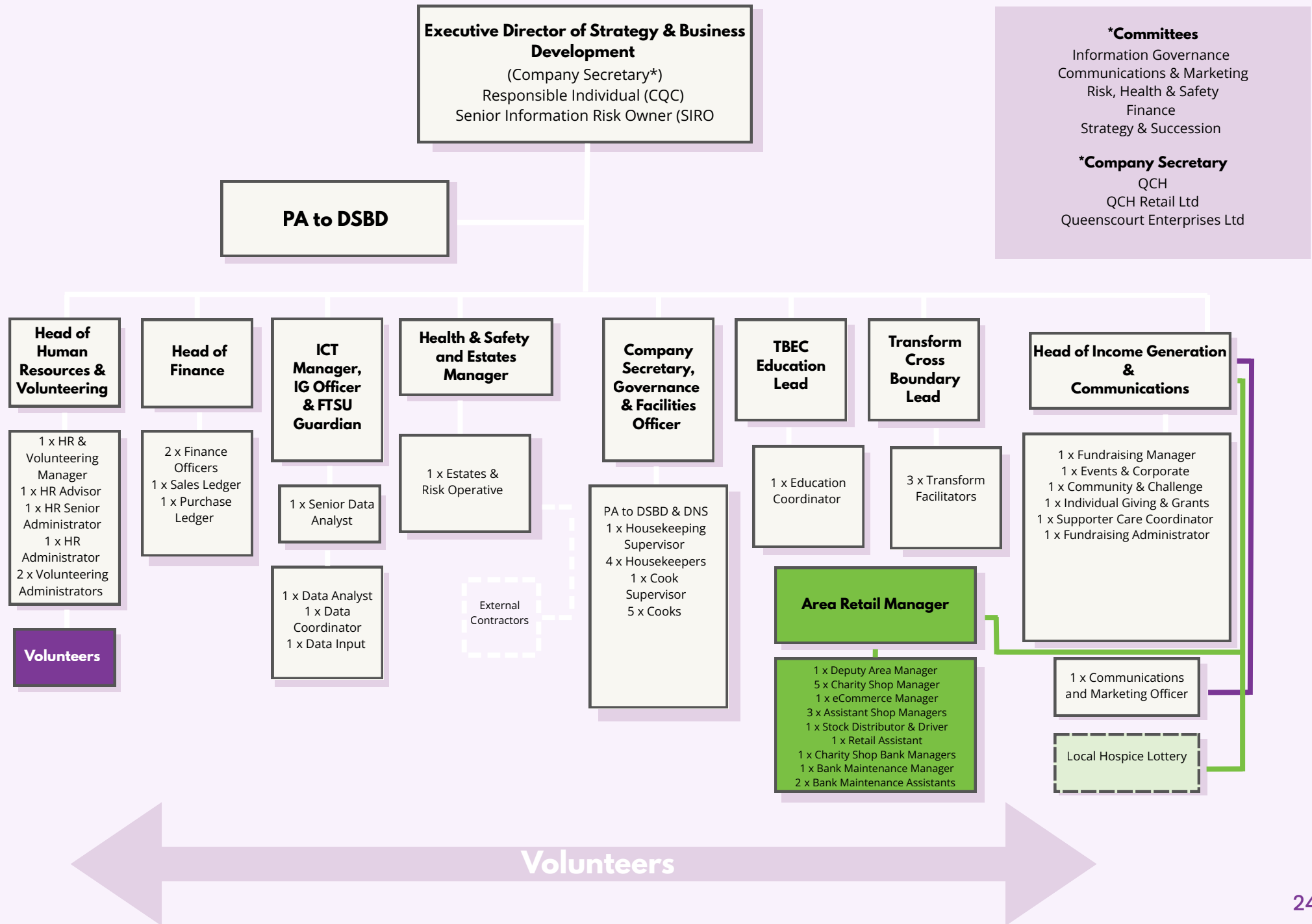
QUEENSCOURT MEDICAL ORGANISATIONAL STRUCTURE



QUEENSCOURT CLINICAL SERVICES ORGANISATIONAL STRUCTURE



QUEENSCOURT NON CLINICAL SERVICES ORGANISATIONAL STRUCTURE



Education overview



Building skills. Improving care. Better outcomes.

The Terence Burgess Education Centre delivers high-quality education in palliative and end of life care for healthcare professionals, staff, and students.

In **2025–2026**, we trained **1,360+** learners, strengthening workforce capability and supporting our ongoing commitment to improving care for patients and families. Evaluation data demonstrates a consistent improvement in **staff confidence, competence, and readiness to deliver safe, high-quality, person-centred care**, with particular impact in end of life settings.

Programmes align with CQC domains of **Safe, Effective, Caring, and Responsive**, with evidence of both **practice change and patient-centred outcomes**.

This year marked a significant milestone with the development of our **first comprehensive education report**, establishing a robust framework to capture activity, outcomes, feedback, and quality measures. This ensures greater transparency, consistency, and oversight across all programmes.

1,360+
TOTAL LEARNERS
ACROSS ALL
PROGRAMMES

7
MAJOR EDUCATION
PROGRAMMES
DELIVERED

9.7/10
Average
satisfaction across
university partners

100%
Of learners reported
increased
confidence/knowledge

GSF:
273
STAFF COMPLETED -
EARLIER IDENTIFICATION
OF DECLINE

454
STAFF
COMPLETED CARE
OF THE DYING

Higher
Education
Partnerships



University of Liverpool:

32 STUDENTS
SATISFACTION 9.7/10

Edge Hill University:

13 STUDENTS
SATISFACTION 10/10

The 2025/26 education programme has delivered measurable improvements in staff confidence, clinical competence, and communication capability, directly supporting the delivery of safe, effective, and compassionate care.

Training has had the greatest impact in:

- **End of life care quality and planning**
- **Confidence in complex clinical and communication scenarios**
- **Patient, family, and carer experience**

This positions the organisation strongly against **CQC quality standards** and demonstrates a clear commitment to **continuous workforce development and improved patient outcomes**.

Acknowledgement

This achievement is made possible by the dedication of staff across all clinical and education services, who generously share their **knowledge, expertise, and compassion**.

100% increased confidence in
syringe pump (CSCI) training

278 Staff completed
CSCI Training: Safer
symptom control

200 Staff completed
Future Care
Planning: Wished-
led decisions

Student feedback

*This will impact on
my future practice as
I now understand the
importance of
holistic care*

114

Staff completed
Communication
Skills (Core &
Advanced)



Commissions statement

NHS Cheshire and Merseyside Integrated Care Board has reviewed the Quality Account submitted by Queenscourt Hospice for 2025/26 and would like to thank the organisation for providing a clear, well-structured and transparent account of its quality performance over the reporting period.

Overall, the Quality Account presents a balanced and evidence-based narrative, demonstrating a strong commitment to continuous improvement, openness and learning. There is clear alignment between identified priorities and reported activity, with strengths articulated alongside recognition of challenges and opportunities for further development.

Queenscourt Hospice has made appropriate progress against its identified quality priorities for 2025/26. Achievements include the introduction of clinical staff education days, the Forget-Me-Not-Club for bereaved children and improvements in medication safety. These are clearly described and supported by evidence of delivery, including the use of outcome measures and feedback from patients, families and staff to monitor impact and inform improvement.

The organisation demonstrates a strong and proactive approach to patient safety. There is clear evidence of learning from incidents, complaints and feedback, supported by robust safety processes and risk management arrangements. The overall reporting culture appears open, constructive, and subject to ongoing review and improvement. We welcome the introduction of the 'Do Not Disturb' campaign as a response to increase in medication incidents, which resulted in an 11.5% decrease in medication incidents. We will work with the hospice to ensure alternative escalation channels are embedded to allow junior staff to escalate concerns or questions without disturbing nurses.

Queenscourt Hospice demonstrates a strong commitment to evidence-based care, supported by multidisciplinary working, recognised clinical frameworks, and continuous improvement. Clinical effectiveness is actively monitored, with an enhanced triage system ensuring patients with the highest needs are prioritised and all response targets met.

Practice is strengthened through initiatives such as the use of patients' own medication and the implementation of evidence-based tools, including PURPOSE T and 4AT, supported by staff training and patient information. A robust audit programme further underpins quality and safety, covering key areas such as medicines management, blood transfusion, infection prevention and control, and bereavement support.

Queenscourt Hospice places significant emphasis on patient and family experience. Feedback mechanisms are well embedded and there is clear evidence that insight from patients and carers is used to shape service improvements. The range of bereavement and family support services, alongside consistently high satisfaction scores, demonstrates a compassionate and person-centred approach to care.

NHS Cheshire and Merseyside recognise the hospice's positive organisational culture and the valuable contribution of both staff and volunteers. Investment in education, workforce systems such as e-rostering and wellbeing initiatives supports safe and effective care delivery. Leadership oversight and governance arrangements appear robust, with clear structures in place to maintain quality and safety. Workforce challenges are acknowledged, with appropriate actions described to mitigate associated risks.

The hospice demonstrates engagement with system partners to support coordinated care. However, further development is encouraged in explicitly addressing health inequalities and embedding equality, diversity and inclusion considerations within quality improvement activity.

Governance arrangements are clearly described, with appropriate systems in place to identify, manage and review risks. Board-level oversight of quality and safety is evident and provides assurance regarding organisational accountability.

In summary, NHS Cheshire and Merseyside ICB is assured that Queenscourt Hospice continues to deliver high-quality, safe and compassionate care. The organisation demonstrates a strong culture of learning and improvement, with effective systems in place to support quality outcomes. We look forward to continued partnership working and encourage ongoing focus on reducing health inequalities and strengthening system-wide impact.

Fiona Lemmens

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