National Audit Office

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THE NATIONAL COUNCIL FOR PALLIATIVE CARE

Help the Hospices

National End of Life Care Conference

Working together to improve services for people at the end of life

Delegate Guide

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Foreword

Dear Delegates,

I am delighted to welcome you to our National End of Life Care Conference: Joint planning and commissioning for individualised services, at the Hilton Metropole London. Inside this guide you will find a copy of the updated conference agenda, which gives timings and the layout of the day. We would like to take this opportunity to thank our supporters Help the Hospices and The National Council for Palliative Care for their help in making this event a success.

Today we will be joined by *Edward Leigh MP, Chair, Public Accounts Committee, House of Commons,* who will give us an overview of the Public Accounts Committee process and their recommendations for government following their review of the NAO End of Life Care Report. *Professor Mike Richards CBE, Chair, End of Life Care Strategy Advisory Board and National Cancer Director, Department of Health* will give us an update on the End of Life Care Strategy one year in and show us how we can continue to deliver choice, equality and value for money. We are also pleased to be joined by *Eve Richardson, Chief Executive from the National Council of Palliative Care* who will lead us in the final session on the subject of Joint Commissioning as we ask *"How can we assure ourselves that we are commissioning effectively to promote quality end of life care?"*

Please do take the opportunity to attend one of today's seminars: Developing End of Life Care Pathways; Improving End of Life Care in Care Homes; Delivering Choice Programme and; Patient Voice: Listening to and responding to patients and carers. If you haven't already chosen a seminar, please sign up for one in the exhibition area.

I hope you enjoy the conference and take the opportunity to share experiences and discuss possible ways forward with your colleagues. Do feel free to contact Neil Stewart Associates with any feedback.

Yours sincerely,

Karen Taylor
Director for Health Value for Money Audit
National Audit Office

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Agenda

(Subject to change)

09.00 **Registration, refreshments and exhibition**

Session One: The challenge - Delivering best quality end of life care for all

09:55 **Introduction and welcome by session chair**
Michael Whitehouse, *Assistant Auditor General*, National Audit Office

10:00 **Recommendations for government from the Public Accounts Committee hearings on the NAO End of Life Report**
Edward Leigh MP*, Chair*, Public Accounts Committee, House of Commons

10:20 **End of life care strategy one year in: delivering choice, equality and value for money**
Professor Mike Richards CBE, *Chair*, End of Life Care Strategy Advisory Board and National Cancer Director, Department of Health

10:40 **Questions and discussion**

11:00 **Refreshments, exhibition and networking**

Session Two: Levers for and Agents of change from the NAO End of Life Care Report

11:30 **Welcome and introduction on Benchmarking Performance by session chair**
Karen Taylor OBE**,** *Director of Health Value for Money Audit*, National Audit Office

11:35 **Economic Modelling: the potential resources released through delivering more end of life care outside of the acute setting**
Tom McBride, *Senior Analyst*, National Audit Office
Tom Ling, *Director of Evaluation and Audit,* RAND Europe

12:00 **Place of care: identifying alternatives to hospital for end of life care**
Tom Bowen, *Director*, Balance of Care Group
Marianna Saville, *Long Term Conditions & End of Life Care Strategy & Service Specification Manager*, NHS Sheffield

12:30 **Building on the NAO censuses of Independent Hospices**
Jo Blackburn, *Director of Practice Development*, Help the Hospices
Paul Cronin, *CEO,* Severn Hospice, Shropshire, Telford and Wrekin and North Powys

12:55 **Questions and discussion**

13:10 **Buffet lunch, exhibition and networking**

Session Three: Seminars – Integrating Services to Deliver Better End of Life Care 14:10 -14:55

Delegates should choose to attend one seminar stream from the four listed below.
Podcasts from all seminars and a summary of main points will be available for delegates to download after the conference.

1. **Developing End of Life Care Pathways – Location: Sovereign Suite (Main Room)**
   Chaired by:
   Dawn Chaplin, *Head of Bereavement Services*, Heart of England NHS Foundation Trust

   The development of the Year of Care pathway for people with Motor Neurone
   Dr Kirstine Knox, *Chief Executive*, Motor Neurone Disease Association

   Supporting people with end stage heart failure: Care Plus Project
   Lyn Middleton, *Chief Executive*, Princess Royal Carers Centre, Tower Hamlets

2. **Improving End of Life Care in Care Homes - Location: Hilton Meeting Room 1&2**
   Chaired by; Martin Green, *Chair*, English Community Care Association

   The Croydon Project, Dr Victor Pace, *Consultant in Palliative Medicine*, St. Christopher's Hospice

   Gold Standards Framework in Care Homes
   Dr Keri Thomas, *Clinical Lead for the Gold standards Framework*

3. **Delivering Choice Programme - Location: Hilton Meeting Room 3&4**
   Chaired by: Jane Seymour, *Sue Ryder Care Professor of Palliative and End of Life Studies* at the University of Nottingham

   Marie Curie Delivering Choice Programme,
   Dr Nicky Agelopoulos, *National Programme Director and Research and Development Advisor*, Marie Curie Delivering Choice Programme

   Delivering Choice Programme evaluation
   Rachael Addicott, *Senior Researcher on the Delivering Choice Evaluation*, The King's Fund

4. **Patient Voice: Listening to and responding to patients and carers - Location: Hilton Meeting Room 5&6**
   Chaired by:
   Professor Julia Addington-Hall, School of Health Sciences, University of Southampton

   Patient and carer experiences of end of life care
   Pam Turpin, *Senior Healthcare Consultant*, Arup

   Hope for home study
   Dr Adrian Treloar, Oxleas NHS Trust and *Visiting Senior Lecturer*, Institute of Psychiatry, London

14:55 Refreshments, exhibition and networking

Session Four: Responding to the challenge - Joint Commissioning

15:25 **Introduction and welcome by session chair**
Eve Richardson, *Chief Executive*, National Council for Palliative Care

15:30 **World-Class Commissioning: meeting the needs of local populations**
Caron Williams, *Lead Commissioner End of Life Care and Continuing Health Care,* Solihull NHS Care Trust

15:50 **Developing local partnerships: transforming community services and reducing inequalities**
Dr James Morrow, *Chair of the Clinical Management Board*, Assura Cambridge LLP (Department of Health Integrated Care Pilot Site)

16:10 **Panel debate: How can we assure ourselves that we are commissioning effectively to promote quality end of life care?**
Graham Elderfield**,** *CEO*, Earl Mountbatten Hospice, Isle of Wight
Prof. Peter Beresford OBE, *Director*, Centre for Citizen Participation, Brunel University
Karen Taylor OBE, *Director of Health Value for Money Audit*, National Audit Office

16:45 **Close of conference**

Speaker Biographies

Biographies are shown in alphabetical order by surname

Rachael Addicott
Senior Researcher on the Delivering Choice Evaluation
The King's Fund

Rachael Addicott is a senior research fellow at The King's Fund, working on a programme of research relating to health service delivery and organisation. Her current work on end-of-life care has focused on research and development of initiatives to give greater choice to patients in the place of their care and death. Rachael is working with service providers and commissioners to streamline care processes and models of service delivery in end-of-life care. Rachael was previously a lecturer in health service management at Royal Holloway University of London. Her research interests include organisational change and models of governance in the public sector. Rachael has a PhD in organisational behaviour from Imperial College London.

Professor Julia Addington-Hall
School of Health Sciences
University of Southampton

Julia Addington-Hall, PhD is co-director of the National 'Cancer Experiences' (CECo) Supportive and Palliative Care Research Collaborative in the UK, funded by the National Cancer Research Institute. She is a professor of End of Life Care in the School of Health Sciences, Southampton University, UK. She has published more than 120 peer-reviewed research papers and held research grants totalling over £6,000,000. Her current research programmes includes qualitative, mixed methods and cohort studies to understand the experience of people affected by cancer, life-limiting illness and at the end of life, with a particular focus on neglected groups (including older women with breast cancer, neurological conditions, renal disease, stroke and heart failure), rarer cancers (including pancreatic cancer and cancer of unknown primary), and family caregivers (including older caregivers, men as caregivers and communication within families). She is also involved in the development of outcome measures in palliative and end of life care (including the development and validation of an after-death questionnaire for bereaved people (VOICES), and in symptom experience in breast cancer and in advanced cancer.

Dr Nicky Agelopoulos
National Programme Director and Research & Development Advisor
Marie Curie Delivering Choice Programme

Nicky is the National Programme director for the Marie Curie Delivering Choice Programme. She joined Marie Curie Cancer Care in November 2004 and helped the charity to set up and manage the programme. Nicky is an academic with BSc, MSc and PhD in Biology and Biological Chemistry and part of her role is to provide advice on research and development opportunities for Marie Curie Cancer Care.

Previously Nicky has worked for the Department of Health where she managed the pilot phase of the Expert Patients Programme. She also has management experience in clinical trials of new drugs and hospital service delivery. Nicky's main interests are in designing health care systems that are responsive to need.

Professor Peter Beresford OBE
Director
Centre for Citizen Participation, Brunel University

Peter Beresford OBE is a professor of Social Policy and director of the Centre for Citizen Participation at Brunel University. He is a long term user of mental health services. He is the chair of Shaping Our Lives, the independent national user controlled organisation and network. He is also a board member of the Social Care Institute for Excellence and member of the advisory boards of Involve and the National Institute for Health Research.

He has a longstanding interest in issues of participation as writer, researcher, educator and campaigner. He is co-author of: *Palliative Care, Social Work And Service Users: Making life possible*, London, 2007 and has been involved in developing user involvement in the activities of both Help The Hospices and the National Association for Palliative Care.

Jo Blackburn
Director of Practice Development
Help the Hospices

Jo Blackburn is director of Practice Development for Help the Hospices and has a background in nursing and healthcare management. She worked as a nurse specialist before taking senior nurse leadership posts within secondary care and the voluntary sector. Jo has been working in palliative care for over 17 years, most recently with Sue Ryder Care as palliative care services manager for the South West and the National Cancer Peer review programme. Jo's role with Help the Hospices is to lead a national strategic development programme, which will enable the hospice workforce to broaden their competence, knowledge and leadership abilities to ensure that within the emerging and complex environment of healthcare, Hospices are equipped to be not only the partners of choice, but to be leaders in the provision of high quality palliative and end of life.

Tom Bowen
Director
Balance of Care Group

Tom Bowen has degrees in Mathematics and Operational Research, and an extensive background in the fields of healthcare planning and information systems spanning over 25 years. After analytical and management posts in both the Department of Health and the NHS, he has been operating in consultancy for the NHS and in other European countries for the last fourteen years. UK projects have ranged from national policy work and key infrastructure projects to extensive work with local Trusts, health authorities, PCTs, local authorities and partner organisations on a variety of planning and information issues. Tom has extensive experience of developing service plans for patient groups with chronic care needs, in particular services for older people. He has been involved with developing and applying the Balance of Care approach for several years, originally when working as an analyst at the Department of Health, then more recently through the activities of the Balance of Care Group. He continues to maintain an interest in healthcare systems in other countries, and has undertaken consultancies in a number of other countries including Latvia (on the future funding of its health service), Turkey (hospital capacity planning) and for the European Commission, where he led a project on the impact of population ageing on health care costs.

Dr Dawn Chaplin
Head of Bereavement Services
Heart of England NHS Foundation Trust

Dawn Chaplin is head of Bereavement Services at Heart of England NHS Foundation Trust. Dawn qualified as a registered general nurse in 1989 and worked on Medical, Surgical and Emergency wards, before setting up a bereavement service at University Hospital Birmingham, NHS Foundation trust. As vice chair of the Bereavement Services Association Dawn is working with CRUSE Bereavement Care on the National Bereavement Partnership Project, and is also leading the faith community Pilot for the Department of Health 'improving death certification project'. Dawn has just completed her PhD at Birmingham University on bereavement in the Abrahamic Faiths.

Paul Cronin
CEO
Severn Hospice, Shropshire, Telford and Wrekin and North Powys

Paul has been chief executive of Severn Hospice for six years, having previously worked for 21 years in the NHS.

Graham Elderfield
CEO
Earl Mountbatten Hospice, Isle of Wight

Graham Elderfield has been chief executive of the Earl Mountbatten Hospice since September 2007. Prior to that he had a career in the NHS spanning 36 years working in many areas and since 1993 was an NHS Trust chief executive. In 2004 he was asked to merge the NHS Acute Trust and Primary Care Trust on the Isle of Wight to form the only integrated commissioning and provider NHS Trust in England. This new organisation was launched in 2006 and at this point Graham took early retirement from the NHS.

His interest in End of Life Care, since joining the Earl Mountbatten Hospice, has seen him elected, in March 2008, to serve as a trustee on the board of Help the Hospices in London. He lives and works on the Isle of Wight and is a trustee of an International Children's Charity called Radio Lollipop, which provides care, comfort, play and entertainment to sick children in Hospital.

Martin Green
Chair
English Community Care Association

Martin Green is chief executive of the English Community Care Association, the leading representative body for community care in England. Martin has had an extensive career in NGO development, both in the UK and internationally and he is a trustee of the International Longevity Centre and the National Aids Trust. In 2006 he became a member of The Secretary of State for Health's Stakeholder Board and a member of The Ministerial Strategy Group on Social Care and has very recently been appointed to the Board of the new National Institute for Social Care Research and the Board of the new Skills Academy for Social Care. Prior to his appointment at ECCA he was chief executive of five British charities, coordinator of the Coalition for Quality in Care and a trustee of Age Concern England. In 2005 he was awarded a Fellowship of the Institute of Public Sector Management and in 2006 a Fellowship of the Institute of Association Management. Martin writes extensively on care issues and is on the editorial board of Community Care Market News. In 2008 he was appointed as a trustee of the National Aids Trust and a trustee of The International Longevity Centre and he is a UK representative to The European Care Homes Organisation (ECHO).

Dr Kirstine Knox
Chief Executive
Motor Neurone Disease Association

Dr Kirstine Knox was appointed chief executive of the Motor Neurone Disease Association (MND Association) in July 2005. She is committed to realising the Association's mission by ending MND, whilst ensuring the best possible care and support of all people living with MND. The Association has 152 staff, 3,000 volunteers, 91 local branches and Fundraising Groups nationwide, and an income this year of well over £13 million. Dr Kirstine graduated in Immunology from the University of Glasgow in 1987 and obtained a PhD in 1991, also in Immunology, from St Mary's Medical School in London. She then established a leading cancer research group at the University of Oxford.

Her key research interest was the molecular signals that control the life and death of the body's white blood cells, which are key to understanding the causes of leukaemia and finding new and better treatments. A career change for Kirstine in 1998 from Oxford to the Department of Health (DH) proved to be 3 years significant experience in strategic planning, management, policy development and communications. At DH she worked first in the research and development directorate and from there she then went on to lead the DH's team that helped implement government policy on patient safety by establishing the National Patient Safety Agency. Much of this work was in essence about bringing about and managing change both in terms of the organisation and human behaviour.

Following establishment of the National Patient Safety Agency in 2001, Dr Kirstine worked at the equivalent of deputy chief executive as deputy director of the National Translational Cancer Research Network (NTRAC).

NTRAC's Network of 14 Centres, located in NHS hospitals across the UK, work with cancer research charities, universities and patients to test new experimental drugs on people, often for the first time. NTRAC has been instrumental in the government's decision to allocate £100million to clinical research in other disease areas, and achieving a doubling of funding into translational cancer research in the UK. An important strand of work at NTRAC, DH and Oxford has been to speak and represent interests at international and national meetings for professionals from various backgrounds. Dr Kirstine has also championed patient involvement as well as the provision of information to patients and their families. This work was recognised by her appointment overseeing a national initiative on the involvement of patients in research. It is critically important to Kirstine's work at the MND Association.

Edward Leigh MP
Chair, Public Accounts Committee
House of Commons

Edward Leigh was born in 1950. He was educated at St Phillips School, London, the Oratory School, Berkshire, the French Lycee, London and at Durham University (Modern History) where he was president of the Union Society. He is the younger son of Sir Neville Leigh K.C.V.O., former Clerk to the Privy Council. He is a barrister and a member of the Inner Temple practising for Goldsmiths Chambers in arbitration and criminal law. He was a member of Richmond Borough Council and then the Greater London Council from 1974 until 1981.

Mr Leigh worked in the private office of Mrs Thatcher from 1976-77 as private secretary in charge of her correspondence as Leader of the Opposition. He fought Teesside Middlesbrough in the October 1974 General Election. He was elected as Member of Parliament for Gainsborough & Horncastle in the June 1983 General Election. He was joint secretary of the Conservative Parliamentary Defence Committee and the Parliamentary Agriculture Committee from 1983-85. Mr Leigh was chairman of the National Council for Civil Defence and was director of the Coalition For Peace Through Security, until early 1985. From 1990-1993 Mr Leigh was a parliamentary under secretary of state, Department of Trade and Industry. Prior to that he was a parliamentary private secretary in the Home Office. In May 1997 he was elected member of parliament for the new seat of Gainsborough with a majority of 6,826. Throughout 1997 – 2001 he was a member of the Social Security Select Committee, and joint vice-chairman of the Conservative Parliamentary Foreign Affairs Committee. In the latter stages of the parliament he joined the Committee of Public Accounts. After being returned to the House of Commons in the General Election of June 2001, he was elected its chairman in October.

Tom McBride
Senior Analyst
National Audit Office

Tom joined the National Audit Office in 2005. He has worked on a range of health and PFI projects and his publications include *Prescribing costs in primary care (May 2007), Caring for Vulnerable Babies: The Reorganisation of neonatal services in England (December 2007), Allocation and management of risk in Ministry of Defence PFI projects (October 2008)* and *End of life care (November 2008).*

Before joining the NAO Tom worked on inflation measures at the Office for National Statistics. He has a BSc in Genetics and an MA in Biotechnological Law and Ethics, both from the University of Sheffield.

Lyn Middleton
Chief Executive
Princess Royal Carers Centre, Tower Hamlets

Lyn took on the role of chief executive of Carers Centre Tower Hamlets in late 2005, on returning to full time work following a 3 year employment break as a full time unpaid carer. Prior to becoming a carer she was operations manager for a national charity. As a professional with more than 30 years experience and knowledge working in both statutory and voluntary sectors of social welfare, she personally found it extremely difficult to obtain information and access to services for the person she cares for.

Realising that the average carer would have even greater difficulty, she took on her present role to try to influence change for people who tend to be isolated in their caring roles, don't have a voice and largely remain unrecognised by society despite the huge personal contribution that unpaid carers make to both their communities and the national economy. Lyn is still a carer and Care-Plus is the product of Lyn's experience as both a professional accustomed to managing small organisations and an unpaid carer.

Dr James Morrow
Chair of the Clinical Management Board
Assura Cambridge LLP, (Department of Health Integrated Care Pilot Site)

James is a full-time GP. After undergraduate medicine at Cambridge he moved to Oxford, qualifying as a doctor in 1990. During his post-graduate training he worked at Sobell House Hospice in Oxford. He spent twelve years as a GP in Marlow, South Bucks, during which time he gained a law degree, developed a role as a hospital practitioner in endoscopy and co-founded a company providing evidence-based health screening. He moved back to Cambridge in 2007 as a partner in a large semi-rural general practice. James chairs the Clinical Management Board of Assura Cambridge LLP, a joint venture between 17 Cambridgeshire general practices (covering a patient population of approximately 180,000) and Assura Group Ltd. Assura Cambridge, working in partnership with Cambridge University Hospitals NHS Foundation Trust and Cambridgeshire Community Services, is a Department of Health Integrated Care Organisation pilot site and is focusing on end-of-life care issues.

Dr Victor Pace
Consultant in Palliative Medicine
St. Christopher's Hospice

Dr Victor Pace has been a consultant at St Christopher's Hospice for the past ten years. He is project lead on the Palliative Care in Dementia Project in Croydon. He is a member of the National Association of Palliative Care steering group on palliative care for dementia and has contributed to a number of publications on the subject. Dr Pace is a member of the core faculty for the Masters in Palliative Care run jointly by King's College and St Christopher's Hospice. He has played an important role in the introduction of electronic patient records at St Christopher's. He has written detailed reviews of the pharmacology of anti-inflammatory drugs and opioids and of advanced head and neck cancer. This reflects his belief that for good palliative care, a holistic view of the person and a deep technical knowledge must go hand in hand, and that work across disciplines is indispensable.

Professor Mike Richards CBE
Chair, **End of Life Care Strategy Advisory Board**
National Cancer Director, **Department of Health**

Professor Richards was appointed as the first National Cancer Director in October 1999. In 2000 he led the development of the NHS Cancer Plan, the first comprehensive strategy to tackle cancer in England and was then responsible for overseeing its implementation. More recently he has led the development of the Cancer Reform Strategy (published in December 2007) and the development of the first ever End of Life Care Strategy (published in July 2008). He works closely with ministers, parliamentarians, civil servants, clinicians, managers, patient groups, charities, researchers and industry to achieve the objectives of the plan.

Prior to his appointment to the Department of Health, Prof Richards was a consultant Medical Oncologist at Guy's Hospital specialising in breast cancer (1986 - 1995) and Sainsbury Professor of Palliative Medicine at St Thomas' Hospital (1995 - 1999). He was also clinical director of Cancer Services at Guy's and St Thomas' from 1993 to 1999. Mike was closely involved in the establishment of the National Cancer Research Institute in 2001 and has been a board member throughout its first five years. Between April 2006 and March 2008 he was chairman of the NCRI Board in addition to his role as National Cancer Director. In June 2008 Mike was asked by Alan Johnson, Secretary of State for Health, to lead a review of policy relating to patients who choose to pay privately for drugs that are not funded on the NHS. His recommendations were accepted and his report was published in November 2008. In 2001 he was appointed CBE in the New Year's honours.

Eve Richardson
Chief Executive
National Council for Palliative Care

Eve Richardson is the chief executive of The NCPC which is the influential umbrella organisation promoting palliative and end of life care for all who need it. It supports all those involved in providing, commissioning and using services across the NHS, social care, voluntary and independent sectors. Its activities include influencing government policies through evidence based analysis and policy development across all sectors. She was a member of the advisory board developing the National Strategy for End of Life Care and the chair of its working group on Workforce Development Prior to this Eve ran a successful management consultancy specialising in service reviews, executive coaching and organisational development for top teams and boards across the public and voluntary sector with a focus on effective partnership working. Her assignments included top team building within the Treasury and the Department of Health in South Africa. Eve has also enjoyed a successful career as a top manager in the NHS and was the chief executive of a first wave NHS Trust.

In addition, she has held has held a number of non-executive roles at board level on Housing Associations and as a member of the council for the Foundation for Integrated Health. She was a non-executive director of an NHS and Social Care Trust in Oxfordshire fro many years and its lead for older people. In 2002 she completed an MA in Letters and Social Sciences in 'Death and Society' at Reading University.

Marianna Saville
Long Term Conditions & End of Life Care Strategy & Service Specification Manager
NHS Sheffield

Marianna completed a Molecular Biology degree at Warwick University and is currently undertaking the Advanced Commissioning Course to enhance her commissioning skills. Marianna initiated her career in the NHS in project management and has growing NHS experience, in clinical governance, service redesign and commissioning, including practise based commissioning. Marianna continued her interest in commissioning and service redesign by joining NHS Sheffield in 2008 as a strategy & specification manager for Long Term Conditions. In 2009 she became the operational end of life care commissioning lead, through which she has developed a real interest and passion for the area.

Jane Seymour
Sue Ryder Care Professor of Palliative and End of Life Studies
University of Nottingham

Jane is head of the Sue Ryder Care Centre for Palliative and End of Life Studies at the School of Nursing, University of Nottingham, UK. Jane trained as a nurse in 1979, having completed a degree in social science at Exeter University. During her nursing career she worked in acute and intensive care for several years, developing an interest in end of life care, death, dying and bereavement. She gained a Master's degree in sociology and community studies in 1991, and a doctorate examining the management of death in intensive care in 1997. This ethnographic study was published as a book by the Open University Press in 2001: '*Critical Moments*: *Death and Dying in Intensive Care'*.

Jane's current research interests focus primarily on the development of palliative care beyond cancer care, advance care planning, older people's experiences of end of life care and public and professional education in these areas.

Karen Taylor OBE
Director of Health Value for Money Audit
National Audit Office

Karen joined the National Audit Office in 1977 and qualified as a chartered public finance accountant in 1982. Since 1983 she has specialised in Value for Money (VFM) audit investigations. Karen moved to the Health area as an audit manager in 1996 and since 2002 has been one of two directors of Health responsible for investigating whether the Department of Health and other NHS bodies use their resources in an economic efficient and effective manner. These reports are also aimed at identifying and disseminating good practice and where relevant cost-effective, solutions to identified problems. Karen and her colleagues expect to undertake seven major VFM investigations each year on Health issues. Each of these investigations usually results in a report to parliament and an examination by the Committee of Public Accounts.

Over the last few years Karen has published reports on areas where the delivery of services has been subject to structural reform for example on: Reforming NHS Dentistry; and Improving Emergency Care. She has also examined areas which highlighted the need for the NHS to improve the approach to issues such as: hospital acquired infection; patient safety, stroke and, dementia services. More recently she has reported on pay modernisation issues with separate reports on the consultants and GPs contracts and in December last year published a report on neonatal services. In October 2008, Karen published a report on NHS and Social Care Complaints handling and in November published the report on End of Life Care.

The focus for many of the above reports is where and how resources have been deployed by the NHS and the outputs and outcomes obtained as a result. Our report on End of Life Care evaluates the provision and effectiveness of end of life care services and the potential for improving their quality. In preparing this report, we drew on the knowledge and experiences of a wide range of health and social care staff involved in the delivery of end of life care and, most importantly, people approaching the end of their life and those caring for them. In addition to our censuses of PCTs and hospices and our survey of care homes, three unique features of our methodology include a detailed examination of the patient records of 348 people who died in Sheffield in October 2007 to identify the potential for people to die in their preferred setting; economic modelling of the provision of end of life care services to identify whether the quality of such services can be improved within existing resources; and detailed reviews of end of life care services provided by three PCTs. Karen was awarded an OBE in the Queens 2001 New Years Honours list for her work on Health VFM Audit**.**

Dr Keri Thomas
Clinical Lead
Gold Standards Framework

Professor Keri Thomas is National Clinical Lead of the Gold Standards Framework Centre, based in the West Midlands, which focuses on developing practical means to enable top quality care for all people nearing the end of life. As a practicing GP working in hospices for over 20 years, and a Macmillan GP for 6 years, she was the originator of the Gold Standards Framework (GSF) for primary care in 2001 and in care homes in 2004, and continues to lead work in this country. GSF is now extensively used, with majority of GP practices using it, and almost 1000 care homes undertaking the specifically adapted GSF for Care Homes Training Programme. In addition there are several new adapted GSF frameworks for other settings and international partner projects developing. Dr Keri is Hon. Professor of End of Life Care at University of Birmingham and chair of the newly developed charity Omega, the National Association for End of Life Care. She is author of '*Caring for the Dying at Home'*, and has written and lectured extensively in the UK and abroad on community palliative care and end of life care. As National Clinical Lead for Palliative Care (generalist) in the Department of Health's End of Life Care Programme, and previously with the Cancer Services Collaborative , she has been involved in various national strategic and policy groups, including the Prime Minister's Strategy Group, Parliamentary consultations, and now supporting the work of the National DH End of Life Care Strategy in England. She became clinical champion in End of Life Care for the Royal College of General Practitioners in Oct 07.

Dr Adrian Treloar
Consultant and Senior Lecturer in Old Age Psychiatry
Oxleas NHS Trust & Visiting Senior Lecturer at the Institute of Psychiatry, London

Dr Adrian Treloar is a consultant in Old Age Psychiatry at Oxleas NHS Trust and a visiting senior lecturer at the Institute of Psychiatry, London. In addition to being director of Medical Education for Oxleas NHSF Trust from 1999 to 2007, he produced research and helped to write national guidance on the ethics of covert administration of medicines. He has developed considerable expertise in the management of dementia through till death at home, and has lectured nationally and internationally on the palliative care of Dementia, as well as delirium and the management of Parkinson's disease. He has pioneered "hope for home" type dementia care, supporting several dozen patients with dementia at home until their death, and both researched and developed understanding of how this can be achieved. He is also actively researching delirium and also the use of memantine in dementia.

Pam Turpin
Senior Healthcare Consultant
Arup

Pam Turpin is a senior consultant within Arup Healthcare Consultancy and a trustee governor of York Hospital NHS Foundation Trust. She has a background in NHS management and the voluntary sector including senior project management experience particularly working across health, social care and the voluntary sector to deliver innovative primary care services, qualified gerontologist, Pam has specialised in older people's health and social care issues, particularly person-centred approaches to caring for people experiencing dementia and/or vision loss and presented her findings at the 9th Global Conference on Ageing in Montreal in 2008. Pam lead on the end of life study of patients and carers regarding end of life care services across England which informed the National Audit Office report on end of life care.

Michael Whitehouse
Assistant Auditor General
National Audit Office

As an assistant auditor general, Michael has responsibility for National Audit Office studies in a wide variety of areas including the Department for Health and NHS; the Department for Innovation, Universities and Skills (DIUS); and the Department for Children, Schools and Families (DCSF). He is also responsible for the overall quality and technical development of the NAO's value for money reports and training of its staff in value for money methodologies, as well as leading at board level on the NAO's finances and corporate governance. In addition, Michael has responsibility for reports to parliament on the impact of the government's initiatives to improve public services and operational efficiency. This work has included published reports on the Gershon Efficiency programme, procurement, better policy making, joining up to improve public services, modern electronic government including the management of IT projects, modernising construction, supporting innovation – risk management by departments, and better public services through e-government.

Michael has extensive experience of value for money work across government including defence, foreign affairs and international aid, agriculture and economic regulation. Michael spent 15 months working in New Zealand with the Office of the Auditor General. From 1994 to 1997, he was the UK Audit Commissioner for the European Space Agency.

Caron Williams
Lead Commissioner End of Life Care & Continuing Health Care
Solihull NHS Care Trust

Commissioning Manager Continuing Healthcare and EoLC at Solihull Care Trust: Caron is a career commissioner/contract manager. She started her career as a New Products Procurement Project Manager in telecoms development teams. She ensured that newly designed products arrived to the market place on time, to cost and specified quality and were sustainable for the lifecycle of the product. Caron then moved into IT contract management for local government customers. Many have commented that this is not the kind of background that is expected in the commissioning of social/healthcare services. It did however embed what are now being recognised as world class commissioning competencies.

Caron's move into the development of services for social care clients coincided with the release of the 2005 green paper 'Independence, Well being, and Choice' and this paper set the context for the value base she applied to service developments . Caron was then asked to be the lead commissioner for the individual budget pilot at Coventry City Council. The combining of funding streams to develop person centred care solutions has given me a insight into pathways development that combine inter agency solutions that match how people move through health and social care systems. Caron has brought that knowledge into the development of pathways to meet the needs of clients reaching the end of their life.

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