



National Liverpool Care Pathway  
for the Dying Patient (LCP) Office

*New Zealand*

Strategic Plan  
2010-2015



# Contents

Executive Summary	3
Vision	4
Mission	4
Values	5
Organisational Profile	6
Strategic Areas	7
Strategic Area One: Nationwide LCP Dissemination	8
Strategic Area Two: Strategic Relationships	9
Strategic Area Three: Continuous Quality Improvement Programme	10
Strategic Area Four: Ongoing Education and Training	11
Strategic Area Five: Research and Benchmarking	12



# Executive Summary

This is the first Strategic Plan for the National Liverpool Care Pathway for the Dying Patient (LCP) Office - New Zealand (NZ).

The LCP was developed in the late 1990s by the Marie Curie Palliative Care Institute Liverpool to transfer the hospice model of best practice in care of the dying to other care settings. The LCP is internationally recognised as a framework capable of empowering health care professionals to deliver quality, evidence-based care to dying patients and their families/whānau in the last few hours and days of life, regardless of diagnosis or place of care.

NZ has been involved with the LCP Central Team (UK) as an international collaborator since 2004 through its relationship with Arohanui Hospice. In 2007, Arohanui Hospice's LCP project team recognised that a national centre was needed to coordinate and promote the sustainable implementation of the LCP in NZ to ensure LCP implementation was consistent and the integrity of the LCP continuous quality improvement programme maintained with a view to benchmarking end-of-life care nationally based on the measurable outcomes of the LCP.

The National LCP Office was subsequently established in November 2008 with the knowledge and support of the LCP Central Team (UK) and funding from the Ministry of Health. The Health and Disability Commissioner supports the LCP as a tool capable of driving up quality care for all dying patients in NZ in the last days and hours of life.

The Strategic Plan is underpinned by the National LCP Office mission statement to promote and coordinate the sustainable implementation of the LCP across all District Health Boards in NZ. The purpose of the Strategic Plan is to advance these objectives. The National LCP Lead and Governance Group are responsible for operationalising the Strategic Plan and will continue to develop the necessary infrastructure for its implementation. The Strategic Plan embodies the National LCP Office's commitment to partnership with Maori as expressed in the Treaty of Waitangi.

This strategy identifies key areas of professional activity and establishes realistic and achievable goals.

The key strategic areas are:

1. Nationwide LCP Dissemination.....8
2. Strategic Relationships .....9
3. Continuous Quality Improvement Programme ..... 10
4. Ongoing Education and Training..... 11
5. Research and Benchmarking..... 12

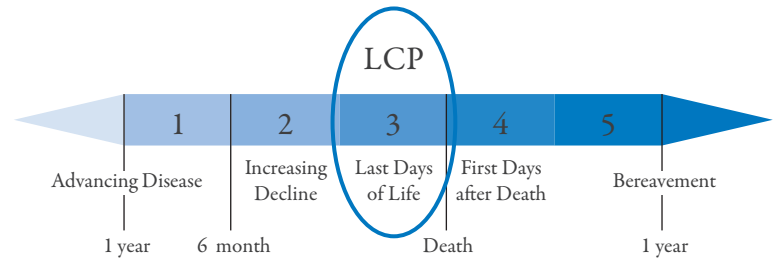


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## Vision

All people who are dying and their families/whānau will have access to care in the last days and hours of life that is the evidence-based best practice, culturally appropriate, and guided by the Liverpool Care Pathway for the Dying Patient (LCP) framework.



*The LCP is for the last days and hours of life. It is not the answer to the challenge of care for the dying but a step in the right direction.*

## Mission

The National LCP Office NZ promotes and coordinates the sustainable implementation of the LCP across all District Health Boards in NZ.

# Values

The NZ Palliative Care Strategy (Minister of Health, 2001) is underpinned by the need for equitable access to quality care for all dying people and their families/whānau in NZ. The LCP is a tool capable of improving quality for care of the dying. Generalist and specialist palliative care providers are encouraged to work collaboratively to implement the LCP in people's homes, residential care facilities, hospitals and hospices. The National LCP Office is committed to achieving this through:

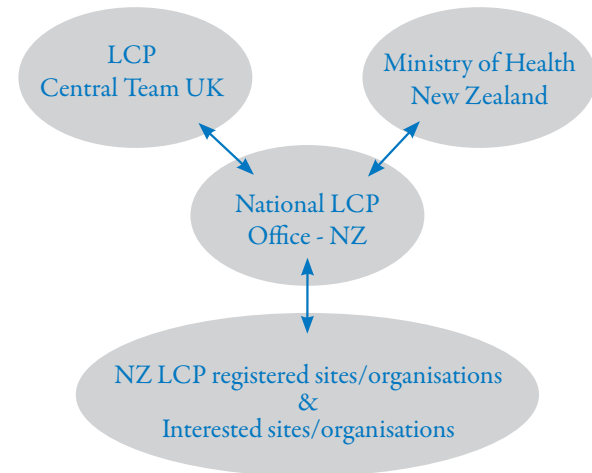
- Patient focused care that neither hastens nor postpones death
- Inclusion of family/whānau and significant others in the plan of care
- Care that informs dignity and choice in the last days and hours of life
- Care that ensures recognition of dying does not automatically lead to withdrawal or withholding of care, and that ensures beneficial treatments are continued
- Respect for social, cultural and spiritual values of dying patients and their families/whānau
- Upholding the principles of the Treaty of Waitangi – partnership, participation and protection
- Provision of LCP project management support and advice within the NZ context
- Promotion of an inter-disciplinary team approach to integrated care delivery
- Promotion of an multidisciplinary approach, applied to the individual challenges of the last days and hours of life, death and bereavement
- Strategic partnerships with local, national and international stakeholders and health care professionals involved in caring for dying patients and their families/whānau
- Demonstration of collaborative leadership
- Continuous quality improvement and integrity in all aspects of the service
- Adherence to the Ethical and Practice Standards of the associated health professional bodies associated with the delivery of care to dying patients and their families/whānau

## Organisational Profile

The National LCP Office:

- Consists of the National LCP Lead, an office administrator, Governance Group, and host organisation (Arohanui Hospice Service Trust).
- Holds a contract for LCP license and copyright with the Marie Curie Palliative Care Institute LCP Central Team in the UK.
- Acts as a conduit between NZ LCP registered and interested sites/organisations and the LCP Central Team (UK), and NZ LCP registered and interested sites/organisations and the Ministry of Health.

The National LCP Office is directly responsible to the Ministry of Health.



*T. Mackenzie, 2009.*



# Strategic Areas

# Strategic Area One: Nationwide LCP Dissemination

**Purpose:**

To promote and coordinate the implementation and dissemination of the LCP to improve quality care of the dying in hospice, hospital, residential care and community care settings across the twenty-one District Health Board's (DHB) of New Zealand.

GOALS	ACTIONS
<p>In the next 5 years we will:</p> <ul style="list-style-type: none"> <li>• Promote the use of the LCP as an evidence-based integrated care pathway that guides the delivery of best practice care to dying patients and their family/whānau in the last days and hours of life, irrespective of diagnosis or care setting.</li> <li>• Coordinate and manage all NZ LCP enquiries and facilitate the registration of NZ LCP projects.</li> <li>• Report accurate and up-to-date information on the status of LCP implementation and dissemination in NZ to the Ministry of Health.</li> <li>• Develop an accessible LCP-specific information network and NZ-specific LCP resources to ensure project leaders and other key stakeholders are kept informed and up-to-date with LCP developments in NZ.</li> </ul>	<p>We will achieve this by:</p> <ul style="list-style-type: none"> <li>• Providing LCP project management advice and support to all interested hospice, hospital, residential care and community care settings.</li> <li>• Providing information, advice and support for the use of the dedicated systematic approach to LCP implementation using the recommended '10 Step Continuous Quality Improvement Programme' within the NZ context.</li> <li>• Maintaining a record of registered Lead LCP Organizations and their additional sites, Individual LCP Sites / Facilities; LCP Facilitators/ project leads and the specialist palliative care service supporting their LCP project.</li> <li>• Maintaining the NZ LCP website <a href="http://www.lcpnz.org.nz">www.lcpnz.org.nz</a>.</li> <li>• Leading and coordinating the NZ National LCP Facilitators Network Group.</li> <li>• Publishing a NZ LCP Newsletter twice a year.</li> </ul>

# Strategic Area Two: Strategic Relationships

**Purpose:**

To develop and maintain collaborative national and international relationships with key stakeholders who share our vision to improve quality end of life care.

GOALS	ACTIONS
<p>In the next 5 years we will:</p> <ul style="list-style-type: none"> <li>• Establish a governance model that supports the ongoing development and improvement of the National LCP Office from a national governance perspective.</li> <li>• Maintain our collaborative working relationship with the LCP Central Team (UK)</li> <li>• Ensure the cultural needs of Māori are addressed in NZ’s core LCP documents and resources.</li> <li>• Provide the Ministry of Health with variation reporting against achievement of the service requirements outlined in the Crown Funding Agreement.</li> <li>• Contribute to palliative care and end of life care service development in NZ by building and strengthening relationships with key national stakeholder groups/organisations.</li> </ul>	<p>We will achieve this by:</p> <ul style="list-style-type: none"> <li>• Regularly reviewing the governance requirements based on the contracted service requirements and performance of the National LCP Office.</li> <li>• Re-evaluating the role and ongoing value of the National LCP Office based on key stakeholder perspectives.</li> <li>• Adhering to the terms and conditions of the contract for the international license and copyright for the LCP.</li> <li>• Representing NZ LCP interests at the annual “International LCP Leads” meeting.</li> <li>• Consulting with Māori to develop a partnership as expressed in the Treaty of Waitangi to ensure the ‘goals of care’ and prompts in the LCP are culturally appropriate and meet the needs of dying Māori and their whānau in the last days and hours of life.</li> <li>• Quarterly narrative reporting that identifies any service/activities not tracking to plan</li> <li>• Working collaboratively and in consultation with other government and non-government organizations/ committees/ groups working toward improving equity of access and quality of palliative care services/end of life care for all dying people in NZ.</li> </ul>

## Strategic Area Three: Continuous Quality Improvement Programme

### Purpose:

To promote the LCP '10 Step Continuous Quality Improvement Programme' (LCP Model) as a dedicated systematic approach that informs the successful and sustainable implementation of the LCP irrespective of care setting.

GOALS	ACTIONS
<p>In the next 5 years we will:</p> <ul style="list-style-type: none"> <li>• Promote the 10 Step Continuous Quality Improvement Programme within the NZ context to ensure consistency and maintain the integrity of the LCP framework.</li> <li>• Ensure the integrity of LCP documents is maintained.</li> <li>• Promote and facilitate the ongoing audit potential of the LCPs measurable outcomes of care to inform NZ's national end of life care governance agenda.</li> <li>• Remain focused on ongoing continuous quality improvement to improve quality care of the dying and their family/whānau in NZ.</li> </ul>	<p>We will achieve this by:</p> <ul style="list-style-type: none"> <li>• Providing support, advice and resources that are consistent with the LCP Central Team's (UK) dedicated systematic approach to LCP implementation and dissemination.</li> <li>• Distributing and monitoring compliance of core NZ LCP documents.</li> <li>• Providing NZ LCP registered sites/organisations with proforma audit forms, guides and advice on auditing their documentation pre- and post-LCP implementation.</li> <li>• Having the 'LCP Reflective Data Cycle' available for registered sites/organisations as a local continuous quality improvement tool that supports reflection, evaluation and ongoing learning.</li> <li>• Developing a national database to facilitate benchmarking of the delivery of end of life care for hospice, hospital, residential care and community.</li> </ul>

## Strategic Area Four: Ongoing Education and Training

### Purpose:

To promote robust ongoing education and training programmes based on evidence and best practice as an essential component of successful and sustainable LCP implementation and dissemination.

GOALS	ACTIONS
<p>In the next 5 years we will:</p> <ul style="list-style-type: none"> <li>• Deliver advice consistent with that previously provided by the LCP Central Team (UK) when registering an LCP project, preparing the environment for organizational change and undertaking a successful LCP pilot project in NZ</li> <li>• Provide ongoing education and training to consolidate end of life care knowledge and use of the LCP in practice.</li> <li>• Promote robust ongoing education and training in end of life care delivery and appropriate use of the LCP.</li> <li>• Aim to facilitate a NZ National Conference for those involved with LCP and the delivery of end of life care.</li> </ul>	<p>We will achieve this by:</p> <ul style="list-style-type: none"> <li>• Facilitating LCP Foundation Days.</li> <li>• Maintaining the integrity of the 10 Step Continuous Quality Improvement Programme within the NZ context.</li> <li>• Facilitating Advanced LCP Training Days.</li> <li>• Working with NZ LCP facilitators/ project leads in setting minimum standards of education and training when implementing the LCP, and in developing a sustainability model that addresses ongoing education and training.</li> <li>• Working in collaboration with other palliative care /end of life care organizations /groups to provide a multidisciplinary, experience-based, information-rich forum which supports workforce development</li> </ul>

# Strategic Area Five: Research and Benchmarking

**Purpose:**

To participate nationally and internationally in end of life care research and, benchmarking toward the development of Quality Markers and measures for end of life care in New Zealand.

GOALS	ACTIONS
<p>In the next 5 years we will:</p> <ul style="list-style-type: none"> <li>• Work with key palliative care/end of life care stakeholders to determine Quality Markers and measures for end of life care in NZ</li> <li>• Provide the opportunity for all care settings in NZ to participate in benchmarking their delivery of care to dying patients/residents and their families/whānau in the last days and hours of life.</li> <li>• Lead and/or participate in end of life care research nationally and internationally.</li> </ul>	<p>We will achieve this by:</p> <ul style="list-style-type: none"> <li>• Promoting the LCP continuous quality improvement framework for care of the dying as a quality marker for primary care, hospitals, residential care facilities and specialist end of life care services nationally</li> <li>• Developing database capability to facilitate benchmarking against the ‘goals of care’ in the LCP, with the inclusion of cultural goals of end of life care.</li> <li>• Working with other national palliative care/end of life organizations/groups to identify, develop, support and/or participate in research opportunities.</li> <li>• Working with international LCP and OpCare9* collaborating partners to identify, develop, support and/or participate in international research opportunities.</li> </ul>

*\*OPCARE9 is a European project linked to the LCP and involving nine countries (of which NZ is one) focused on optimising collaboration to improve the care of cancer patients in the last days and hours of life.*





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