

Quality and Equality Impact Assessment (QEIA)

Leeds Health and Care Partnership, QEIA template version 2.5, September 2024

To be completed with support from Quality, Equality and Engagement leads. Email for all correspondence: wyicb-leeds.qualityteam@nhs.net

Complete all sections (see instructions / comments and consider the [Impact Matrix](#) in the Appendix).

Assessment Completion	Name	Role	Date	Email
Scheme Lead	[Removed for publication]	Senior Pathway Integration Manager	28.02.2023	
Programme Lead sign off	[Removed for publication]	Pathway Integration Lead	30.04.2024	[Removed for publication]

A. Scheme Name	O128 Dying Matters
Type of change	Stop
ICB	Leeds

B: Summary of change

Briefly describe the proposed change to the service, why it is being proposed, the expected outcomes and intended benefits, including to patients, the public and ICB finances. Describe in terms of aims; objectives, links to the ICB's strategic plans and other projects, partnership arrangements, and policies (national and regional). Please also include the expected implementation date (or any key dates we need to be aware of).

Hospice UK's Dying Matters campaign is in place to create an open culture in which people are comfortable talking about death, dying and grief.

To contribute to the financial situation this proposal is that consideration is given to ending the recurrent £5000 per year Dying Matters funding. This funding provides community grants in support of the Dying Matters programme and Dying Matters week which is held in May each year. In

addition, where the budget has allowed, an annual larger community event and workforce training to develop skills in having conversations about death and bereavement (delivered by LCF) have been planned.

The process of administrating the fund, through an application process, has been the responsibility of the Leeds Bereavement Forum (LBF). The £5000 met the value of the grants themselves, and the cost of administering the process by LBF. Due to a lack of financial sustainability, LBF will close at the end of March 2024. There are no alternative mechanisms or capacity for administering a grant process.

Dying Matters Community Grants:

- Small Grant up to £200 is available for one-off events.
- Medium Grant up to £500 is available for applications with more than one event.
- Large Grant up to £1,500 is available for arts-based projects and performances.

2023 – lots of applications were received and ended up funding a range of activities including coffee mornings, memory boxes, mandala and mosaic-making workshops, a creative writing workshop, and events with end-of-life doulas. Audiences included: Leeds GATE, the BME Dementia Service, Leeds Involving People aimed at the Deaf community, and a 'West Leeds collective' roadshow of events throughout the week'.

The impact of removing the funding will therefore be seen in the lack of delivery of small community-based engagements and activities, and possibly larger one-off annual community engagement events and ad hoc training for the wider workforce. The recent Healthwatch report 'People's experiences of end-of-life care in West Yorkshire' highlights the breadth of community activities.

The impact of ceasing this funding would very likely be seen within the smaller community projects that are often the opportunity to support communities less often heard from and support areas and groups experiencing health inequalities. The short-term challenging position is that the mechanism and organisation to administrate and distribute the grants is closing at the end of March 24 (LBF). There may be some underspend to facilitate a small amount of Dying Matters activity in 2024 such as communications and workforce training skills, and not relating to the grants.

C. Service change details – (Involvement and equality checklist)

To be completed in conjunction with:

- Quality Manager: [Removed for publication]
- Equality Lead: [Removed for publication]
- Involvement Manager: [Removed for publication]

Questions (please describe the impact in each section)	Yes / No
1. Could the project change the way a service is currently provided or delivered? Both the grant funding and the mechanism to administrate it would be removed.	Yes
2. Could the project directly affect the services received by patients, carers, and families? – is it likely to specifically affect patients from protected or other groups? See Appendix A for more detail. Dying Matters provides support through a number of varied community projects. This would be lost.	Yes
3. Could the project directly affect staff? For example, would staff need to work differently / could it change working patterns, location etc.? Is it likely to specifically affect staff from protected groups? LBF were responsible for administrating the funding and that organisation will cease at the end of March 2024.	No
4. Does the project build on feedback received from patients, carers, and families, including patient experience? What feedback and include links if available.	No

D: To be completed in conjunction with the involvement and equality lead

Insert comments in each section as required	Yes / No
Involvement activity required?	No
Formal consultation activity required?	No

Insert comments in each section as required	Yes / No
Full Equality Impact Assessment (EIA) required?	No
Communication activity required (patients or staff)?	No

E. Data Protection Impact Assessment (DPIA)

A DPIA is carried out to identify and minimise data protection risks when personal data is going to be used and processed as part of new processes, systems, or technologies.

Question	Yes / No
Does this project / decision involve a new use of personal data, a change of process or a significant change in the way in which personal data is handled? If yes, please email the IG Team at; wyicb-leeds.dpo@nhs.net for Leeds ICB or wyicb-wak.informationgovernance@nhs.net for the wider West Yorkshire ICB, to complete the screening form.	No

F. Evidence used in this assessment

List any evidence which has been used to inform the development of this proposal for example, any national guidance (e.g. NICE, Care Quality Commission, Department of Health, Royal Colleges), regional or local strategies, data analysis (e.g. performance data), engagement / consultation with partner agencies, interest groups, or patients.

Where applicable, state 'N/A' (not applicable) in boxes where no evidence exists, 'Not yet collected' where information has not yet been collected or delete where appropriate.

Evidence Source	Details
Research and guidance (local, regional, national)	N/A
Service delivery data such as who receives services	N/A
Consultation / engagement	Healthwatch Leeds report 'People's experiences of end-of-life care in West Yorkshire': https://healthwatchleeds.co.uk/reports-recommendations/2024/end-of-life-care/
Experience of care intelligence, knowledge, and insight (complaints, compliments, PALS, National and Local Surveys, Friends and Family Test, consultation outcomes)	N/A
Other	N/A

G. Impact Assessment: Quality, Equality, Health Inequalities, Safeguarding

What is the potential impact on quality of the proposed change? Outline the expected outcomes and who is intended to benefit.

Include all potential impacts (positive, negative, or neutral).

For negative impacts, list the action that will be taken in mitigation. See guidance notes in [Appendix A](#).

Quality Domain <p>The list in each domain is not exhaustive; it is illustrative of the type of impact that should be considered. When describing impacts; use words that you consider are meaningful)</p>	Quality elements and description of impact <p>Where appropriate provide information about the proposed or current service that contextualises the impact. (Quantify where possible, e.g. number of patients affected) (List and number if more than one in each domain)</p>	Impact: Positive / Negative / Neutral & score <p>(Assess each impact using the Impact Matrix; colour cell RAG)</p>	What action will you take to mitigate any negative impact? <p>How could the impacts and / or mitigating actions be monitored? Are there any communications or involvement considerations or requirements?</p>
1. Patient Safety	Loss of an environment considered safe. Stalls at Kirkgate Market did catch footfall not seen elsewhere.	2 x -2	Potential use of screens in GP surgeries to share information
2. Experience of care	Communications 2023 - Social Media posts – each had a reach of 200 – 300 people, with some reaching up to 2,000 – unsure of the impact of LBF going on this reach	3 x -3	2024 - An element of comms will continue with the partnership and a workforce awareness session. There is a little underspend available (£2000).
3. Clinical Effectiveness		1 x -1	
4. Equality	LBF and Dying Matters grants often had a focus on equality and campaigned accordingly, for example LBF highlighted a local gap in support for people with learning disability. Also in 2023 lots of applications were received from and ended up funding a range of activities including: coffee mornings, memory boxes, mandala and	3 x -3	No mitigating actions yet identified

Quality Domain <p>The list in each domain is not exhaustive; it is illustrative of the type of impact that should be considered. When describing impacts; use words that you consider are meaningful)</p>	Quality elements and description of impact <p>Where appropriate provide information about the proposed or current service that contextualises the impact. (Quantify where possible, e.g. number of patients affected) (List and number if more than one in each domain)</p>	Impact: Positive / Negative / Neutral & score <p>(Assess each impact using the Impact Matrix; colour cell RAG)</p>	What action will you take to mitigate any negative impact? <p>How could the impacts and / or mitigating actions be monitored? Are there any communications or involvement considerations or requirements?</p>
	mosaic making workshops, a creative writing workshop, and events with end of life doulas. Audiences included Leeds GATE, the BME Dementia Service, Leeds Involving People aimed at the Deaf Community, and a 'West Leeds collective'		
5. Safeguarding		3 x -3	
6. Workforce	Is likely to affect morale across partners	4 x -3	Communication to the board and stakeholders
7. Health inequalities	Dying Matters and LBF that delivered it had a focus on health inequalities, losing both will therefore have a negative impact in relation to health inequalities.	3 x -3	No mitigating actions yet identified
8. Sustainability			

Quality Domain <p>The list in each domain is not exhaustive; it is illustrative of the type of impact that should be considered. When describing impacts; use words that you consider are meaningful)</p>	Quality elements and description of impact <p>Where appropriate provide information about the proposed or current service that contextualises the impact. (Quantify where possible, e.g. number of patients affected) (List and number if more than one in each domain)</p>	Impact: Positive / Negative / Neutral & score <p>(Assess each impact using the Impact Matrix; colour cell RAG)</p>	What action will you take to mitigate any negative impact? <p>How could the impacts and / or mitigating actions be monitored? Are there any communications or involvement considerations or requirements?</p>
9. Other	Impact on the reputation of the board and ICB as contracts are ended, although as LBF are closing, the mechanism for delivery for much of the area will be lost.	4 x -3	Communication to the board and stakeholders.

H. Action Plan

Describe the action that will be taken to mitigate negative impacts.

Identified impact	What action will you take to mitigate the impact?	How will you measure impact / monitor progress? <p>(Include all identified positive and negative impacts. Measurement may be an existing or new quality indicator / KPI)</p>	Timescale <p>(When will mitigating action be completed?)</p>	Lead <p>(Person responsible for implementing mitigating action)</p>
There will be less community-based activities during Dying Matters week	2024 – Using the underspend focus on comms (social media) and workforce training skills to optimise reach.		March 2025	[Removed for publication]

Identified impact	What action will you take to mitigate the impact?	How will you measure impact / monitor progress? (Include all identified positive and negative impacts. Measurement may be an existing or new quality indicator / KPI)	Timescale (When will mitigating action be completed?)	Lead (Person responsible for implementing mitigating action)
in 2024 and going forwards	Through communications support the activities of wider partners around Dying Matters week, for example, Neighbourhood Network lunch clubs and gain an understanding of these.			

I. Monitoring & review; Implementation of action plan and proposal

The action plan should be monitored regularly to ensure:

- actions required to mitigate negative impacts are undertaken.
- KPIs / quality indicators are measured in a timely manner so positive and negative impacts can be evaluated during implementation / the period of service delivery.

Outcome: Once the proposal has been implemented, the actual impacts will need to be evaluated and a judgement made as to whether the intended outcomes of the proposal were achieved ([Section H](#) to be completed as agreed following implementation)

Implementation: State who will monitor / review	Name of individual, group or committee	Role	Frequency
a. that actions to mitigate negative impacts have been taken.	a. End of Life population board	Oversight	Bi-monthly
b. the quality indicators during the period of service delivery. State the frequency of monitoring (e.g. Recovery Group Monthly,	b. End of Life population board	Oversight	Bi-monthly

Implementation: State who will monitor / review	Name of individual, group or committee	Role	Frequency
QSC Quarterly, J. Bloggs, Project Manager Unplanned Care Monthly			

Outcome	Name of individual, group or committee	Role	Date
Who will review the proposal once the change has been implemented to determine what the actual impacts were?	End of Life population board	Oversight	Ongoing review in 2024 / 2025 and 2025 / 2026

J. Summary of the QEIA

Provide a brief summary of the results of the QEIA, e.g. highlight positive and negative potential impacts; indicate if any impacts can be mitigated. Taking this into account, state what the overall expected impact will be of the proposed change.

The QEIA and summary statement must be reviewed by a member of the Quality Team and include next steps.

The proposal is to remove the recurrent £5000 per year that funds Dying Matters. Hospice UK's Dying Matters campaign is in place to create an open culture in which people are comfortable talking about death, dying and grief.

This funding provides community grants in support of the Dying Matters programme and Dying Matters week which is held in May each year. The grants have funded a wide variety of projects over recent years. In addition, where the budget has allowed, an annual larger community event and workforce training to develop skills in having conversations about death and bereavement (delivered by Leeds Bereavement Forum) have been planned. Due to a lack of financial sustainability, Leeds Bereavement Forum will close at the end of March 2024 and therefore the current mechanism for much of the delivery is lost.

Update April 2024: Contract notice has been served to Leeds City Council following discussions, as this contract is not clinical service delivery. LCC has financial resources (underspend) to support planned activities for 2024 / 2025. Communications to be managed via the EoL Board and discussions will progress via the EoL Board in 2024 / 2025, on how activities relating to Dying Matters might be managed differently in future years in line with the action plan.

K: For Team use only

1. Reference	XX /
2. Form completed by (names and roles)	
3. Quality Review completed by:	Name: Date:
4. Equality review completed by:	Name: Date:
5. Date form / scheme agreed for governance	Reviewed at Panel Assurance meeting: 16.05.2024
6. Proposed review date (6 months post implementation date)	January / February 2025
7. Notes	

L: Likely financial impact of the change (and / or level of risk to the ICB)

Level of risk to the ICB
Low
Medium
High

M: Approval to proceed

Approval to proceed	Name / Role	Yes / No	Date
PMO / PI / Director			
Proposed 6-month review date (post implementation)	To be agreed with Pathway Integration / Programme or scheme lead		

N: Review

To be completed following implementation only.

1. Review completed by	
2. Date of Review	
3. Scheme start date	
4. Were the proposed mitigations effective? (If not why not, and what further actions have been taken to mitigate?)	

5. Is there any intelligence / service user feedback following the change of the service?

If yes, where is this being shared and have any necessary actions been taken because of this feedback?

6. Overall conclusion

Please provide brief feedback of scheme, i.e. its function, what went well and what didn't.

7. What are the next steps following the completion of the review?

i.e. Future plans, further involvement / consultation required?

Appendix A: Impact Matrix

This matrix is included to help your thinking and determine the level of impact on each area.

Likelihood

Score	Likelihood	Regularity
0	Not applicable	
1	Rare	Not expected to occur for years, will occur in exceptional circumstances.
2	Unlikely	Expected to occur at least annually. Unlikely to occur...
3	Possible	Expected to occur at least monthly. Reasonable chance of...
4	Likely	Expected to occur at least weekly. Likely to occur.
5	Almost certain	Expected to occur at least daily. More likely to occur than not.

Scoring matrix

- **Opportunity:** 5 to 0
- **Consequence:** -1 to -5

Likelihood	5	4	3	2	1	0	-1	-2	-3	-4	-5
5	25	20	15	10	5	0	-5	-10	-15	-20	-25
4	20	16	12	8	4	0	-4	-8	-12	-16	-20
3	15	12	9	6	3	0	-3	-6	-9	-12	-15
2	10	8	6	4	2	0	-2	-4	-6	-8	-10
1	5	4	3	2	1	0	-1	-2	-3	-4	-5

Category
Opportunity
Low – moderate risk
High risk

Opportunity and consequence

Impact	Score	Rating	The proposed change is anticipated to lead to the following level of opportunity and / or consequence
Positive	5	Excellence	<p>Multiple enhanced benefits including excellent improvement in access, experience and / our outcomes for all patients, families, and carers. Outstanding reduction in health inequalities by narrowing the gap in access, experience and / or outcomes between people with protected characteristics and the general population.</p> <p>Leading to consistently improvement standards of experience and an enhancement of public confidence, significant improvements to performance and an improved and sustainable workforce.</p>
	4	Major	<p>Major benefits leading to long-term improvements and access, experience and / our outcomes for people with this protected characteristic. Major reduction in health inequalities by narrowing the gap in access, experience and / our outcomes between people with this protected characteristic and the general population. Benefits include improvements in management of patients with long-term effects and compliance with national standards.</p>
	3	Moderate	<p>Moderate benefits requiring professional intervention with moderate improvement in access, experience and / or outcomes for people with this protected characteristic. Moderate reduction in health inequalities by narrowing the gap in access, experience and / or outcomes between people with this protected characteristic and the general population.</p>
	2	Minor	<p>Minor improvement in access, experience and / or outcomes for people with this protected characteristic. Minor reduction in health inequalities by narrowing the gap in access, experience and / or outcomes between people with this protected characteristic and the general population.</p>
	1	Negligible	<p>Minimal benefit requiring no / minimal intervention or treatment. Negligible improvements in access, experience and / or outcomes for people with this protected characteristic. Negligible reduction in health inequalities by narrowing the gap in access, experience and / or outcomes between people with this protected characteristic and the general population.</p>
Neutral	0	Neutral	No effect either positive or negative.

Impact	Score	Rating	The proposed change is anticipated to lead to the following level of opportunity and / or consequence
Negative	-1	Negligible	<p>Negligible negative impact on access, experience and / or outcomes for people with this protected characteristic.</p> <p>Negligible increase in health inequalities by widening the gap in access, experience and / or outcomes between people with this protected characteristic and the general population.</p> <p>Potential to result in minimal injury requiring no / minimal intervention or treatment, peripheral element of treatment, suboptimal and / or informal complaint / inquiry.</p>
	-2	Minor	<p>Minor negative impact on access, experience and / our outcomes for people with this protected characteristic.</p> <p>Minor increase in health inequalities by widening the gap in access, experience and / or outcomes between people with this protected characteristic and the general population.</p> <p>Potential to result in minor injury or illness, requiring minor intervention and overall treatment suboptimal.</p>
	-3	Moderate	<p>Moderate negative impact on access ,experience and / or outcomes for people with this protected characteristic.</p> <p>Moderate increase in health inequalities by widening the gap in access, experience and / or outcomes between people with this protected characteristic and the general population.</p> <p>Potential to result in moderate injury requiring professional intervention.</p>
	-4	Major	<p>Major negative impact on access, experience and / or outcomes for people with this protected characteristic.</p> <p>Major increase in health inequalities by widening the gap in access, experience and / or outcomes between people with this protected characteristic and the general population.</p> <p>Potential to lead to major injury, leading to long-term incapacity / disability.</p>
	-5	Catastrophic	<p>Catastrophic negative impact on access, experience and / or outcomes for people with this protected characteristic.</p> <p>Catastrophic increase in health inequalities by widening the gap in access, experience and / or outcomes between people with this protected characteristic and the general population.</p> <p>Potential to result in incident leading to death, multiple permanent injuries or irreversible health effectis, an event which impacts on a large number of patients, totally unacceptable level of effectiveness or treatment, gross failure of experience and does not meet required standards.</p>

Appendix B: Guidance notes on completing the impacts section G

Domain	Consider
1. Patient Safety	<ul style="list-style-type: none"> • Safe environment. • Preventable harm. • Reliability of safety systems. • Systems and processes to prevent healthcare acquired infection. • Clinical workforce capability and appropriate training and skills. • Provider's meeting CQC Essential Standards.
2. Experience of care	<ul style="list-style-type: none"> • Respect for person-centred values, preferences, and expressed needs, including cultural issues; the dignity, privacy, and independence of service users; quality-of-life issues; and shared decision making. • Coordination and integration of care across the health and social care system. • Information, communication, and education on clinical status, progress, prognosis, and processes of care to facilitate autonomy, self-care, and health promotion. • Physical comfort including pain management, help with activities of daily living, and clean and comfortable surroundings. • Emotional support and alleviation of fear and anxiety about such issues as clinical status, prognosis, and the impact of illness on patients, their families, and their finances. • Co-produce with the population and service users as the default position for project design. • Use what we know from insight and feedback in project design and be explicit in the expected outcomes for experience of care improvements. • Involvement of family and friends, on whom patients and service users rely, in decision-making and demonstrating awareness and accommodation of their needs as caregivers. • Transition and continuity as regards information that will help patients care for themselves away from a clinical setting, and coordination, planning, and support to ease transitions. • Access to care e.g., time spent waiting for admission, time between admission and placement in an in-patient setting, waiting time for an appointment or visit in the out-patient, primary care or social care setting. <p>[Adapted from the NHS Patient Experience Framework, DoH 2011] revised in: https://www.england.nhs.uk/wp-content/uploads/2021/04/nhs-i-patient-experience-improvement-framework.pdf</p>

3. Clinical Effectiveness	<ul style="list-style-type: none"> Implementation of evidence-based practice (NICE, pathways, royal colleges etc.). Clinical leadership. Care delivered in most clinically and cost-effective setting. Variations in care. The quality of information collected and the systems for monitoring clinical quality. Locally agreed care pathways. Clinical engagement. Elimination of inefficiency and waste. Service innovation. Reliability and responsiveness. Accelerating adoption and diffusion of innovation and care pathway improvement. Preventing people dying prematurely. Enhancing quality of life. Helping people recover from episodes of ill health or following injury.
4. Equality	<p>In order to answer section C and G4 the groups that need consideration are (use the links for more information):</p> <ul style="list-style-type: none"> Age: https://www.equalityhumanrights.com/equality/equality-act-2010/your-rights-under-equality-act-2010/age-discrimination Disability: https://www.equalityhumanrights.com/equality/equality-act-2010/your-rights-under-equality-act-2010/disability-discrimination Gender reassignment: https://www.equalityhumanrights.com/equality/equality-act-2010/your-rights-under-equality-act-2010/gender-reassignment-discrimination Pregnancy and maternity: https://www.equalityhumanrights.com/en/our-work/managing-pregnancy-and-maternity-workplace Race: https://www.equalityhumanrights.com/equality/equality-act-2010/your-rights-under-equality-act-2010/race-discrimination Religion or belief: https://www.equalityhumanrights.com/equality/equality-act-2010/your-rights-under-equality-act-2010/religion-or-belief-discrimination Sex: https://www.equalityhumanrights.com/equality/equality-act-2010/your-rights-under-equality-act-2010/sex-discrimination Sexual orientation: https://www.equalityhumanrights.com/equality/equality-act-2010/your-rights-under-equality-act-2010/sexual-orientation-discrimination

	<p>Other groups would include, but not be limited to, people who are:</p> <ul style="list-style-type: none"> • Carers. • Homeless. • Living in poverty. • Asylum seekers / refugees. • In stigmatised occupations (e.g. sex workers). • Problem substance use. • Geographically isolated (e.g. rural). • People surviving abuse.
8. Safeguarding	<ul style="list-style-type: none"> • Will this impact on the duty to safeguard children, young people, and adults at risk? • Will this have an impact on Human Rights – for example any increased restrictions on their liberty?
9. Workforce	<ul style="list-style-type: none"> • Staffing levels. • Morale. • Workload. • Sustainability of service due to workforce changes (Attach key documents where appropriate).
10. Health Inequalities	<ul style="list-style-type: none"> • Health status, for example, life expectancy. • access to care, for example, availability of given services. • behavioural risks to health, for example, smoking rates. • wider determinants of health, for example, quality of housing.
11. Sustainability	<p>See: https://www.bma.org.uk/media/3464/bma-climate-change-and-sustainability-paper-october-2020.pdf</p> <p>Climate change poses a major threat to our health as well as our planet. The environment is changing, that change is accelerating, and this has direct and immediate consequences for our patients, the public and the NHS.</p> <p>Also consider; technology, pharmaceuticals, transport, supply/purchasing, waste, building / sites, and impact of carbon emissions.</p> <p>Visit Greener NHS for more info: https://www.england.nhs.uk/greenernhs/</p>
12. Other	<ul style="list-style-type: none"> • Publicity / reputation. • Percentage over / under performance against existing budget. • Finance including claims.