

First-ever design study calls for the next generation hospice to be hospitable, community-friendly and life-affirming

The study commissioned by the Lien Foundation and ACM Foundation unveils seven fresh approaches and 24 key design principles to position hospices for tomorrow

Partners Assisi Hospice, Dover Park Hospice and St Joseph's Home & Hospice envision their hospice of the future

24 Sep 2013, Singapore.

1. A “hospitable hospice” – where care empowers patients, life’s pleasures are celebrated and spaces are designed for life, not death. These are some of the proposed ideas that have emerged from fuelfor, a design consultancy specialised in healthcare, tasked to examine how hospices in Singapore can develop the next generation in-patient hospice.
2. “Today’s hospices were built for yesterday,” said Mr Lee Poh Wah, CEO of Lien Foundation. “Hospices suffer a poor image and are misunderstood. They deserve better understanding from society and fresh insights to meet rising care expectations.” That is one of the reasons why the Lien Foundation and ACM Foundation came together to commission a design study to review and improve the end-of-life journey in their bid to future-proof the needs of the dying. Mr Lee added, “The findings not only apply to hospices, they are equally relevant to institutions providing eldercare, like nursing homes. We hope this study will raise aspirations for eldercare facilities and services to be more caring, dignifying and uplifting.”
3. On the project’s significance, Mr Ang Ziqian, Founder of ACM Foundation said, “This study examines end-of-life care in totality – from the start of

getting hospice care, to coping with dying, and to what happens after death. It is important to support families in the difficult transition of life and death, and to extend care beyond death. For instance, hospice care and deathcare professionals can work together to provide greater dignity to the end-of-life journey. We can also help break the stigma of death by fostering more end-of-life conversations in daily lives, and amongst the dying and their families."

4. Over nine months, fuelfor delved into Singapore's hospice sector conducting extensive research fieldwork, observations, interviews and workshops with various experts and stakeholders, including the project's partners – Assisi Hospice, Dover Park Hospice and St Joseph's Home and Hospice. The results offer new thinking and a compelling vision for the hospice movement.

Design thinking for dignity in dying

5. Lekshmy Parameswaran, Partner of fuelfor reiterated, "Building on the work done so far by the Singapore government and Lien Foundation to address end-of-life care challenges, we applied our design thinking methodology to understand the human experience of end-of-life care. We sought to create fresh ideas for new products, services, spaces and initiatives to inspire and inform hospice service transformation."
6. "This study is very timely," said Dr Wu Huei Yaw, Medical Director, Dover Park Hospice. "We haven't had an in-depth review of hospice care in such a manner. As we scale up our services to meet growing demands, it is crucial to re-examine the care process and how hospices can be re-designed to meet increasing demands." Dover Park Hospice has grown from 40 to 50 beds last year and is slated to be part of Health City Novena, one of Singapore's largest integrated healthcare complex.

Study reveals key issues hospices face

7. As fuelfor reviewed the end-of-life care journey in Singapore, they uncovered key gaps and opportunities – from the design and use of spaces, to patient

and caregiver experiences and community engagement. Some of the key issues uncovered include:

- The hospice is isolated from society
- Hospice spaces are not designed to support palliative care practices
- Hospices can only perform sub-optimally in constrained conditions
- Patients need support to have their voices heard
- Decision-making is highly stressful for patients and families
- Palliative care teams need to be cared for

Open up the hospice

8. The findings from the study have been encapsulated in a guide entitled 'Hospitable Hospice' that maps the way for hospices to transform care for the dying in the future. Lekshmy Parameswaran said, "Today, the hospice is not a welcome guest in our backyard. We propose to 'open up' the hospice service to society in seven different ways. To transform it from the invisible and avoided service it is today, to one that is valued by the community and that people find important and relevant for their life. Tomorrow's hospice is a daily celebration of life."

Seven universal concepts and 24 design principles

9. The seven design concepts address the future hospice experience at multiple levels - policy, facility, community and the individual. They are:

Care Central - a new type of care setting that brings together palliative care for a community, coordinating hospice home care, day care, ambulatory and in-patient care.

Open Hospice - a service platform that ensures Care Central is integrated into the community via a range of outreach services and programmes.

Compass for the End-of-Life - offers guidance and support via a set of communication tools to help people better navigate the end-of-life care journey.

Building Communication Bridges - bonds professional palliative care networks with an open and holistic communication platform that

organises conversation threads around each patient.

Care Marketplace - a concept that promotes volunteerism as a mechanism to open up the hospice service, and harness the enthusiasm of citizens as a vital ingredient to drive the Open Hospice vision.

Enjoying Life's Little Pleasures - a host of ways to bring joyful moments into hospice life for patients, loved ones and staff throughout the daily programme, but also through special outings and events.

Giving Patients a Voice - central to the hospice experience is the uniqueness of each patient, their story and their situation. Personalised care respects human life at the end-of-life.

10. Complementing the concepts are 24 design principles to transform hospice care – moving it from being a place of isolation to being engaged in the community; from being just another institution of care to becoming a source of personalised care, and from offering only end-of-life services to extending to after-death care. (See annex)

Transforming care through design

11. The vision of the "hospitable hospice" - where the spirit of hospitality and care permeates - from its physical infrastructure and work processes to the delivery and experience of care, can only be realized if hospices are designed with a strong human touch to meet the needs of patients and their families, as well as staff. Sister Geraldine Tan, Administrator, St Joseph's Home and Hospice said, "If we could change the workflow of caregiving to one that is more patient-centred and personalised, we can make the patient feel more secure." Underlining this priority was Dr Tan Yew Seng, Medical Director, Assisi Hospice who remarked, "How do you train people to be good at this job? You have to create the environment as well."
12. To create the optimal environment for hospice care to flourish, changes involving key stakeholders need to take place by careful design. For instance,

the hospice care community would need to look beyond their day-to-day challenges and step outside their sphere of influence to explore partnerships with other providers, sectors and organisations. Empowering patients and families with personalised care and sensitive support would help them overcome their fears and frustrations as they navigate the end-of-life journey. Policy makers have the challenge of designing an eco-system of end-of-life care beyond just palliative professionals. Engaging other players like those in the local community, volunteers, deathcare providers, private insurers and companies not only opens up the boundaries of hospice care, it will also reshape the future of care for the dying in Singapore.

13. As to why concerted action is needed by the stakeholders and the community, Sister Geraldine Tan summed it up, “By giving people the best at their end of life, you are honouring their life.”

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About the Lien Foundation

www.lienfoundation.org

The Lien Foundation is a Singapore philanthropic house noted for its model of radical philanthropy. It breaks new ground by investing in innovative solutions, convening strategic partnerships and catalysing action on social and environmental challenges. The Foundation seeks to foster exemplary early childhood education, excellence in eldercare and effective environmental sustainability in water and sanitation.

In its mission to advance eldercare, the Foundation advocates better care of the dying. One of its flagship programmes, the [Life Before Death](#) initiative, was first conceived in 2006 to create greater public awareness about end-of-life issues in Singapore. It sought to de-stigmatise death and dying by spurring various ‘die-logues’ with the use of social media, art, films and photography and advocacy through research. The initiative has since gone beyond Singapore. In 2010, the Foundation commissioned the first-ever global Quality of Death index ranking 40 countries on their provision of end-of-life care.

About ACM Foundation

www.acmfoundation.sg

The ACM Foundation is an independent, non-profit organisation formed by Ang Chin Moh Funeral Directors in commemoration of its 100-year heritage. The Foundation aims at enhancing the perception of death and bereavement among the public, uplift the deathcare profession with professional training and education, and advance philanthropy in this area. The ACM Foundation will also champion and preserve the heritage of funeral and bereavement services in Singapore.

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24 EXPERIENCE DESIGN PRINCIPLES



1. CREATE A COHERENT CARE BRAND



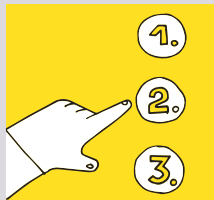
2. GUIDE PEOPLE THROUGHOUT THEIR CARE JOURNEY



3. INTRODUCE EARLIER TOUCHPOINTS TO CARE ECOSYSTEM



4. MAKE VOLUNTEERING VISIBLE AND ATTRACTIVE



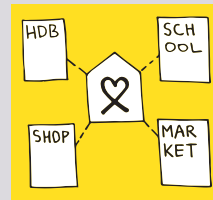
9. EMPOWER PATIENTS WITH A SENSE OF CONTROL



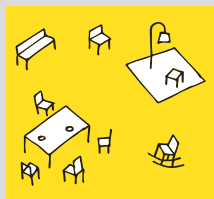
10. RECOGNISE THE PERSON BEHIND THE PATIENT



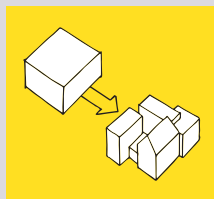
11. DON'T SEPARATE THE SICK FROM THE HEALTHY



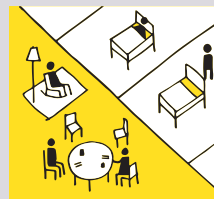
12. BUILD NEIGHBOURHOOD CARE COMMUNITIES



17. SPACES ADAPT TO USER



18. AVOID THE INSTITUTIONAL



19. MAKE SOCIALISING EASY



20. SUPPORT EFFORTLESS WITHDRAWAL TO PRIVACY

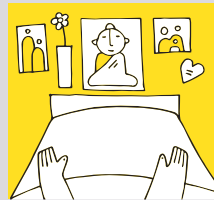
24 EXPERIENCE DESIGN PRINCIPLES



5. DIGNIFY EMOTIONAL MOMENTS IN THE JOURNEY



6. KEEP NORMALITIES OF LIFE



7. FACILITATE PERSONALIZATION OF CARE (LANGUAGE, FOOD, ETC)



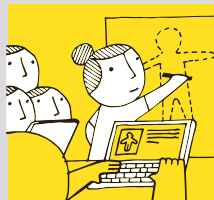
8. DIRECT COMMUNICATION CHANNELS AMONGST STAKEHOLDERS



13. PROVIDE ACCESSIBLE CARE



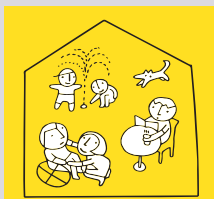
14. FOCUS ON THE LITTLE PLEASURES OF LIFE



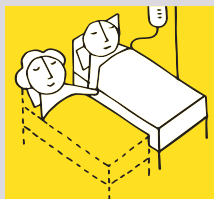
15. FOSTER A CULTURE OF LEARNING IN CARE TEAMS



16. INTIMATE, HUMAN-SCALE SERVICE



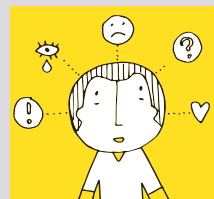
21. OPEN SERVICES TO WIDER PUBLIC



22. DESIGN WITH FAMILY IN MIND



23. INTEGRATE NATURE IN CARE



24. CREATE A SAFE ENVIRONMENT TO EXPRESS FEELINGS

ANNEX B: About fuelfor



www.fuelfor.net

fuelfor is a specialist design consultancy creating unique health care experiences.

With a strong belief that insights-driven design and multi-disciplinary collaboration are essential for innovation, fuelfor empower clients to see sustainable growth opportunities with greater clarity, and respond with viable solutions and strategies that improve the way people experience health.

With over 15 years of industry experience, fuelfor's professional competences span from insights research and strategy to experience design and solution development. With studios located in Barcelona and Singapore the company offers innovation services to a variety of clients in the private, public and third sectors. Working across a breadth of care contexts from the USA, to Europe and Asia fuelfor design award-winning health care products, services and strategies.

fuelfor takes a 360° view that gives you new ways to think about health.