



LINDSEY LODGE

HOSPICE AND HEALTHCARE



2022/23
ANNUAL REPORT

A 2022 /23

FOCUS

Our work within the hospice never stands still and has included addressing health inequalities for palliative and end of life care, by improving equity of access to services and reducing inequity of outcomes.

In 2022/23 we have chosen to relook at our services accessed via a daycare attendance or appointment, spiritual care and support to carers and patients with respite care needs.

This year Lindsey Lodge celebrated our 30 year anniversary with the opening of a new 6-bed unit and various celebrations all which are detailed in this report.

The hospice is regulated by Care Quality Commission (CQC) and has held a 'Good' rating since 2016.



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CHAIR OF TRUSTEES REPORT

ALAN BELL

CHAIR OF TRUSTEES

Another challenging and exciting year for Lindsey Lodge, celebrating 30 years of service to the people of North Lincolnshire in June 2022. We have delivered high-quality specialist palliative and end-of-life care over all those years and those involved, both past and present can be very proud of what they have achieved.

This coincided with the official opening of our new wing providing an additional 6 in-patient beds, taking us to 16 in total, lifting us from a small to a medium-sized hospice.

It was a very proud moment as Chair to have been part of our biggest expansion project for 20 years and a great pleasure to cut the ribbon with Dr Faisal Baig GP and Medical Director of the North Lincolnshire Commissioning Group who worked in partnership with us to fund the capital programme.

This significant growth from 10 to 16 beds has had an impact on Lindsey Lodge across all areas, from laundry and catering to coping with additional visitors and telephone calls and of course a proportionate increase in clinical and housekeeping staff. The whole organisation responded magnificently to this challenge and now a year later we are very comfortable as a 16 bed hospice.

The Annual Report details the many significant clinical developments achieved in the year with growth and improvement in every sector of our activities. All of this has required more income for which our retail, fundraising and catering teams have responded well and continue to develop. The support and financial input we receive from the small population of North Lincolnshire never ceases to amaze me.

A small proportion of our income, in common with other hospices comes from the NHS. This has not kept pace with our growth and increased role in healthcare in the community on a recurrent basis. The change from a local clinical commissioning arrangement to the new Integrated Care Board (ICB) has made negotiating the funding support we need more difficult in the short term but we continue to work hard to establish a more sustainable arrangement.

We are a charity and could not function without the army of volunteers who help us in every way; my thanks go to them and to the local supporters, donors and businesses who continue to give so generously. My thanks also to the multitude of participants at our fundraising events who raised an amazing amount of money for us by doing all sorts of arduous challenges. Finally my thanks to our Chief Executive, the Board of Directors and all the staff at Lindsey Lodge who seem able to rise to every challenge and continue to contribute to an organisation to be proud of.



A handwritten signature in black ink, which appears to be 'Alan Bell', located below the text of his report.

CHIEF EXECUTIVES REPORT

KAREN GRIFFITHS

CHIEF EXECUTIVE

Welcome to Lindsey Lodge Hospice and Healthcare Annual Review 2022/2023.

Joining the hospice in 2016, I have now been very fortunate to see us mark a 25th birthday and now 30 years of providing healthcare within North Lincolnshire. This is a fantastic achievement and I hope that the staff and fundraisers involved all those years ago are very proud of their work in bringing together this very special facility for local patients and families. Now owning adjacent land we were able to host a 'Big Birthday Bash', a great event held on the 18th June, a family occasion with fun and fundraising that was enjoyed by a huge number of staff, volunteers and visitors. We marked the celebrations with commemorative mugs and lanyards for staff, decals in our shop windows and even had a local company produce a 'birthday beer' for us that was generously donated and offered to staff.

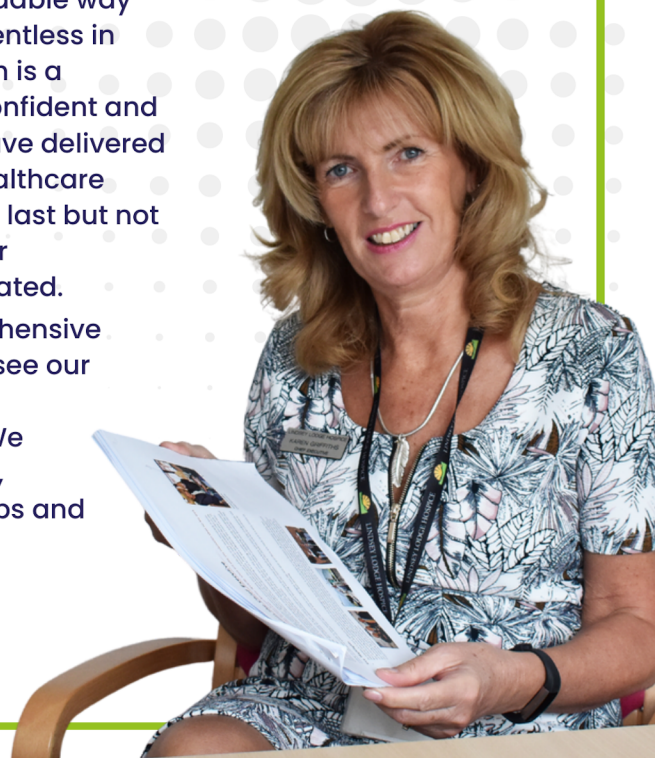
2022 saw wide-reaching reforms within the Health and Care Act 2022, including the legal foundations for Integrated Care Boards (ICBs) which took on functions previously performed by Clinical Commissioning Groups. The ICBs now have a legal responsibility to commission health services that meet their population needs including palliative care services.

We were delighted to welcome North Lincolnshire Place Director Alex Seale and Humber and North Yorkshire Care Board (ICB) Participant Board Member for Community Interest Andrew Burnell, who is also Chief Executive of City Health Care Partnership CIC to Lindsey Lodge. As well as meeting our Executive Team, they met with our clinical staff and patients and were able to better understand the services that we provide.

We continue to work in partnership with other providers within the health and social care system to develop and implement an end-of-life model which will allow the use of limited resources to maximise the health gain to the community within a sustainable model. We remain motivated by change and acknowledge that health and social care services are under extreme pressure and our work will constantly evolve. The Board have spent more time this year revisiting our future strategic objectives in order we stand tall and successful as an organisation for the next 30 years.

Balancing the desire to develop clinical services in an affordable way continues to be our greatest dilemma as our teams are relentless in their enthusiasm to deliver new and different services which is a fantastic challenge for us. We are also well supported by confident and capable staff in fundraising, retail and catering of whom have delivered on income targets that allow us to respond to changing healthcare needs. Thank you to you all for your continued support, and last but not least to our volunteers who complement all that we do, your involvement across the organisation is valued and appreciated.

Our 2022/23 Quality Account is a very detailed and comprehensive outline of our clinical activity and performance. As you will see our work continues to be progressive and strong as we remain focussed and driven to deliver care of the highest quality. We continue to listen and learn from the experience of patients, families, carers and customers accessing our services, shops and events.



REGISTRATION DETAILS

Type of service: Hospice

Service specialism: Caring for adults over 18 years

Local authority: North Lincolnshire

Monitored services: CQC registered Lindsey Lodge Hospice to carry out the following legally regulated services here: *Treatment of disease, disorder or injury*

Karen Griffiths is responsible for these services and holds the position of CQC Nominated Individual. Tom Moody is the Deputy Chief Executive.

Registered Manager of Lindsey

Lodge: Helen Turner

Director of Clinical Services and is in day-to-day charge of our CQC-related activities.

Registered office address:

Lindsey Lodge Hospice, Burringham Road, Scunthorpe, North Lincolnshire, DN17 2AA

Company status: Active

Company type: Private company limited by guarantee without share capital

Incorporated on: 8 November 1989

Organisation type: Charitable company

Charity number: 702871

Gift aid: Recognised by HMRC for gift aid

Other regulators:

- Care Quality Commission
- Fundraising Regulator
- Charities Commission

Land and property: The charity owns the Hospice building and land, the Lodge and adjacent 3 acres of land. All the hospice shops and retail distribution centres are leased property.

GOVERNANCE

THE BOARD OF TRUSTEES

Our Trustees are a very key group of volunteers, we take this opportunity to thank them for becoming a Trustee and giving their time to Lindsey Lodge Hospice in such an important and valuable way.



Alan Bell
Chair



Dr Pat Webster
Deputy Chair



Peter
Stapleton



Denise
Marsh



John
Roberts



Darren
Topp



Amirul
Islam



Sir Nick
Dakin



Pete
Wisher

Joined in 2022/23



Ahmad
Muzaffar



Carl
Smith

Trustee Leavers in 2022/23



Andrew
Horwich



Dr Pav
Tandon



Jessica
Courtney-King

SENIOR MANAGEMENT TEAM



Karen Griffiths
Chief Executive



Tom Moody
Deputy Chief Executive



Helen Turner
Director of Clinical Service



Dr Lucy Adcock
Medical Director



Mike Roche
Company Secretary



Jane Lacey Hatton
Head of Workforce



STRATEGIC OBJECTIVES

We will continue to develop our clinical services and strive to deliver **outstanding** care

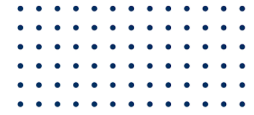
We will **explore** development opportunities for our land portfolio

We will manage the financial health of our charity **efficiently**

We will maintain a culture and environment where people can **thrive**

We will explore all income generation **opportunities**

MISSION



We will ensure income generated from the local area is focussed on our priorities of providing a safe and welcoming environment along with offering physical, emotional, social and spiritual support to patients, their families and carers.

We will invest in our workforce, nurture creativity and support empowerment in order to generate ideas that will deliver high standards and good practices.

Partnerships and collaborations will be encouraged, forming trusting relationships in the interests of our patients and staff.



VALUES

Care, compassionate, facilitating choice

Acting with professionalism and respect

Responsive to the needs of our patients, families and carers

Excellence in all that we do

VISION

Lindsey Lodge Hospice and Healthcare provides specialist palliative care to patients with life-limiting conditions and supports their families and carers during illness and into the bereavement period.

We aim to further develop the highest quality of care in North Lincolnshire, meet individual needs and facilitate choice.

We aspire to be a responsive and innovative organisation and become a centre of excellence with our service users at the heart of what we all do.

INPATIENT UNIT



Lindsey Lodge Hospice and Healthcare provides specialist palliative care to local people and families living with life-limiting illnesses and has been central to specialist end-of-life care provision in North Lincolnshire for 30 years. Patients are referred by their GP, community nurse or consultant teams from local acute hospitals. Care is not only for those in the last months or days of life but aimed to help those from diagnosis of a life-limiting condition to live well and have a good quality of life in the community, managing symptoms of disease progression. Families and carers are very integral to the care and the hospice model aims to understand needs and support appropriately, particularly with pre and post bereavement support. Therefore care is not just about the patient but about the family and carer. North Lincolnshire and East Riding areas predominantly use the hospice and approximately 27% of annual running costs are provided by NHS grants. Care is consultant led and the Consultant in Specialist Palliative Care, Dr L Adcock is employed by Northern Lincolnshire and Goole NHS Foundation Trust (NLaG) working with the hospice via an agreed service level agreement. Dr Lucy Adcock also undertakes the role of Medical Director for the Hospice.

The inpatient unit has seen the busiest year in our history, which is so very positive and demonstrates our increased support to local patients and families. With more beds our need for enhanced equipment to support our high-quality care is pivotal.

Our thanks were extended

to a local family who kindly donated a £6k bladder scanner in memory of their loved one, this can help diagnose complications like urinary retention. Such a great gift for us that acknowledges the great continued support from our community.



371 Admissions  **41%** **99** Went Home  **37%**

 **81%** Bed Occupancy  **4%**



11
Days

Average Length of Stay

CONTINUED WORK WITH THE HOSPICE AND COMMUNITY SERVICES WITHIN NORTH LINCOLNSHIRE

To deliver more seamless continuity of care

We have continued to work towards improved integration across the hospice and community End of Life services in North Lincolnshire, linking with North East Lincolnshire services as appropriate to share best practices.

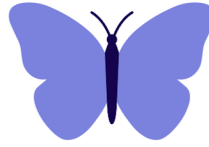
The Director of Hospice Clinical Services and Registered Manager, Helen Turner has continued to lead work to understand and map current services and gaps whilst identifying opportunities for integration of services. The work has considered new patient referrals via a single point of access to deliver a more seamless continuity of care and how we are able to support the work of District Nurses who see many palliative and end-of-life patients on their caseload



NEW FOR 2022

During Lindsey Lodge Hospice and Healthcare's 30th year, we have made significant improvements to our services to respond to local pressure on healthcare services and to enhance local palliative care provision. We opened a new 6-bed unit named The Butterfly Wing, introduced a 24-7 helpline named The Butterfly Line and improved a rehabilitation kitchen to complement the new wing.

The Butterfly Wing



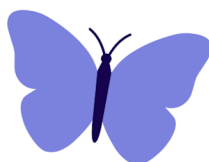
The Butterfly Wing is a 6-bedded expansion to the existing 10-bedded inpatient unit. Beds have opened in the phased expansion completed in July 2022. These beds are run by Advanced Care Practitioners within the organisation and provide a different offering to the medically led hospice inpatient criteria. Commissioning for the beds has come through Continuing Healthcare funding to fill a gap in provision within the locality. The main criteria for these beds are:

- Crisis management – palliative patients who have hit a crisis in care need and require care to avoid hospital admission and a lack of social care or nursing home availability.
- Rehabilitation – Palliative patients who require a care package, but it is anticipated the size of the package could be reduced with a period of palliative rehabilitation.
- Longer term care needs – Patients fulfilling fast track criteria who are medically stable, not immediately end of life and are awaiting a care package or NHS placement. All referrals from the hospice inpatient unit, hospital and community are considered daily by a multidisciplinary team.





The Butterfly Line



The Butterfly Line is a 24-hour telephone line supported by senior hospice nurses and offers advice and support to professionals, patients and carers. During the first 5 months, 259 calls were taken, with exponential growth in the numbers month on month, and it is estimated that 172 hospital admissions or attendances have been avoided in this time. Call handlers utilise the available care records to offer the most appropriate advice and support. Regular 'huddles' with other professionals and hospital palliative care teams are undertaken to support continuity of care and advice. This service is evaluating extremely well, and positive feedback is being offered from service users. Supported by an NHS grant we are now working to sustain and continue this service.



904 Calls

Were made to our
Butterfly Line

REHAB KITCHEN IS READY TO GO!

“It gives the patients a sense of normality and builds confidence”

Our six-bed Butterfly Wing accommodates patients with complex rehabilitation needs and is supported by advanced care assistants along with the senior occupational therapist. As well as having access to our re-enablement gym along with clinics to develop techniques to support their recovery and return home, patients now have access to our re-modelled rehabilitation kitchen that was supported by a grant. This fantastic space offers a kitchen that is accessible for wheelchairs and people with limited movement. It can be used to teach people how to look after themselves in the home environment from learning how to make a simple cup of tea with toast, washing up and maybe even preparing a light meal. The kitchen is available to those patients in our inpatient unit along with our regular Wellbeing Centre patients.



It gives the patients a sense of normality and builds confidence to support patients returning to the home environment. It also can relieve and reassure some of the stresses that carers and families experience when they are unsure of a patient's capabilities.

PATIENT STORY

JACQUI

23RD NOVEMBER 2022

Jacqui (63), who has cancer of the spine, was admitted into hospital on 30 October 2022, suffering from issues with her mobility and feeling generally very poorly. While she was there she underwent a number of tests, as well as a course of planned treatment and needed support to manage her pain.

Jacqui was transferred to Lindsey Lodge's Butterfly Wing on 9 November after it was suggested by her Macmillan Nurse.

The Butterfly Wing is Lindsey Lodge's new six-bedded unit which supports patients like Jacqui, with nurse and therapy-led care from its Advanced Clinical Practitioners (ACPs), after being discharged from hospital, or from a community setting.

"I've never been to Lindsey Lodge before, and when it was first suggested to me, I was a little worried, as I thought a hospice was somewhere people only came to at the end of their life.

"I felt quite stressed about my condition and lack of mobility before I came, but agreed to come to the Butterfly Wing, and really didn't know quite what to expect.

"I arrived by ambulance, and as I entered Lindsey Lodge the sun was shining and I began to feel calmer.

"When I got to my room it was beautiful and it felt more like a five star hotel! It was so lovely to have a door leading out onto the garden and such a nice environment for family and even pets to visit.

"The staff were all so calm and positive, it's really opened my eyes to what hospice care is all about.

"Dr Lucy has supported me to get my pain under control, and the whole team have been wonderful, they even provided me with complementary therapies to help me relax. I've loved spending time here whilst I've been recovering, and really never expected to pick up as quickly as I have!"

After just under two weeks of care at Lindsey Lodge Jacqui was well enough to return home on 22 November.

"Thanks to the lovely staff I'm now back on my feet. They've supported me every step of the way and I'm now confident in getting around again. I'm so grateful to everyone for everything they've done, it's all been amazing – thank you!"

WELLBEING CENTRE



We have introduced chair based exercise with a refreshed focus on palliative rehabilitation and supporting mobility, which has seen patients moving with regular sessions of chair based exercise following recent training for staff. The training from 'All Active' was attended by a wide cross-section of Lindsey Lodge's clinical team and volunteers to enable inpatients, day patients and outpatients to have access to chair based exercise regularly throughout the week.

Lindsey Lodge Advanced Care Practitioner Occupational Therapist Sarah Hodge, who supports the initiative said:

"Chair based exercise aids mobility function, builds muscle strength and reduces fatigue. It's a great way to get people moving without the fear of falling." aids mobility function, builds muscle strength and reduces fatigue. It's a great way to get people moving without the fear of falling."

WE'VE GOT A NEW LENDING LIBRARY

A quiet little corner that has made a great addition to our Wellbeing facility.



Our Wellbeing patients now have a new Lending Library - thanks to our volunteer Nick Kostiuk. Nick has very kindly upcycled a bookcase and has stocked it with a wide range of interesting books from our Ashby Bookshop for our patients to pick up and enjoy while they are at the hospice, or lend and take home to return on their next visit. A quiet little corner that has made a great addition to our Wellbeing facility.



92 Wellbeing Centre
New Assessments **↑ 2%**

2,179 Follow up
Appointments



103 Lymphoedema
New Assessments **↑ 3%**

1,170 Follow up
Appointments



96 Fatigue &
Breathlessness
New Assessments **↑ 37%**

281 Follow up
Appointments



189 Occupational
Therapy
New Assessments **↓ 4%**

1,556 Follow up
Appointments

↑ 40%

Follow Up
increase from
last year

431 Face to Face
Counselling **↑ 47%**

392 Virtual
Counselling **↓ 40%**

MAKING MEMORIES



When someone is diagnosed with a life-limiting, or end-of-life condition, they may wish to leave behind some special memories for their loved ones. Lindsey Lodge Advanced Assistants and Healthcare Assistants have supported patients with memory-making within the hospice setting and have developed a Memory Making Table in the Wellbeing Centre with a variety of ideas to prompt discussions. Having the table initiates conversations about making memories, either within groups or one-to-one. Some people may never have thought about making memories, and others would like to but don't know how. Ideas on the table include memory bags and boxes, scrapbooks, milestone cards, teddy bears and letters. We have revisited this service to facilitate access to all of our patients, whether attending the Wellbeing Centre or in our Inpatient Unit.

PASTORAL CARE

We supported Inter Faith Week 2022, 13–20 November, which aimed to strengthen good inter faith relations at all levels, increase awareness of the different and distinct faith communities in the UK, in particular celebrating and building on the contribution which their members make to their neighbourhoods and to wider society and increase understanding between people of religious and non-religious beliefs.

Spiritual care plays an important role in our holistic approach to palliative care at Lindsey Lodge. We care for a diverse and multi-cultural community and recognise the need to ensure we aim to support the spiritual needs of our patients, families, carers, staff and volunteers. We understand that spiritual care means different things to different people and believe we all need to have a sense of peace and security when faced with the emotional difficulties of serious illness, loss, bereavement and death.



The Team also acts as a link to faith and belief group leaders in the community and can arrange for them to visit the hospice. Our support is available to anyone, regardless of their faith, culture or background.

Our role is to 'be there', to listen compassionately and provide person-centred, spiritual, religious, cultural and emotional support to all patients, families, staff and volunteers, by helping others to express and explore their thoughts and feelings about the past, present and future as they arise, in order to make sense of things. We have also re-purposed a room, our 'Reflection Room', based in our Wellbeing Centre and offers a safe, quiet multi-faith space for contemplation, reflection and prayer.

We offered a huge thank you and a fond farewell to Rev. Ken Hague, who is stepping down from his chaplaincy role in our Pastoral Care Team. Ken first visited Lindsey Lodge over 16 years ago as a student minister and then became a Chaplain. We also acknowledge the retirement of Rev Alice Nunn, both have provided much appreciated kindness and support to patients, families, staff and volunteers during their time volunteering at Lindsey Lodge.

LIGHT UP A LIFE SERVICE ROUNDS OFF 30 YEARS OF CARE



Over 200 people attended Lindsey Lodge's annual Light up a Life Service at St Hugh's Church on Thursday 15 December, with over 1,000 viewers joining the service online. We were delighted so many people could join us for the service after we had to change the venue due to an extremely cold spell of weather. This event plays an important part in the hospice calendar nationally and offers families an opportunity to join together and light up a life on our tree of lights during the service to remember their loved ones at Christmas. The event raised over £10,000 for Lindsey Lodge and marked the end of a significant and busy year of celebrations to mark our 30th anniversary.



FUNDRAISING & MARKETING

The past year has marked a period of stability in fundraising, allowing the team to effectively plan and grow both traditional fundraising activities and develop new. With growing confidence, our events have gone from strength to strength, with all activities surpassing the income generated in any previous year. We've made significant strides in strengthening our online community through the creation of dedicated Facebook groups for our events, such as Glow Walk, Jog on January and our already established Challenge community where we have fostered vibrant, like-minded groups of Lindsey Lodge supporters.



In celebration of 30 years of care, we launched the 'Cheers for 30 year's campaign. This initiative gave our supporters 30 unique ways to fundraise which encouraged people from North Lincolnshire to do something to raise funds in aid of Lindsey Lodge. The local community took on many different fundraising activities from growing and selling plants, to running marathons, hiking up mountains and riding C90 motorbikes to Spain which culminated in our biggest year ever of people fundraising for us with a total of £124,000 being raised.

A highlight of our celebratory year was the Big Birthday Bash, a family-friendly festival held on our grounds. The event featured a lively lineup of local bands, a DJ, a fun dog show, food vendors, a licensed bar, a fairground, inflatables and an array of stalls. We were thrilled to see new and familiar faces spanning multiple generations of families enjoying the festivities, with the event creating many lasting memories and generating £8,000 in support of our care.

This year's achievements are a testament to the dedication and passion of our supporters, volunteers and staff. Thank you.

£124k raised from **182 pledges**



by people and groups who chose to fundraise in aid of Lindsey Lodge.



£25k

raised from our Lindsey Lodge Masquerade Ball

540 People

Raised **£47k** at our Glow walk



£220,500 From **4105 Donations**

Average donation amount

£125



£8k From our fire walk challenge

15 schools raised

£11k

at Mini Elf



4,454

people raised

£225k

Through Hospice Lottery

120

people raised

£12.5k

For Jog on January

BENIDORM BOUND

"I wanted to give something back for all the care, support and amazing work they do."

A group of bikers from North Lincolnshire completed a bike ride across six countries in just six days to reach Benidorm to raise £19,351 for charity.

On bikes with an average speed of 40mph, the group travelled through Holland, Belgium, France, the Pyrenees, Andorra and Barcelona before reaching Benidorm.

Leaving Winterton on Honda C90s, John Haynes, Lee Baker, Jonny Miller, Steven Joyce, Matthew Joyce and Jez Teasdale rode in memory of John's Dad, Rod Haynes, who was cared for at Lindsey Lodge Hospice and Healthcare in March 2021.

John said: "The whole Benidorm Bound fundraiser has been an incredible experience from start to finish. We've had some highs, some lows, experienced lots of emotions and met some incredible people, but most importantly with everyone's kindness we've raised an enormous amount of money for Lindsey Lodge in memory of my Dad.

"The staff at Lindsey Lodge gave my Dad and family such loving care during the most difficult of weeks, so I wanted to give something back for all the care, support and amazing work they do."



RETAIL

We entered April 2022 with much more certainty than the previous financial year with pandemic restrictions firmly a thing of the past. We opened our Brigg store in March 2022 which was a welcome return to an area we have traded from for many years pre-covid. With an increased portfolio we had reason for optimism that our retail operation would provide a good income return to support our care.



As our Epworth and Barton stores became increasingly established we saw the support go from strength to strength within these communities. Having fantastic volunteer support and a high volume of donations being received, these areas alleviate the pressure of stock supply from our retail distribution and donation centre, meaning the stock can be distributed to other stores in need.

As the financial year began we used our Thorne store as a £5 and under outlet. Decisions were made to twin the store with our Epworth outlet and remove the £5 restrictions improving stock flow and introducing a new pricing strategy we gradually saw the income increase and as we finished the year Thorne was contributing 50% more profit per week compared to 12 months prior.

Perhaps the most significant development over the past 12 months was the changes associated with the retail distribution centre. As stores became more self-sufficient in terms of stock the centre needed to adapt to ensure it was contributing towards the income in alternative ways. A change of usage associated with the premises was approved and a store was created within 2/3 of the building allowing for the dual usage of trading and distribution. The new outlet was rebranded as the Warehouse and doors opened In October 2022.

£41,198

Raised in Gift Aid

£987,397

Total Income



10

Total shops



151

Volunteers



£82,980

From our warehouse shop, since we opened it to the public



£29,756

Raised from recycling

Whilst the Warehouse trades in all traditional charity retail stock categories, the emphasis on furniture in particular was the most significant development. With a store that has square footage to accommodate larger items, we were finally able to expand this enterprise and venture into previously unexplored areas. So far the furniture sales have been strong with many high-quality items being donated.

Within the first 6 months of trading the Warehouse has demonstrated a huge income injection and quickly become a vital part of the portfolio. Along with this, our donation processes were reviewed and we now adopt a hybrid model for sorting goods, stores are encouraged to acquire and sort goods in place. These changes have supported much-improved efficiencies of our distribution network, reducing cost and decreasing our carbon footprint and impact on the environment. Further to this, we have managed to ensure our recycling processes have been reviewed resulting in much less going to landfill and a substantial increase in items being re-used or recycled.



Our Lindsey's stores in Gainsborough, Brigg, Messingham and Laneham Street continue to set the highest of standards when it comes to merchandising and customer services with trading remaining consistent throughout. These stores are grouped as they still require a larger amount of support in terms of stock from the Warehouse.

Ashby charity store and bookshop remain a vital part of our operation as this high street continues to thrive. Having an overwhelming amount of volunteer support and a real community feel these stores contribute way beyond income obtained through the till by holding events, book signings and car boot pop-ups the Ashby team have diversified their income streams and stretched beyond expectations over the course of the year.

Our hospice retail stores have a great blend of donated and new goods along with an e-commerce operation making up our portfolio, as well as much improved gift aid processes. We have improved our income year on year significantly. As we enter April 2023 we now have solid foundations to build and really explore what is possible within this area. All of the changes wouldn't have been possible without the knowledge and support of the retail staff and volunteers. The team have worked tirelessly to ensure the income increase has not only been significant but also sustainable. Despite challenges and changes they have maintained high standards and ensured our customer experience is second to none and we thank you all for such a positive year.

CATERING



Lindsey Lodge catering team provide a patient service whilst operating a commercial restaurant which is becoming increasingly established year on year.

The opening of our new Butterfly Wing has seen the demands on patient service increase, combined with an ever-growing customer base this has led to our catering team achieving record levels of activity and income over the past year.

The pressures associated with national inflation meant our commercial restaurant went through a year of adjustments in order to ensure we could continue to grow our income whilst not compromising on the quality of our food. We adapted our menu along with maximising our opening hours and outside catering operation has allowed us to grow our income significantly when compared to the previous financial year.

Our seasonal specials once again proving popular and our rolling afternoon tea incentives continue to bring customers through the door. As always with our catering team food hygiene and quality remain of the highest standards, and we thank the team for continuing to ensure the patients are extremely well looked after and for achieving a five-star food rating for another year running.

Our volunteer front-of-house team provides our customers with a fantastic dining experience and I would like to take the opportunity to thank you all for your hard work and dedication. These roles are far from easy and our feedback is outstanding, we really do appreciate your support.



As we move forward into the next financial year we aim to revise our outside catering packages and build on the successes we're already having whilst always looking to enhance our menu with new and exciting offers.

We would like to take the time to thank our team for all you do. You not only keep our patients and customers happy, but you also help fuel our workforce and often act as the cornerstone for staff events. We are truly grateful and thanks again for a great year.

SUPPORT SERVICES



Administration and Clerical Teams

The team continue to play a key support service role and is led by Support Service Manager Kay Fowler. They provide both clinical administration and business support across all areas of the organisation.

Our facilities officer, Nigel Credland links closely to the team to ensure we have a high regard for health and safety compliance ensuring the general day-to-day maintenance and surrounding grounds continue to be of a high standard. We use the Vantage system to log all work completed by contractors including the scheduling of works and Health and Safety compliance.

Kay in her role as Information Governance (IG) lead is the first point of contact on all data protection matters and is responsible for overseeing data protection strategy and implementation to ensure all services adhere to the Data Protection Act 2018. Kay leads the review and update of the hospice information governance policy in line with local and national requirements. There is an annual assessment using the Data Security & Protection Toolkit carried out and a review and audit of all procedures relating to this policy where appropriate on an ad-hoc basis. IG issues are escalated to the Finance and Business Development subcommittee of the Board.



Housekeeping and Laundry services

Cleaning and laundry services are provided on-site by employed staff. We continue to be very proud of this team and the quality of our housekeeping activities. We have had external infection control audits throughout the year to ensure we are maintaining our excellent standards that complement our own internal audit cycle.

OUR WORKFORCE



Our workforce is our most valuable asset and we have continued to consider ways to support our staff. We invested in Spectrum Life Employee Assistance over the year which is a Wellbeing platform. The Platform is available 24/7, 365 days a year to all staff at Lindsey Lodge and is a free, confidential counselling and well-being support service available to all of our employees, volunteers and their families. In addition to Spectrum Life, we have also developed a staff handbook with helpful links and apps for any staff member looking for guidance.

As we continue to support a positive working environment at Lindsey Lodge, we have pioneered a wellbeing committee made up of representatives from each department. This has produced some great initiatives enjoyed by our staff. Our staff pamper session, yoga classes, Christmas buffet and movie nights were hosted by the staff and were well attended.



We are a multi-disciplinary team and our organisation employs approximately 122 staff. Our teams broadly operate within the following departmental teams: Medical staff Nurses Therapists – occupational therapy, physiotherapy, complementary and lymphoedema staff. Counselling and bereavement support staff, Psychologist, Housekeeping and Catering staff, Retail team, Fundraising team, Administration and Clerical team, Finance team, Workforce team, Facilities and Marketing team.

Between 1st April 2022 and 31st March 2023, we had

24

New Starters

12

Leavers

84%

Appraisal Compliance

344
Days

In Study Leave Taken

100%

Mandatory training compliance for clinical staff

84%

Mandatory training compliance for non-clinical staff

34

Internal training/education sessions



THE BRONZE AWARD FOR HEALTHY WORKING LIVES



By having an organisational health and wellbeing strategy and integrating health and wellbeing in our organisation's plans policies and communications we were fortunate to achieve the Bronze Award for Healthy Working Lives. This award acknowledges that everyone in the organisation recognises the role of health and safety, the need for health improvement, and how the organisation can support its employees. Through our continued engagement and consultation, we have identified issues relevant to our employees and we are starting to address them. There are 5 levels to the Award – Bronze, Silver, Gold, Continuing Excellence and Maintaining Excellence, with appropriate criteria at each stage to build into an award portfolio and we will continue to work towards silver as a next step.



OUR VOLUNTEERS



As we have returned to a sense of normality post-COVID, we have been able to engage with new volunteers and are very fortunate to have 270 volunteers working alongside us in many different ways across the organisation.

We have a new Volunteer Committee which is a multi-disciplinary group to support our much-valued volunteer workforce, which aims to:

- **Identify the volunteering needs of Lindsey Lodge Hospice and Healthcare**
- **Oversee recruitment campaigns to ensure consistent volunteer recruitment approaches are taken**
- **Ensure effective engagement/communication with our volunteer workforce to support volunteer retention and volunteer involvement in hospice activities**
- **Build strong mutually supportive alliances with other volunteering agencies to promote the profile of the organisation and contribute to local initiatives involving volunteering**
- **Ensure that the well-being of our volunteer workforce is considered as part of our overall workforce well-being strategy.**

The committee comprises representation from all of the Lindsey Lodge operational and clinical teams, along with volunteer representatives. As part of the work of the committee, we asked volunteers to take part in a workforce survey, and we were extremely grateful to everyone who took part. We also have revised our volunteer handbook.



270

Volunteers



THANK YOU HOSPICE HARMONIES!

Thank you so much to our wonderful Hospice Harmonies Choir for their ongoing support!

They have raised funds for Lindsey Lodge over the year with highlights from their summer concert, a festive performance provided at our Wellbeing Centre and a performance at both the Festival of Trees and our Light up a Life Service.

They have been extremely busy and always in fine voice - thank you all! You are an amazing group of staff, volunteers and friends of the Hospice.



FINANCE



We are pleased to note that 2022/23 was Lindsey Lodge's busiest year in terms of patient care activity since our inception.

Whilst this marks a significant achievement in terms of the volume and quality of care that we are able to provide on behalf of the local population it does present the Board a challenge in generating sufficient funding in order to maintain this level of care.

During 2022/23 the hospice reported a financial deficit after two years of relative financial stability. Increased staffing costs as a consequence of matching the national NHS pay award awarded to staff on NHS pay scales, were a major factor in the downturn in the hospice's financial position.

Lindsey Lodge have, for a number of years, aligned to national NHS pay rates; mainly as a way of attracting and retaining clinical staff in an extremely competitive local labour market. This has allowed the hospice to operate at full bed capacity due to very low staffing vacancy rates have resulted in higher staffing costs which, unlike comparable NHS organisations, have not been fully funded from government monies.

The hospice did receive a non-recurrent increase in our NHS funding levels toward the end of the financial year as a recognition of the support the hospice has provided across the local health economy, however, further representations regarding future NHS funding levels will be an important feature of the financial planning round for 2023/24 and beyond.

Income



£1.08 Million

Retail & Catering



32%

Increase from last year



£1 Million

Fundraising



£689,716

Gifts left in Wills

2022/23 FINANCE DATA

Expenditure



£35K

Patient Food



£4.3 Million

Total Expenses

£0.33 Million

Deficit

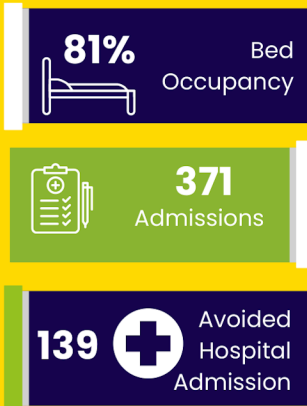


19%

Total Expenses Increase from Last Year

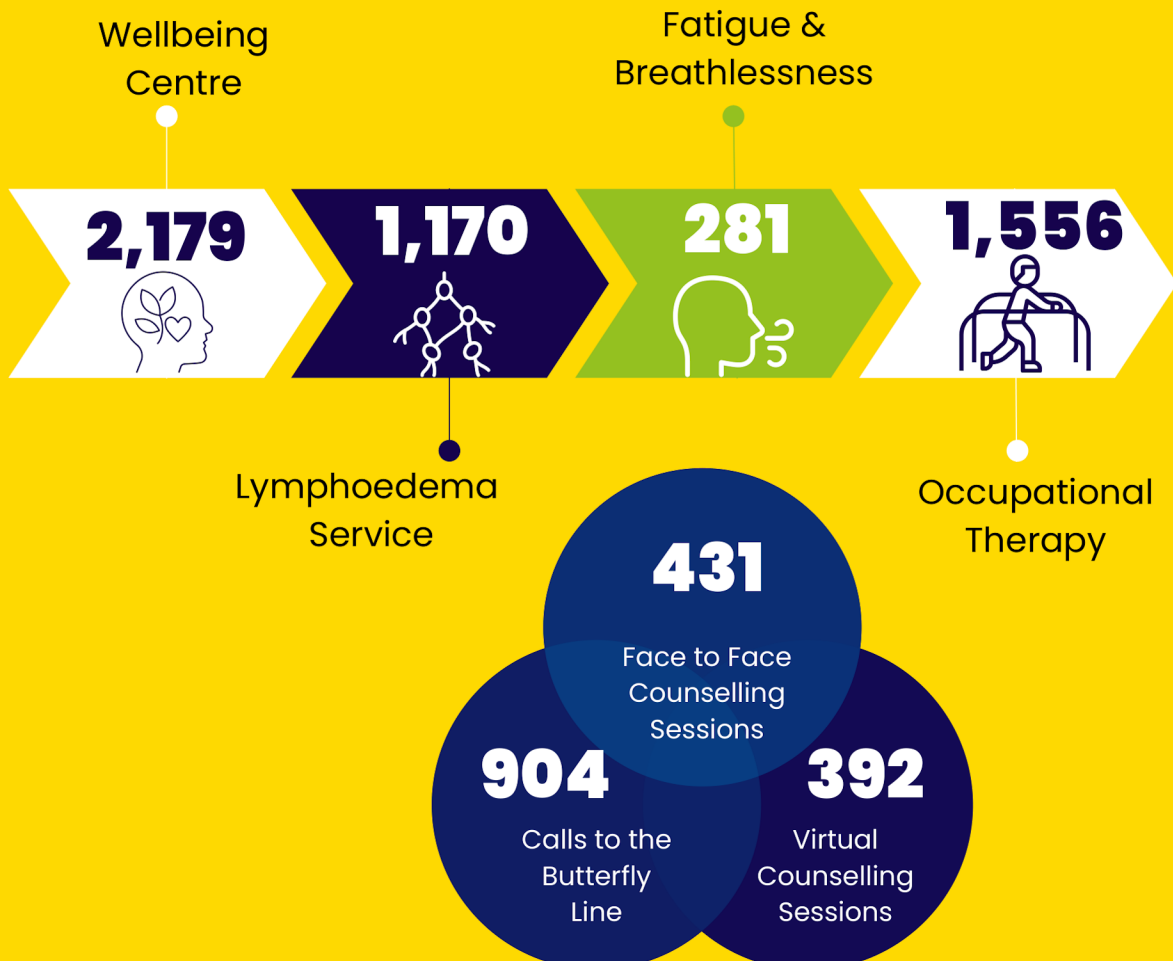
AT A GLANCE

Key Performance Indicators

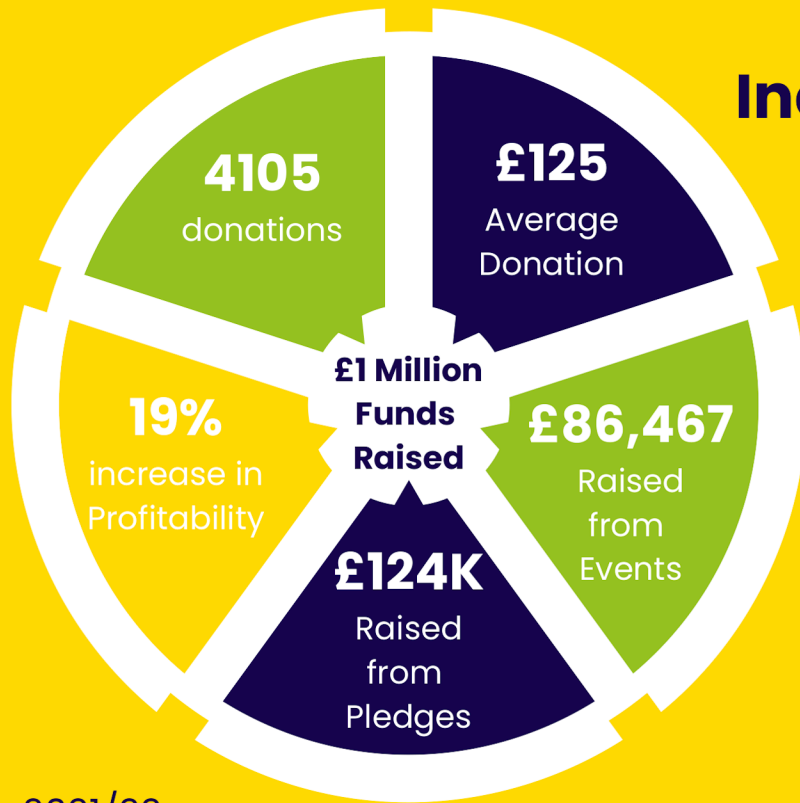


	Lindsey Lodge	Hospice UK		Lindsey Lodge	Hospice UK
Admissions	371	22,227	New Pressure Ulcers	22.8%	32.8%
Average Length of stay	11 Days	14.1 Days	Reported Patients Falls	18	3024
Bed Occupancy	81%	70.2%	Medication Incidents	12	10.1
Patients who died at the hospice	61%	66%	Incidents Resulting in Severe Harm	0%	0%

Appointments



AT A GLANCE



Income Generation

£1.08 Million

Retail & Catering

£689,716

Gifts in Wills

£63,317

Investment Income

2021/22 Expenses

Increase



2022/23 Expenses

Increase



Registered Manager of Lindsey Lodge

Helen Turner

Director of Clinical Services

Telephone-01724 270835 ext.264

Email: h.turner7@nhs.net

Karen Griffiths: Senior Information Risk Owner (SIRO)
CQC Nominated Individual

Kay Fowler: Data Protection Officer (DPO)

Dr Lucy Adcock - Caldicott Guardian

Charity number: 702871



CHEERS! FOR **30 YEARS**

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