

# LINDSEY LODGE HOSPICE & HEALTHCARE ANNUAL REPORT

---



2021/  
2022

---



# CONTENTS

## Section one

Chairman's Statement	3
Welcome from the Chief Executive	4
About us	7
Our core business	8
Vision, mission and values	9
Strategic direction	10
Our asset base	13

## Section two

Our team	19
----------	----

## Section three

Professional management support	20
The Board of Trustees	20
Senior Management Team	22
The Non-clinical Team	24

## Section four

Fundraising highlights	35
------------------------	----

## CHAIRMAN'S STATEMENT

In the 29 year history of Lindsey Lodge there can have been very few years as dynamic as 2021/22.

Still in the shadow of the Covid pandemic our retail and fundraising activities struggled with shopping habits still subdued and social gatherings restrained but this was more than compensated by the support we received through a variety of mechanisms from the Government, for which we are profoundly grateful.



Financially we finished the year with a surplus for the second year running, which has restored our reserves, some of them mandatory, to previous highest ever levels. Added to this our asset base is bolstered with outright ownership of the adjoining three acres of land and the bungalow next door, called The Lodge.

The acquisition of The Lodge, like the land, was strategic, but it very quickly came into its own as our plans to develop our bed base crystallised. Transforming this building into office capacity, along with moving our laundry into bigger, better accommodation previously used for storage, enabled us to commence the development of existing buildings to provide six more Inpatient beds, an increase of 60%.

Our positive progress across many areas of activity is detailed in this report in what has been an outstanding year. All this with Covid still lurking in the background is an enormous credit to all of our staff, at every level but most of all to our Chief Executive and her Senior Management team to whom once again the Board of Trustees is indebted.

A handwritten signature in black ink, appearing to read 'A W Bell', written over a light blue grid background.

Alan W Bell

# WELCOME FROM THE CHIEF EXECUTIVE

## **Welcome to Lindsey Lodge Hospice and Healthcare Annual Review for 2020/2021.**

2021/2022 spans our 29th - 30th year. It doesn't seem so long ago since I had the privilege of planning the 25th Birthday with staff and volunteers at Lindsey Lodge and to now find myself planning the big 30th Birthday is such an amazing achievement. To hold such a high and credible standing in the local community that continues to be supported so generously by locally businesses, families and donors is absolutely incredible, and so commendable for all those that have been part of the hospice's history.

The year has been a very busy one with some major capital projects that have supported a new laundry facility and a 60% bed expansion programme. Preparing for the future has been a key strategic objective of the Board and Senior Management Team, as health and social care in North Lincolnshire is rapidly changing, which we touch upon in this report.

Supporting our staff and volunteers has been a priority as fatigue after two years of working in a pandemic environment has required ongoing support and a focus on 'Wellbeing' has been a priority for us. Volunteer support both nationally and locally has seen changes as many volunteers made different choices and changes to their lifestyles during Covid. We are very fortunate to have engaged with new volunteers and seen a return of some of those who had previously supported us, and are delighted to have a very healthy growing volunteer workforce again. The charity relies on volunteers across all our areas, but particularly in retail and we are so very appreciative of their valuable time and support.

I take this opportunity to thank staff, volunteers and our donors. The charity is a significant asset for North Lincolnshire and the care and support offered is often needed at very challenging and vulnerable times in people's lives. Our Quality Report contained within this document demonstrates that our care continues to be delivered to a very high standard and patient

experience and feedback is so very positive. May the Hospice continue to hold such prominence in our community and my hope is that it survives another 30 years. Having worked here now for the last six years, I am very proud to have played a small part in its history.

I hope that this report proves useful to you to remind you of our work and in year achievements, and of efforts taken to assure ourselves that care is appropriately delivered by staff that have been supported with appropriate levels of skill and knowledge.

## **Rapidly Changing Times**

The year has seen a very different chapter for Lindsey Lodge in terms of partnerships and collaboration, with more structured arrangements and work plans forming a significant part of our hospice strategy.

The Health and Care Act 2022 sets out plans to put Integrated Care Systems on a statutory footing, empowering them to better join up health and care services, improve population health and reduce health inequalities. This will mean that from 1 July 2022 Clinical Commissioning Groups (CCGs) will be dissolved and NHS Integrated Care Boards (ICBs) will be the organisations with responsibility for NHS functions and budgets. We see new structures, language and posts develop that require us to engage and understand how health and social care is changing, and we have been required to spend time external to the hospice environment, developing new relationships and working in partnership with others.

NHS Humber and North Yorkshire Integrated Care Board (ICB) will now be responsible for 1.7 million people over a diverse region covering North Yorkshire, Vale of York, Hull, East Riding of Yorkshire, North Lincolnshire and North East Lincolnshire. Ahead of its establishment, NHS Humber and North Yorkshire ICB has appointed Sue Symington as Designate Chair and Stephen Eames CBE as Designate Chief Executive, and arrangements are well underway to agree all board appointments. I have been very fortunate

to meet with Sue Symington along with the six other Hospice Chief Executives in our new ICB region. It was a great opportunity to discuss hospice care and its contribution to health, and there is most certainly a recognition of the value of hospice work and the need to sustain it going forward locally.

The Humber and North Yorkshire Health and Care Partnership is a collaboration of health and care organisations. The ICS believe we are stronger when working together and are striving to improve the health and wellbeing of our population, as well as the quality and effectiveness of the services we provide. The Partnership Long Term Plan sets out our ambitions and the difference we seek to make.

Partnerships, alliances and collaboratives are the way forward for health and social care organisations and a key reason why the clinical leadership has been restructured within the organisation as opportunities from vacancies has presented this year. We need to not only focus on work within the hospice but on ways of working with others to improve health and wellbeing, with the aim of avoiding admission to hospital, given the increasing demands placed upon acute trusts. Our clinical work is set to evolve in a different direction, which we need to be excited by, and prepare staff for further change, as we must be part of its future transformation.



**Karen Griffiths**  
**Chief Executive**



## Registration history:

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

Company 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 Centre and leased property

Board of Trustees as at 31 March 2022

Chair: Alan Bell

Deputy Chair: Dr Pat Webster

Andrew Horwich

Pete Wisher

Peter Stapleton

John Roberts

Sir Nic Dakin

Dr George Thomas

Richard Podmore

Darren Topp

Amirul Islam

Denise March

Pav Tandon

Jessica King

The charity is governed under the terms of our Articles of Association by a Board of Trustees of whom the senior management group report to.

# SECTION ONE



# WHO WE ARE

## About Us

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 over 29 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 our 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 carers' needs. North Lincolnshire and East Riding areas predominantly use our services and approximately 30% of annual running costs are provided by NHS grants.

Since being formed as an independent charity in 1992, we have gradually evolved the clinical service platform and the asset base from which we operate. Lindsey Lodge is a company limited by guarantee and is a registered charity owning all the Hospice premises and the adjoining land surrounding it. We are regulated by the Charities Commission and governed under the terms of Articles of Association by a Board of Trustees, who the internal senior management team report to. We are a multi-disciplinary team and the organisation employs a total of approximately 130 staff (106 wte) and is supported by approximately 250 volunteers. Care is consultant-led and the Consultant in Specialist Palliative Care is employed by Northern Lincolnshire and Goole NHS Foundation Trust (NLaG) working with the Hospice via an annually agreed service level agreement.

Lindsey Lodge is regulated by Care Quality Commission (CQC) and has held a 'Good' rating since 2016, there is a requirement for a lead clinical person to hold the post of Registered Manager, this role is a statutory CQC appointment. The role of the Registered Manager in 2021/2022 has been held by Karen Griffiths the Chief Executive who is a Registered Nurse. The post of Director of Clinical Services will incorporate the role of the Registered Manager has been reviewed, reshaped and advertised both locally and nationally.

A Quality Account is published annually and uploaded to NHS Choices (last -June 2021). The Quality Account and Annual report are presented at the AGM, held in public (next meeting 09/08/2022). A copy of our latest Quality Account is on page 37

## Our core business

During 2022, Lindsey Lodge Hospice and Healthcare is celebrating 30 years of providing high quality, specialist palliative and end of life care to local people and families from North Lincolnshire and East Riding. This is a significant achievement for the charity and signals a long history of support from local people and businesses in North Lincolnshire.

Since being formed as an independent charity in 1992, we have gradually evolved both our clinical service platform and the asset base from which we operate over this 30 year period.

Lindsey Lodge Hospice and Healthcare cares for hundreds of patients (over the age of 18 years) each year, and their families and carers, who are affected by life-limiting illnesses. We work in partnership with acute hospitals, community services, local authority, social care providers and voluntary organisations to deliver care that is specialist and unique to each individual person. We support patients, families and loved ones right through their illness journey, from a point of diagnosis through to treatment and beyond. We have a range of services which we currently deliver from the main hospice site.

Our objective is to enhance the quality of life of every individual, enabling each person to be supported throughout all stages of their illness. A patient's needs are continually assessed by the Hospice and Healthcare Team to ensure the best individual holistic care is provided.

Our purpose is to provide excellent end of life care and support, our vision and values are at the heart of everything we do, and we expect all staff to work in a way that embodies them.

We are committed to self-generating at least £2 million annually through our charitable activities, which compliments the support of our local clinical commissioning groups (CCG), to ensure our clinical services remain high quality, free of charge to our users and great value for money for our commissioners so they can use more of their valuable resources to support our local healthcare partners.





# VISION, MISSION & VALUES



## Vision

Lindsey Lodge Hospice and Healthcare provides specialist palliative care to patients with life-limiting conditions and supports their family 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.



## Mission

We will ensure income generated from the local area is focused 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 relationship in the interests of our patients and staff.



## Values

**C**are, compassionate, facilitating choice

**A**cting with professionalism and respect

**R**esponsive to the needs of our patients, families and carers

**E**xcellence in all that we do



## STRATEGIC DIRECTION

We have actively worked with health and social care partners across North and North East Lincolnshire to fulfil work detailed within the Northern Lincolnshire End of Life Strategy 2021/22 – 2025/26. This strategy is owned by the Northern Lincolnshire End of Life (EoL) partnership steering group and sets out how system partners will work together to improve end of life care across Northern Lincolnshire. It aims to deliver the following ambitions:

- Each person is seen as an individual
- Each person gets fair access to care
- Maximising comfort and wellbeing
- Care is coordinated
- All staff are prepared to care
- Each community is prepared to help.

The strategy sets the following commitments:

- People who are nearing the end of life and those who matter to them, are at the heart of everything we do
- We will deliver compassionate, high quality, safe, effective and responsive end of life services
- We listen to our patients and those who matter to them, our communities, our staff and our wider stakeholders to make sure our services are clinically led and designed around the needs of our population
- We will collaborate to design and deliver an integrated model of care; ensuring our patients have access to the right services and levels of care, both generalist and specialist, at the right place, at the right time, within a setting of their choice.

Strategy principles:

- We prioritise high quality end of life care as an integral part of all of our services
- We work collectively across Northern Lincolnshire to deliver seamless patient-centred pathways that support people's care across all settings
- We maximise the use of resources across the system with any investment being targeted to have greatest impact for patients
- We create an environment where we deliver and share best practice with a focus on continually improving our services
- We will learn from experience and thoughts and views of those nearing end of life and those that matter to them.

Lindsey Lodge as one of the Northern Lincolnshire EoL Strategy partners provides specialist elements of care and fully endorses the strategy. Our internal strategic direction aligns to this wider partner strategy and we are now working together in an integrated way with an intention to maximise the total workforce capacity and capability to ensure that all local patients receive consistent, high quality care, including specialty advice and support, regardless of where and which provider(s) they are supported by.

There should be a seamless transfer of care with patients and carers not required to repeat information giving to support care through the use of shared information and care plans, underpinned by staff training and consistent use of the Recommended Summary Plan for Emergency Care and Treatment (ReSPECT) and the Electronic Palliative Care Coordination Systems (EPaCCs), by all care providers. Care provided should reflect the needs of the individual and their family/carers and not be arranged around organisational boundaries.

Locally we know that there are differences in experience of care depending on where a person receives that care and there is variation in service capacity compared to need, which could be improved through better integration of services.

Redesign of the current delivery model provides opportunities to secure the benefits of increased satisfaction of care, increased job satisfaction for workers, improved efficiency and reduced overall cost/increased value for money.

### **A key strategic desire to integrate the Hospice and Community services within North Lincolnshire**

We have an overarching objective to work towards improved integration across the hospice and community End of Life services in North Lincolnshire, aligning with North East Lincolnshire services as appropriate.

The newly developed role of the Director of Hospice Clinical Services will lead work to understand and map

current services and gaps, whilst identifying opportunities for integration of services. We have used the year to recruit to this key new post, reshaped from an existing senior nurse vacancy, working with colleagues at Northern Lincolnshire and Goole NHS Foundation Trust (NLaG). The scope of the proposed integrated service model will consider:

- Adults over the age of 18 years
- Registered with a North Lincolnshire GP
- Diagnosed with a life limiting condition, assessed holistically using OACC (Outcome Assessment and Complexity Collaborative) measures
- For existing Community and Hospice EOL and specialist palliative care caseloads to be reviewed
- To consider new patient referrals, via a single point of access
- To deliver seamless continuity of care.

**Our Strategic Objectives span all areas of the organisation and have been reconsidered this year and agreed by the Board.**

## Summary Refresh

### Strategic Direction 2021–2024

<b>Care</b>	<ul style="list-style-type: none"> <li>• Create a new six bedded unit</li> <li>• Agree the associated new admission criteria and funding model with NL CCG</li> <li>• Develop links to GPs to support the additional six beds</li> <li>• Develop nurse led beds and admissions supported by Advanced Practitioners</li> <li>• Continue to support the post Covid recovery and review of the Wellbeing Centre</li> </ul>
<b>Site Developments</b>	<ul style="list-style-type: none"> <li>• Reposition the laundry to meet changing infection control standards</li> <li>• Relocate the non-clinical teams (Finance, Fundraising, Marketing) to the Bungalow (The Lodge)</li> <li>• Create a new on site meeting room</li> <li>• Plan a multipurpose onsite function room to support income generation from events and use as a conference facility.</li> </ul>
<b>Income Generation</b>	<ul style="list-style-type: none"> <li>• Maximise the use of the new land to support income generation</li> <li>• Aim to maintain a £770k net profit fundraising margin</li> <li>• Achieve a year on year increase in online sales</li> <li>• Use full price goods to blend to preloved</li> <li>• Close gap towards national average on gift aid</li> <li>• Achieve the average net return of 24% profit margin in charity retail.</li> </ul>
<b>Catering</b>	<ul style="list-style-type: none"> <li>• Target an increase to outside catering</li> <li>• Extend current site offering to increase income of £100k gross.</li> </ul>
<b>Workforce</b>	<ul style="list-style-type: none"> <li>• Develop and deliver a staff and volunteer Wellbeing Strategy</li> <li>• Undertake a review of pay and rewards.</li> </ul>
<b>Partnership Working</b>	<ul style="list-style-type: none"> <li>• Continue to support collaboration with St Andrews Hospice</li> <li>• Support a pilot with NLAG to integrate the community and hospice end of life teams.</li> </ul>
<b>Delivering outstanding care</b>	<ul style="list-style-type: none"> <li>• Becoming an 'outstanding' organisation</li> <li>• Increase the marketing resource to support this through availability and sharing of our data.</li> </ul>

# SECTION ONE

Our objectives are ambitious and we have agreed to the following phasing:

## Phase 1 – Short/Medium term

- A - Purchase of Burringham Road bungalow 'The Lodge' **Achieved 2021**
- B - Complete works on a new Laundry to meet changing compliance with current infection control regulations **Achieved March 2022**

## Phase 2 – Medium/Long term

- A - Care Expansion Project – Increasing LLH bed base from 10 to 16. **To open June 2022**
- B - Bungalow project – Explore options for usage which best aligns with Lindsey Lodge strategy **Repurposed into office accommodation to free space in the hospice building for care expansion. Achieved January 2022**

It has been a significant achievement to acquire the neighbouring bungalow now known as 'The Lodge'. We have changed it from a domestic dwelling with the required planning permissions into a commercial building. The Lodge accommodates: Finance, fundraising and communication and marketing teams. These teams moved across in January 2022 and have settled well into their new work spaces. The building is modern and fresh and this has been a very uplifting move for these teams. This move has allowed for space to become free in the main hospice building that has been redesigned to expand our care provision and work commenced in November 2021 to develop six new ensuite patient bedrooms.



Lindsey Lodge's overall financial position, and underlying cost structure, began to stabilise during 2021/22 as the surrounding health and social care environment, gradually emerged from the disruptions caused by the global pandemic.

Although Lindsey Lodge continued to receive a degree of support funding during 2021/22, both in terms of residual furlough support and retail start up grants, the scale of this funding was significantly lower than the preceding year and, as a consequence, the total revenue generated of £3.72mil was a reduction of £1.15mil on the unprecedented levels of income (£4.87mil) generated during 2020/21.

Our overall income position included approximately £0.36mil of funding agreed with the Hospice's local NHS commissioner which enabled us to radically restructure our inpatient bed base during the course of the year.

The Hospice is now able to plan to offer the local community 16 in-patient beds as a consequence of the support of North Lincolnshire Clinical Commissioning Group (CCG). This expansion will also allow the Hospice to support the local acute trust in its discharge management, thereby taking pressure off acute services as they begin to tackle increases in acute waiting lists which built up during the Covid pandemic.

Lindsey Lodge's retail and fundraising activities began to operate normally by mid-2021 although the reopening of our retail activities was phased to take into account the gradual relaxation in government trading restrictions.

Fundraising income, albeit marginally lower than the previous year, continues to be a vital source of funding to allow the Hospice to maintain its services to the local population and it is pleasing to note that we were able to generate approximately £0.96mil in income during the financial year. This reflects the level of goodwill Lindsey Lodge has across the local community and the Trustees would therefore wish to thank the public for their continued support and donations during the year.

Retail income grew slightly compared to the previous year, which was severely restricted by the pandemic – gross income stood at £0.85mil. This, however, did include certain retail start-up grants which the Hospice received in order to support the gradual reopening of all of the retail outlets.

The funding negotiated with our NHS commissioning colleagues, combined with the increases in both gross fundraising and retail income allowed us to generate £3.72mil of income during the financial year. The reduction in income of £1.15mil against the amount generated in the previous year is mainly due to a reduction of £0.46mil in legacy income and the elimination of central Covid related grants.

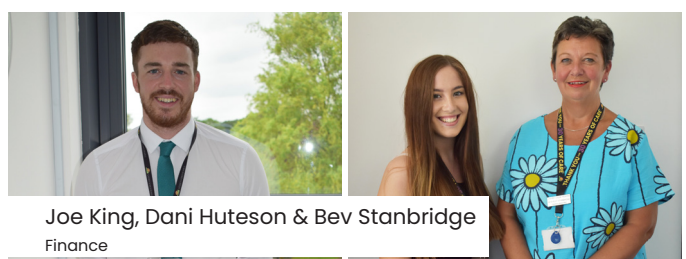
The overall funding package did however allow us to report a trading surplus of £0.25mil.

When the depreciation charge of £0.20mil is included combined with a gain of £0.15mil in the value of the investment portfolio the Hospice reported an accounting surplus of £0.20mil.

In addition to funding the expansion of our bed base we also used our liquidity position to purchase an adjacent property for office space; partially supplementing space within the main Hospice which was to be used for the new beds.

These investments in Lindsey Lodge's fixed asset base did not unduly impact on our underlying liquidity position – the value of cash and investments held by the Hospice was £3.14mil at the end of the financial year, an increase of approximately £0.23mil on the equivalent period last financial year.

The Finance Team oversee and report on the financial position to the Board and offer a closing position prior to the accounts being submitted for audit (planned for May 2022).



## **Supporting the wider health and social care system with continued capacity pressures**

All things Covid did not to leave us in 2021-2022, with the declaration of a Level 4 National Incident for the potential impact of the Omicron variant combined with winter pressures. Lindsey Lodge was required to put further plans in place to support local health and social care systems under continued increasing bed pressure. A specific response plan was produced with staff aware of continuing actions and arrangements required of us as a care organisation and to support admission avoidance to the local acute hospital.

We were fortunate that measures in place proved strong and we did not encounter any significant outbreak or staff sickness, demonstrating our plans were robust and our continued learning from previous Covid outbreaks was embedded. This was another difficult time for all staff both clinical and those involved in income generation (retail and fundraising), as work plans were yet again flexed to support national guidance.

## **Continued Partnership working**

Throughout 2021/2022 we continued to develop networks with other partner agencies, locally and other hospices. We have worked hard to support partners and maintain external communication and dialogue. The Senior Management Team have submitted twice daily data via the NHS Capacity tracker over seven days including bank holidays in order that there was full transparency of activity and staffing levels at local and national levels.

Lindsey Lodge has also played a very active a part in supporting the local health and social care system and has offered the following contributions/services to support system resilience:

- Committing to a bed expansion programme of 10 - 16 beds, opening two additional beds in November 2021
- Seven day admissions including bank holidays
- 24hr medical support
- A Single Point of Contact for referral
- Developing two advanced care practitioners who have led nurse/therapy led admissions and care
- A flexible ability to admit for specialist end of care, end of life care and symptom management
- Nurse prescribing
- Wellbeing Centre - offering flexible face to face and virtual services and support sessions
- Clinics - Lymphoedema, fatigue, breathlessness, complimentary therapy, bereavement and counselling that could support hospital discharges
- On site gym - to support mobility assessments - physio and occupational therapy (OT) led therapy sessions to support community care packages
- Electronic prescribing to support on call/remote medical support as required
- Senior manager on call 24 x 7.

We have demonstrated greater flexibility to respond to pressures in local health and care systems particularly as demands peaked and this has been made possible given our small organisation with few organisational layers and boundaries that need to be negotiated to support decisions. Our Board of Trustees have supported decisions in a very timely manner, committing to adhoc/extraordinary board meetings as required to support the Senior Management Team. Our local commissioners, North Lincolnshire Clinical Commissioning Group (NL CCG) have worked closely with us to help us respond in ways which could offer a real benefit to local patients, carers and families and we take this opportunity to thank them

for non-recurrent financial support that has contributed to our service developments. Our medical staff have supported admissions and discharges working very flexibly particularly when on call and we thank them for this support. Our clinical staff have taken additional shifts and worked flexibly to support gaps from sickness and we thank them for this contribution.

### **Easing the pressure on NHS services**

With excessive pressure on beds in the local health and social care systems, Lindsey Lodge has worked more closely this last 12 months with partner organisations across North and East Lincolnshire to manage and improve bed resource. The hospice's consistently high standard of palliative and end of life care has been recognised in support to extend its bed base. We were able to open two of the new six beds in November 2021 as the redesign and work schedule was minimal in two rooms and these beds were desperately needed and appreciated.



### **Significant Changes in our Health and Social Care System and the evolving Integrated Care Boards (ICB)**

We have discussed Integrated care systems (ICSs) being new partnerships of health and care organisations that come together to plan and deliver joined up services and to improve the health of people who live and work in their area.

They exist to achieve four aims:

1. Improve outcomes in population health and healthcare
2. Tackle inequalities in outcomes, experience and access
3. Enhance productivity and value for money
4. Help the NHS support broader social and economic development.

Collaborating as ICSs will help health and care organisations tackle complex challenges we are facing and experiencing locally, including:

- Improving the health of children and young people
- Supporting people to stay well and independent
- Acting sooner to help those with preventable conditions
- Supporting those with long-term conditions and mental health issues
- Caring for those with multiple needs as populations age
- Getting the best from collective resources so people get care as quickly as possible.

Following several years of locally-led development, Parliament has now passed the Health and Care Act, which will create statutory ICSs in every part of the country, as recommended by NHS England. The last 12 months have seen the Senior Management Team become very involved in these changes and they have contributed to local planning and dialogue to understand how changes will affect the Hospice and local health and social care provision.

### **What does this mean for Lindsey Lodge?**

Integrated Care Boards (ICBs) will take on the functions currently performed by CCGs. Each CCG's staff, assets and liabilities will be transferred to the relevant ICB, and some of NHS England's direct commissioning functions will be delegated to ICBs. ICBs will bring the NHS together locally to deliver shared priorities, with a greater emphasis on collaboration and shared responsibility for the health of the local population. The North Lincolnshire CCG, our main commissioner will be part of these government changes and the year has seen us prepare for these new national arrangements. New relationships have been made and time has been spent outside the Hospice with external stakeholders preparing and understanding new arrangements, this has been vital given part of our income comes from the NHS and our work must fit with local health population needs.

We have a growing body of evidence pointing to the benefits that Integrated Care Systems (ICSs) can achieve for patients and communities when providers work collaboratively. The response to the Covid pandemic most clearly demonstrated how providers can work together effectively at scale and pace to achieve common objectives.

We now face the substantial challenge of meeting the needs of patients whose care was disrupted or delayed due to the pandemic, while continuing our work to meet NHS Long Term Plan commitments. No provider will be able to meet the challenges of recovering from the pandemic alone. Providers need to build on the successful collaboration that they established in response to Covid.

On 16 June 2021, the NHS published the Integrated Care System (ICS) Design Framework, setting out how ICSs will be expected to operate by April 2022 when ICS partnerships and new statutory integrated care boards (ICBs) will be established. The ICS Design Framework reinforces the expectation that **provider collaboratives**, along with **place-based partnerships**, will be a key component enabling ICSs to deliver their core purpose and meet the triple aim of better health for everyone, better care for all and efficient use of NHS resources.

This guidance sets out the minimum expectations for how providers should work together in provider collaborative and provides some guiding principles to support local decision-making. The Health and Care Bill creates further opportunities for providers and their system partners to work together effectively by providing new options to make joint decisions. However, development of provider collaboratives is not dependent on the legislation; there is significant scope to deliver benefits of scale and support greater resilience within existing legislation.

### **What are provider collaboratives?**

Provider Collaboratives work across a range of programmes and represent just one way that providers collaborate to plan, deliver and transform services. Collaboratives may support the work of other collaborations including clinical networks, cancer alliances and clinical support service networks.



System partners are able to agree the areas of focus and delivery for each type of collaboration and decide how these arrangements can work most efficiently and coherently in a local context to achieve benefits for people and communities.

Our neighbouring hospice St Andrew's Hospice in Grimsby and Lindsey Lodge have used the year to develop stronger relationships and better understand services provided and we have formed a structured alliance and have been sharing for the last two years. Innovation and efficiency can be nurtured both within and beyond the two hospices in order that we are able to provide high quality evidenced based care. We have met regularly in 2021-2022 to identify opportunities to improve End of Life Care and consider efficiencies in how we approach and deliver our work.

We have jointly commissioned a piece of independent work as Lindsey Lodge Hospice and Healthcare (LLH) and St Andrew's Hospice (SAH) proposing an independent study could helpfully consider the feasibility, benefits, opportunities and risk of continuing towards a more formal partnership. This work aimed to allow the boards of both hospices the opportunities and the barriers both within the current partnership arrangement and in any future, more integrated approach.

The methodology agreed included:

- Research into relevant environmental drivers impacting hospices on a local, regional and national level
- Research into existing studies around collaborations, partnerships and mergers in the voluntary sector
- Analysis of existing examples of partnership working between hospices
- Engagement with internal and external stakeholders.

### **Work with other Hospices in the New Integrated Care System footprint**

There are seven independent Hospices within the ICS, outlined below that during 2021-2022 have come together to form a Collaborative. This Collaborative was formalised via the signing of a Memorandum of Understanding in June 2021 with the focus of working for the benefit of the people of the Humber and North Yorkshire Region:

• **Dove House Hospice, Hull** • **Saint Catherine's Hospice, Scarborough**  
• **Lindsey Lodge Hospice and Healthcare, Scunthorpe** • **St Leonard's Hospice, York** • **Martin House Children's Hospice, Wetherby** • **St Michael's Hospice, Harrogate** • **St Andrew's Hospice, Grimsby**

To support and ensure the work of this new Collaboration is coordinated, all member organisations have jointly funded and appointed to a 'Hospice Collaborative Consultant' post. The focus for this post is to support the Collaborative across the geographical footprint, advising on commissioning for individual hospices, enabling us to increase patient/client impact and the income generated from commissioned work. The post also facilitates joint working arrangements between the seven independent hospices to enable increased impact, increased voice and increased efficiencies.

This post has been filled on a job share basis by Simon Gordon and Amanda Lee. The post has been specifically created to represent the Collaborative as a whole and is not designed to replicate any of the existing roles with any of the seven organisations.



# OUR TEAM

We are a multi-disciplinary team and our organisation employs approximately 106 wte staff.

Our teams broadly operate within the following departmental teams:

## **Clinical team:**

### **Medical staff:**

Doctors, 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**

### **PR, Communications and**

### **Marketing Team**

“ALL STAFF ARE SUPPORTIVE AND ARE ALWAYS OPEN MINDED TOWARDS HELPING YOU ACHIEVE YOUR GOALS. THERE ARE A WIDE RANGE OF LEARNING OPPORTUNITIES.”



## PROFESSIONAL MANAGEMENT SUPPORT

Lindsey Lodge has internal teams which cover a full range of disciplines namely: Workforce and Volunteer Management; General Administration and Clinical Governance expertise; PR, Communications and Marketing; IT/IG services; Finance and Income Generation.

These teams are small given the size of the organisation, but absolutely necessary to support our work and ensure compliance with good employment practices and governance, which is central to our business.

## 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 in such an important and valuable way.

Lindsey Lodge is a hugely successful charity delivering excellence in palliative and end of life care to people across North Lincolnshire every year. Their contribution in governing and guiding the organisation, as well as contributing to our strategic direction is vital to that success.

The Senior Management Team work with the trustees to tap into specific skills, knowledge and experiences in order that they use the different perspectives and opinions available to them as they plan and deliver services.

Our trustees attend all sub-committees of the board at least once, as this helps them build both the understanding of operational areas and shape where they feel they can add value to our work. It is important that they feel fulfilled by this role and are making a positive contribution and they agree which subcommittees of the Board best aligns to their interests, skills and experiences.

The Charity is governed by the Board of Trustees, which is responsible for the strategy and governance of Lindsey Lodge Hospice and Healthcare. Members of the Board are also directors under company law.



Trustees showing their support at our Fundraising events



## Our Trustees 2021 – 2022



**Alan Bell,  
Chair**



**Dr Pat Webster,  
Deputy Chair**



**Andrew Horwich**



**Pete Wisler**



**Peter Stapleton**



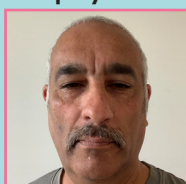
**John Roberts**



**Sir Nic Dakin**



**Dr George Thomas**



**Richard Podmore**



**Darren Topp**



**Amirul Islam**



**Denise Marsh**



**Pav Tandon**



**Jessica King**

The duties of a trustee cover four broad areas:

- Financial responsibilities
- Accountability to beneficiaries and Charities Commission
- Conduct
- Decision making.

The Board of Trustees meets at least four times per year. These meetings are chaired by Chair Alan Bell, or Deputy Chair Dr Pat Webster. The Chair, Deputy Chair and the Chief Executive meet formally bi-weekly.

The Board is also supported in decision making by detailed scrutiny and recommendations provided by the board sub-committees:

- Finance and Business Development – chaired by Peter Stapleton
- Workforce - chaired by John Roberts
- Remuneration – chaired by Sir Nic Dakin
- Quality Assurance – chaired by Dr Pat Webster.

In accordance with our Articles of Association, we hold our Annual General Meeting (AGM) in public, where we present our Annual Review, Quality Account and Annual Accounts. Last year’s meeting was held on Tuesday 3 August 2021 at Lindsey Lodge in our Meet and Eat Restaurant.

Over the past 12 months we have strengthened our trustee board members and have 11 volunteer trustees from a diverse ethnic and professional backgrounds.

We have invested in externally supported Board and Senior Management Team development and have reconsidered our three year strategic plan.

The Board and Senior Management Team have developed relationships in the community with health and social care partners and in particularly the North Lincolnshire CCG, in order to ensure that we are

providing care that fits with local population health needs and links to other services.

We take this opportunity to thank trustees Nichola Threadgold who left us this year for her voluntary contribution.

We welcomed a number of new Board Members this year; Amirul Islam, Denise Marsh, Darren Topp and Jessica King.

Trustees are helpful in supporting the hospice’s vision of promoting a positive attitude to diversity and equality of opportunity, to eliminate discrimination and disadvantage in service delivery and employment, and to manage, support or comply through the implementation of the hospices Equal Opportunities Policy. Trustees must maintain strict confidentiality in all matters relating to the Hospice, its business, patients, staff and others.

### Board Development

With the support of a volunteer learning and development facilitator, we have undertaken three board development sessions to improve shared understanding of our individual preferences in the workplace and to improve team-working, and ensure effective priority setting across the board and between the board and SMT.

## SENIOR MANAGEMENT TEAM

The Trustees appoint the Chief Executive, who has day to day, 24 hour operational responsibility for the running of Lindsey Lodge. Chief Executive Karen Griffiths has in year objectives to achieve, offered by the Chair on behalf of the Board and is supported by the Senior Management Team.



**Karen Griffiths**  
Chief Executive, SIRO



**Tom Moody**  
Deputy Chief Executive



**Dr Lucy Adcock**  
Medical Director/Consultant  
in Palliative Medicine,  
Caldicott Guardian



**Karen Andrew**  
Operational Matron



**Jenny Baynham**  
Senior Manager Business  
Development: Retail &  
Marketing



**Jane Lacey-Hatton**  
Senior Workforce  
Manager



**Kay Fowler**  
Support Services  
Manager, DPO



**Joe King**  
Finance Manager



**Mike Rocke**  
Finance Consultant

### **Karen Griffiths – Senior Information Risk Owner (SIRO)**

This is a professional who has responsibility for implementing and managing information risks within the organisation. The SIRO role is mandatory for public sector organisations and organisations which are contracted to deliver services under the NHS Standard Contract as we do at Lindsey Lodge Hospice and Healthcare. Karen, in her role has oversight of the organisational risk register, is responsible for the update and management of risks that report to the Board via relevant sub-committees. High risks are directly managed by the Board and are a standing agenda item at each meeting.

### **Kay Fowler – Data Protection Officer (DPO)**

DPOs are independent data protection experts who are responsible for: Monitoring an organisation's data protection compliance, informing it of and advising on its data protection obligations, providing advice on DPIAs (data protection impact assessments) and monitoring their performance.

Kay, in her role as 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 compliance with Data Protection. Kay leads the review and update of our information governance policy in line with local and national requirements.

There is an annual assessment using the Data Security and 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.

## **Dr Lucy Adcock – Caldicott Guardian**

Lucy is the senior person responsible for protecting the confidentiality of people's health and care information and making sure it is used properly. All NHS organisations and local authorities which provide social services must have a Caldicott Guardian. Whilst Lindsey Lodge is not an NHS organisation it receives an NHS grant and therefore fulfils many NHS regulatory requirements.

### **Operational Matron**

Acknowledging that our external work with partners has become a significant focus we have used the year to reconsider the clinical nurse leadership with the hospice. We have had significant ongoing challenges with Covid, changing infection control measures and a growing desire to progress advanced practice and nurse/therapy led care and have used existing vacancies to augment the role of Operational Matron who will operationally lead clinical work internally.

We were delighted to appoint Karen Andrew into this new significant role in October 2021. She takes on an operational responsibility for the clinical services within the hospice setting that support 24 hour x 7 days delivery of care.

Karen began nursing in 1985 and after dividing her time as a Bank Nurse in our Daycare Unit with her substantive post as Senior Staff Nurse in the Acute Trust, Karen took up the full time post as Deputy Senior Nurse on our brand new Inpatient Unit when it opened in February 2002.

She became Senior Nurse for the Inpatient Unit in December 2011 and was awarded Carer of the Year at the Staff and Volunteer Awards in 2018. She also formed our very own choir – Hospice Harmonies – in 2019.

Working closely with the Director of Hospice Clinical Services (to take up post June 2022) Karen's role as Matron sees her work with a defined team with the aim of further developing models of care across the hospice setting that support the delivery of the highest standards of patient care. There will be a focus on the closer integration of the Inpatient Unit and Wellbeing Centre activities to support continuity of care and a sharing of skills and knowledge.

### **24 Hour Responsibility**

The Chief Executive has the overarching responsibility for the Hospice and its associated activities, and has to ensure there is 24 hour availability to the site. During 2021/22 Operational Matron Karen Andrew, Support Services Manager Kay Fowler and Finance Manager Joe King joined the Senior Management Team, which means that five senior managers now participate in the on call rota, in order that out of hours responsibilities are shared, and most importantly, a senior manager can be made available at all times.

## FUNDRAISING

As we gradually reopened from Lockdown during March 2021 we entered the new financial year with an uncertain fundraising future at Lindsey Lodge. With restrictions in place until 19 July 2021 and social contact limited, the task of the team was to create a calendar of charitable activity that was fit for purpose in a post-Covid world.

Traditionally, Lindsey Lodge's fundraising has heavily relied on event income as a core element of the annual strategy. With this income stream restricted it allowed us to re-focus our efforts in to new areas previously unexplored along with regenerating our more traditional fundraising offering. Despite the challenges we faced there was always an underlying sense of optimism and enthusiasm within the team with plenty of exciting plans for the upcoming year.

During the previous financial year we launched our sub-brand 'Challenge with Lindsey Lodge'. With hopes to be pioneering in our approach to challenge fundraising, creating an online community that can share stories and successes. Allowing our supporters to feel better connected to Lindsey Lodge. Whilst being quietly confident in our plans we didn't envisage the scale and pace in which this would grow over the course of the year.

Challenge with Lindsey Lodge raised £140,000 from April 2021 to March 2022. With a significant amount of that total being made from the contributions of over 100 skydivers. Throughout the year we are really proud to have created such wonderful challenge events that have been enjoyed by so many. Highlights include seeing our participants trek across the Arctic Circle, kayak across Lake Windermere, climb the highest peaks across the UK, swim with sharks, compete in some of the most prestigious road running events the country has to offer and taking to the skies in our wing walk and skydiving events. For us as we reflect on these successes, our stand out memory is the online community forum where all our participants came together and shared their connection with us. Reading their stories was powerful and the group came alive with memories of loved ones and messages of support for each other. Our vision is to keep growing this community, inviting new

members to share their stories, solidifying Challenge with Lindsey Lodge as a core element of our fundraising strategy for years to come.

In September we saw the much anticipated return of our annual Glow Walk. Moving back to our traditional event style with a virtual option embedded within the plans. 450 participants took on the challenge and lit up the skies around Scunthorpe in memory of loved ones and celebration. This marked a major milestone in our fundraising recovery, after a safe and successful delivery of one of our flagship events, which paved the way for more to come over the busy Christmas period.

Throughout 2021 we partnered with Market Rasen Racecourse to bring some unique charitable activity to Lindsey Lodge. The showpiece of the partnership was the Lindsey Lodge Family Race Day Extravaganza during August 2021. The event hosted by The Jockey Club provided us with an opportunity to showcase our work to a vast audience. The day was supported by our wonderful Brand Partners 2021, a special group of corporate supporters who sponsored this day along with six other flagship events throughout the year. The sponsorship enabled the Spring Superdraw, Jingle Bell Ball, Annual Golf day and our Light up a Life Service. These major events within the fundraising calendar are essential to the success of the team and the support of the brand partners enables them all to flourish whilst ensuring more of the funds raised goes towards the care. On behalf of the Fundraising Team and every one at Lindsey Lodge we thank them for their ongoing support.

Over the past year the team are proud to have delivered the most varied and engaging calendar of activity to date. Our Elf Yourself event was featured in Runners World magazine, our 'Win a Car for Christmas' raffle was shared far and wide, involving a high quality commercial partnership agreement with Suzuki. Our Business Club continued to grow from strength to strength, our engagement with local schools saw over £10,000 raised from our Elf events and as always our wonderful supporters pledged their support in all sorts of weird and wonderful ways. From tractor rallies to cross



country bike rides and everything in between.

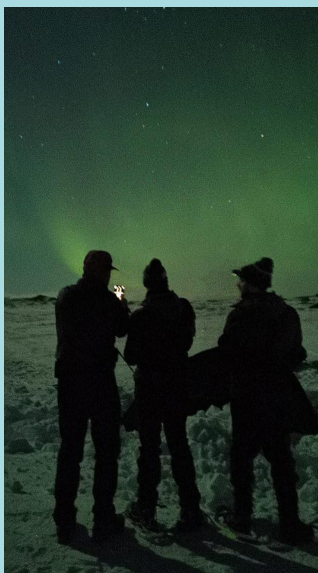
We have 5000 weekly lottery players that helped raise £230,000 this year. With charities seeing a decline in their regular income streams we are proud that our lottery is bucking this trend as it continues to be a vital source of income for Lindsey Lodge.

Reflection on the first post-pandemic year of fundraising brings optimism for the future. Seeing a successful return of our events and challenges, along with a growing corporate fundraising strategy means we can now plan with more confidence.

Our Fundraising Team would like to conclude by thanking everyone within our extended fundraising family. The volunteers, staff from other departments, trustees, sponsors and supporters without you all we couldn't do what we do. Thank you!



Selina Doyle, Kathryn Stewart, Courtney Deans, Kirsty Walker, Emma Hartley & Sophie Boyd  
Fundraising



## RETAIL

We began trading in retail as soon as Covid lockdown restrictions were eased on 12 April 2021.

Our new Lindsey's store on Chapel Lane in Barton opened soon after, on 27 April. Its larger footprint allows us to offer a blend of pre-loved fashion, furniture and homeware, as well as giving us the opportunity to bring our vintage department into one shop. This mix has proved very successful, along with the ease of access to the shop, thanks to the adjacent free car park.

As well as closing our two former Barton shops during the year, we also closed our Lindsey's store and Wedding Loft on Scunthorpe High Street, which was out of lease and sold by the landlord.

We were delighted to find a new home for the Wedding Loft when we took on the lease for our new Lindsey's store at 64 Wrawby Street in Brigg, which allows us trade over two floors and offers a lovely boutique on the ground floor, and occasion wear and wedding dresses on the first floor. The shop opened in March and it has been fantastic to be back in Brigg after a two-year hiatus.

Like most of the high street, it has taken some time for our shops to bounce back. However, we have definitely found that a larger footprint is the right approach, with our newer shops at Epworth, Gainsborough and Barton all performing well.

Our two Ashby shops continue to do well, and are much-loved in the local community. We have made some changes at our Thorne shop, offering clearance stock for under £5, and this has proved popular. Our Gift Shop at the Hospice is intrinsically linked to trade in the Meet and Eat Restaurant, which was closed during the Covid restrictions. However, it bounced back at Christmas, thanks to our festive offering and a great selection of cards and gifts, and continues to provide lovely giftware and a small selection of pre-loved clothing.

We have trialled furniture at our Laneham Street and Barton stores, and have been extremely lucky to have received some high quality donated items. Furniture needs space and good access, so we will continue to develop our retail portfolio to

support this.

We continue to develop our online presence, to both promote ourselves and our goods to reach a wider customer base. We already have successful ebay platforms, and have launched a Depop site, as well as advertising on Facebook Marketplace, which has proved successful.

As we have opened new shops we have continued to develop the Lindsey's Pre-loved brand, and have received fantastic feedback from customers on the look and feel of our new shops, the warm welcome from our staff and volunteers, and the quality of the merchandise on offer. Our customers are thinking more about the ethical nature of fashion shopping and charity retail certainly supports recycling, re-use and reducing waste. As we end the financial year, the cost of living has certainly put a squeeze on disposable income. Our shops offer good quality items at affordable prices, whilst still providing a pleasurable shopping experience for anyone on a budget.

The nature of charity retail means we will always need to adapt and develop our activities to meet changing needs and customer behaviour. The key to doing this successfully is having a strong and committed team to deliver this. We thank each and every one of our Lindsey Lodge Retail Team for their hard work and support over the past 12 months and look forward to building on our success in the next financial year.



Senior Manager for Retail and Marketing Jenny Baynham (right), Regional Manager Julie Robinson (second right) and Supervisor Bev Blackley (second left) are pictured with Chief Executive Karen Griffiths and Chairman Alan Bell



**"LOVELY WELL-PRESENTED SHOP. BOUGHT MANY TOPS AND CAN'T WAIT TO TRY THEM."**



**"REALLY LOVELY SHOP AND SO WELL LAID OUT. WE'D HEARD GREAT THINGS ABOUT THIS SHOP AND IT DIDN'T DISAPPOINT."**



**"THIS IS THE BEST CHARITY SHOP EVER, THE STAFF ARE LOVELY, FRIENDLY AND HELPFUL, IT'S AN ABSOLUTE PLEASURE TO BOTH DONATE AND BUY FROM HERE."**

**"LOVE THE BOOK SHOP LOTS OF CHOICE AND AMAZING STAFF."**

**"GREAT LOCATION AND BRILLIANT TO SEE ANOTHER EMPTY SHOP BEING USED. FANTASTIC, CAN'T WAIT."**



**"WANDERED IN AND WHAT A SPECIAL SHOCK! FANTASTIC SHOP WITH LOADS OF QUALITY GOODS. WELL LAID OUT, CLEAN AND VARIETY OF GOODS. STAFF MORE THAN HELPFUL AND WILL BE BACK."**

## ADMIN & SUPPORT SERVICES

The Admin and Support Services Team continue to be a central hub for all key admin tasks for the business and support all areas through any peaks and troughs. In addition, the Reception Team which is run by volunteers form part of the team. The Admin Team also provide support on reception when volunteers are unable to cover shifts.



We have two members of staff who provide admin support to the clinical areas and form a job share that provides a seamless service. Another member of the team provides admin support to Fundraising and Finance to achieve all these key admin tasks. Finally, another member of staff provides support to the Chief Executive providing vital CEO, trustee and Board Meeting support. We continue to have a varied and busy workload, this has a positive impact on the whole Hospice. In addition, we have some admin volunteers who also provide invaluable support to all areas of the team.

We appointed Facilities Officer Nigel Crellin, who joined the Support Services Team to ensure the general day to day maintenance and surrounding grounds continue to be of a high standard. The new Vantage system is being used to log all work completed by contractors and acting as diary system for scheduling works. During the coming year we will further explore the system to support Health and Safety.



The whole team have risen to the challenges faced in 2021/22 and have continued to embrace the challenge and worked together to ensure that the operational team are an integral part of the business function. The Team will continue to look at ways to take on additional work improving work processes where appropriate and generate efficiencies, cross training within the team will continue.

## WORKFORCE

### **Wellbeing at work/Mental Health**

Over the past 12 months we have established a dedicated Wellness Working Group who meet to discuss and facilitate wellness support for staff and volunteers. The group meet on a monthly basis and work on a number of initiatives for both staff and volunteers, as well as sharing useful resources and information around wellness throughout the month.

A clear priority has been to support our workforce by promoting good physical, mental and psychological health and wellbeing. We have therefore developed a broad 'wellness' plan for 2021-2024 derived from lots of feedback via our workforce including surveys, and workforce engagement sessions.

We undertook a full staff and volunteer survey in summer 2021, as part of a National 'Birdsong' workforce survey of charities which included over 25 Hospices. The survey included a broad range of areas including staff morale/health and wellbeing /training opportunities/ communication and the impact of the pandemic on individuals. We followed this up by publishing the results and undertaking a number of focus groups with staff and volunteers to sense check results and agree priority areas for the coming year.

As a result we have established a small multidisciplinary group to support health and wellbeing initiatives for staff and volunteers. Led by one of our inpatient nurses, we have run a number of wellness events to support staff health and wellbeing, from yoga, pamper sessions to film nights and 'Well Done Wednesdays' to recognise individuals and team contributions. We have ensured there is a continuing focus upon health promotion working in close association with our colleagues from North Lincolnshire Council to publicise and disseminate healthy workplace initiatives and to develop Lindsey Lodge as a healthy workplace employer. We have recently been awarded our bronze healthy workplace award by North Lincolnshire council and intend to submit an application for silver award within the current financial year.



Jane Lacey-Hatton & Sally Parrott  
Workforce



Margaret Pennell  
Workforce

### **Workforce Reporting**

In 2021 we fully implemented the workforce and e-rostering system Staffcare to equip managers with information in order to manage their team and ensure the effective use of staffing resources, whilst reducing the reliance on paper processes. The new system includes a Staffcare app which employees can access from their phone, and can be used to book shifts/annual leave. The system is also used to record key information such as sickness absence management, appraisal compliance and employment checks. This data is the source of information used for monitoring against our key workforce performance indicators which are reviewed by our workforce committee on a quarterly basis.

### **Equality and diversity**

The Hospice is committed to equality, diversity and inclusion in volunteering, employment, workplace practices and to tackling discrimination together with fostering good relationships with a diverse range of people including service users. We have developed new recruitment and induction arrangements to support the appointment of new trustees and to promote the establishment of a more diverse board that reflects the local community. This has also included the development of a Trustee Handbook, induction packs and buddying arrangements to support new trustees who join the team.

Wherever possible we will make reasonable adjustments to working practice and premises to support candidates and staff with a disability. We will continue to review our working practices to ensure we are proactively considering and taking appropriate action to ensure our commitment to equality and diversity is meaningful and results in changes where needed.

### **Other Workforce achievements**

We have revised our appraisal process to simplify and encourage greater two-way participation between line manager and the member of staff together with the development of new guidance and also ran a training workshop to ensure line managers have the skills and confidence to undertake a meaningful appraisal process.

We have established a new Remuneration Sub-committee to develop and implement an effective pay strategy going forwards that is both affordable to the organisation and supports effective recruitment and retention of both clinical and non-clinical staff groups.

## WORKFORCE FAREWELLS

### Leavers between 1 April 2021 and 31 March 2022:

Marion Addey (Housekeeping); Theresa Beasley (IPU); Matthew Bontoft (Physiotherapy); David Craik (Complementary Therapy); Angela Creasy (Retail); Peter Dennis (Fundraising); Maureen Georgiou (Director of Nursing); Michelle Gibson (Housekeeping); Mags Harrison (IPU); Anna Hearfield (IPU); Julie Lacey (IPU); Anne Millett (Fundraising); Claire Payne (Retail); Emma Sayers (ECHO); Tracey Twidale (Retail); Linda Whitaker (Catering/ Housekeeping).

### New starters between 1 April 2021 and 31 March 2022:

Sandra Bashford (Catering); Faye Boothroyd (Medical); Tia Burrell (IPU); Sophie Cooper (Marketing); Nigel Credland (Facilities); Courtney Deans (Fundraising); Karen Deans (IPU); Nicola Farquharson (IPU); Tracey Gallagher (IPU); Michelle Gibson (Housekeeping); Emma Hartley (Fundraising); Ronnie Lawson (Housekeeping); Becky Lee (Housekeeping); Margaret Pennell (Workforce); Lucy Puczylo (IPU/ Wellbeing); Harriet Slown (Catering); Stephanie Smith (Education); Keira Smith (IPU); Kathryn Stuart (Fundraising); Helen Williams-Hardy (IPU/Wellbeing).

**We take this opportunity to welcome all our new starters and hope they will be happy working with us and convey our thanks to those staff leaving us and of whose contributions have been valued.**



# VOLUNTEERS

Our volunteers continue to make a vital contribution to helping us deliver high quality care and supporting a wide variety of roles.

During the year, as we continued to welcome volunteers back, we operated a different structure whereby the team leader of the area they were volunteering is responsible for checking in with them regularly to address any issues or concerns. This seems to have been a positive experience for volunteers as they see the team leader more frequently. In addition, taster sessions have been introduced in areas which allows a better understanding of role requirements before fully committing.

During 2021/22, we have engaged with John Leggott College to allow students to access all areas of Lindsey Lodge Hospice and Healthcare. This has provided them with first hand work experience but allowed us to gain different perspectives and opinions from a younger wider audience.

In addition, we have also worked closely with the Volunteering Alliance North Lincolnshire to establish a partnership with them, allowing us to use their wide reach across the locality, enabling us to engage with more potential volunteers. This has also put us in contact with a number of other services helping us to build on our Wellness and Social Prescribing strategies for patients and their families. This means that we were able to welcome a number of volunteers who had previously been involved with the Covid Vaccination Programme into all areas, that may not of otherwise of heard of us. This has been a positive partnership and we will continue to build on this in 2022/23.

We take this opportunity to say thank you to all our volunteers, past and present, as without all of you we could not do what we do, so thank you!



## INFORMATION TECHNOLOGY & INFORMATION GOVERNANCE

### Outsourced services

We use a number of local tradespeople and companies to support the service, repair and maintenance of our buildings, clinical and non-clinical equipment.

The works associated with expanding our bed base have been significant and have included re-purposing our neighbouring bungalow and re-siting our laundry facilities, as well as converting existing office and moving meeting room accommodation into patient rooms. We are grateful to all of the contractors who have been involved for their support in completing this in a timely manner, without too much disruption to our team and to a high standard.

### IT infrastructure

We have invested in our IT equipment and infrastructure in order to support patient care and staff. Patient virtual contacts have been a key part of our activity and a means for us to see them during Covid. Patients have also needed to stay in touch with their families as visiting was restricted or families not able to travel to visit and an investment in mobile devices and infrastructure has allowed us to set up virtual visiting and keeping in touch for our inpatients. Staff need reliable equipment and technological support and F4 IT Services provide, manage and support our IT infrastructure. We thank F4 for their efficient, reliable and flexible services to us. The digital world is growing and we will continue to support innovation and investment in this area.

## HOUSEKEEPING & LAUNDRY SERVICES

Support services providing cleaning and laundry services are provided on site by employed staff. We continue to be proud of the quality of our housekeeping activities and during the pandemic we needed to raise our already excellent standards even higher. The enhanced cleaning schedules and working arrangements continued. The team have worked in partnership with the clinical and non clinical teams to ensure that the site is as clean and safe as possible.

We recently re-sited the laundry facility to a re-purposed outbuilding, supporting improved infection control measures, whilst in turn creating additional space to carry out the bed expansion activities. We have purchased three new washers and two dryers. This equipment is modern and efficient and will be able to support increased clinical activity.





# MARKETING PR & COMMUNICATIONS

The Marketing PR and Communications Team plays a vital role in promoting Lindsey Lodge and serves as the face of the organisation, coordinating and producing all materials representing both our care services and charitable activities.

Our online presence has continued to grow and we have produced consistently high quality social media marketing and innovative digital campaigns to support our income generation activities, updates on care, as well as providing live streaming of key events, such as our Light up a Life Service, across multiple social media platforms.

We are extremely fortunate to have a wide range of skills and experience in our team, including marketing, communications and graphic design. In response to the growing demand for our marketing skills from across the organisation, we welcomed Marketing Assistant Sophie Cooper to the team in September. Sophie is a qualified marketing professional, who brings her experience from working in the private sector to further strengthen our small team.

As well as playing a crucial role in supporting income generation, the team have also ensured that we have continued to capture and share patient and family experiences and feedback, to reflect the important work of our clinical teams. As Covid-19 restrictions eased, we were able to visit our patients and families to talk to them about their experiences and this has produced positive stories to share.

We have worked hard to further develop the Lindsey Lodge website over the past few months to include a 'Data' section, which contains vital information for commissioners, partners and regulatory organisations on patient experience, quality and performance.

Well done to the team for another creative and productive year!



Lizzie Orwin, Jenny Baynham & Sophie Cooper  
Marketing PR & Communications

# THE CATERING TEAM

We have an onsite café/restaurant - 'Lindsey's Meet and Eat' - which provides locally sourced, home cooked foods to family, carers, staff and visitors. During the early months of the 2021/22 year the catering team continued to see much disruption caused by the Covid-19 national restrictions. With uncertainty around the hospitality industry it was difficult to plan for the future. With this in mind we placed a low expectation on the success of our restaurant Lindsey's Meet and Eat. However to our surprise once the restrictions began to tumble our customers returned in huge numbers.

In response to this we decided to create a plan to grow our restaurant to maximise the income. Over the course of the year we have revised our menu. A menu that is interesting, seasonal and diverse offering a wide variety of choice for our patients and customers.



Tracy Bliss & Kate Fido  
Lindsey's Meet & Eat

## SECTION THREE

We have expanded our outside catering offering catering for events across north Lincolnshire with lots of positive feedback. Recently we have extended our opening hours seven days a week with menu specials being introduced and late into the year we have created “The Courtyard” our outside space that allows us to have 24 additional covers during the summer months.

Our Catering Team have embraced our changes whilst maintaining outstanding standards of patient meals 365 days a year. As we look to the future, we look forward to welcoming more customers through the door and helping support the income here at Lindsey Lodge.

With a special thank you to all of our volunteer front of house team, without whom our restaurant wouldn't be able to function. Your dedication is inspiring. Thank you.



### Hospice celebrates receiving five-star hygiene rating

In February we received the Food Standards Agency Hygiene Rating of 5, following a spot-check inspection from an inspector from North Lincolnshire Council.

Head of Catering at Lindsey Lodge, Andy Poole said: “We're delighted to have received the top rating again!

“I'd like to say thank you and well done to our wonderful catering team for working so hard every day to maintain this high standard.”

The ratings are a snapshot of the standards of food hygiene found at the time of

inspection. It is the responsibility of the business to comply with food hygiene law at all times.

This includes handling of food, how it is stored and prepared, cleanliness of facilities and how food safety is managed.

The hygiene standards found at the time of inspection are then rated on a scale with five at the top of the scale, which means the hygiene standards are very good and fully comply with the law. The lowest rating of zero at the bottom of the scale, this means urgent improvement is necessary.

“ONCE AGAIN YOUR FOOD IS BEAUTIFUL AND THE CAKE IS TOO AND FANTASTIC VALUE FOR MONEY. ALWAYS WELCOMED WITH A SMILEY FACE AND YOUR HELPING A GREAT CAUSE. THANK YOU.”

## RETAIL AT THE HOSPICE

We have a small onsite gift shop – Lindsey's Home and Gifts, which along with the restaurant also supports engagement with our local community and provides an income generation opportunity.

These social facilities help influence the views of hospice care in the community, which can be so often associated only with death and dying, when 50% of our care is now supporting symptom management for those with life limiting conditions that are living longer with an improved quality of life.

## FUNDRAISING HIGHLIGHTS



### INTREPID EXPLORERS TAKE ON ARCTIC CHALLENGE AFTER PANDEMIC POSTPONEMENT

Seven big-hearted explorers headed to the Arctic Circle to take on the fundraising challenge of a lifetime, after facing a two-year wait due to the Covid-19 pandemic.

Together, they spent two nights and three days in the extreme conditions of the Arctic Circle, surviving on only what they were able to carry, whilst trekking in snow and ice for over 30km across the plateau.



### THOUSANDS OF LIGHTS SHINE BRIGHT AND RAISE £5,500

Local supporters lit up their homes over the festive period to raise funds for charity, helping to raise a fantastic figure of £5,500 by taking part in our Festival of Lights campaign.

The campaign saw people across North Lincolnshire coming together, with the Lakeside community even hosting a light switch on event, where local families gathered to see the display come to life, featuring children's entertainment and even a visit from Santa himself.



### SCUNTHORPE MUM POUNDS THE PAVEMENTS TO RAISE VITAL FUNDS FOR LINDSEY LODGE

A kind-hearted Scunthorpe Mum took to the pavements to run at least a mile every single day in 2021, and raised £1,517 for Lindsey Lodge.

Katie Field (32) took on the challenge in memory of her Mum, Sally Cryer, as well as Grandad, Dennis Boucher and Grandma, Hazel Boucher, who both received care from Lindsey Lodge.

### DAISY AND ERIN WALK THEIR WAY TO HOSPICE HERO STATUS

Two big-hearted nine-year-olds became Hospice Heroes, after raising over £700 for Lindsey Lodge.

Daisy and Erin, who attend Brigg Primary School, stepped out on a ten mile walk together, in their school holidays, and even created their own sponsor forms and completed training walks before taking on the challenge.





### **SUPER SUPPORTER CELEBRATES 80TH BIRTHDAY MILESTONE**

A big hearted Bottesford octogenarian celebrated his 80th birthday in style by cycling for 80 minutes followed by running for 80 minutes, to raise funds for Lindsey Lodge.

Former John Leggott College Lecturer Jeff Harris (80) has been volunteering at Lindsey Lodge on Burringham Road since it was built 30 years ago and has been one of its biggest supporters ever since, raising over £4,500 to date in memory of his son Paul.



### **HUNDREDS HELP HOSPICE TO END THE YEAR WITH FESTIVE HIGHLIGHTS**

Hundreds of local people helped us round off our fundraising year during the festive season by taking part in two very different events at Normanby Hall Country Park raising a fantastic total of £25,000.

Lindsey Lodge Hospice and Healthcare's busy calendar of events for 2021 drew to a close on a chilly afternoon on Sunday 19 December, when over 700 elf apprentices took part in the Elf Yourself Run 3k family fun run, transforming into elves to help deliver presents to Santa on their way around the Park.

Just three days earlier, around 200 people gathered to remember their lost loved ones in front of a beautifully-lit Hall to take part in Lindsey Lodge's Light up a Life Service, which was also streamed live to over 2,000 people.



### **CAR RAFFLE DRIVES BOOST IN CHARITY FUNDS**

We raised £25,000 in our Win a Car for Christmas draw, thanks to the support of local people.

The winning tickets were revealed during a live stream on Lindsey Lodge's Facebook page in the run up to Christmas. There were three prizes up for grabs, with first prize being a brand new Suzuki Ignis or £10,000, a Lay-Z Spa hot tub and a 4K Smart TV.



### **HOSPICE HERO LAYLA RAISES OVER £580**

A green-fingered 11-year old became a Lindsey Lodge Hospice Hero after raising over £580.

Layla, whose mum works as an Advanced Assistant on our Inpatient Unit, set up a plant stall set in her front garden, from seeds she had grown from scratch.

