



# Annual Review 2018/2019



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‘always there to care’ 

# Welcome from the Chief Executive



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

Welcome to the Lindsey Lodge Hospice Annual Review 2018/19, which we hope offers you information about our key work streams and achievements over the past year.

It will be three years in July since I joined the organisation. I continue to learn and be challenged by our work, meeting new people and enjoying working with a great team.

In this report I will aim to share our highlights from the past year.

It's very difficult for me to pick out highlights, but this year it would have to be some our events.

Our Fundraising Team has put in an enormous amount of effort to deliver new events that not only engage with new supporters, but try to maximise our income. The Art Exhibition and Sale, Glow Walk, Winter Ball and our 'Elf Yourself', as well as our first Light up a Life event here at the Hospice were amongst those very successful and memorable, we will continue to strengthen these events and run these on an annual basis.

I have shifted some focus in my daily work to support the organisational priorities that challenge us the most, and linked more closely to retail and fundraising over the last year, to review these services and offer more senior leadership and support.

We have expanded our Fundraising Team in order to maximise income and now have plans for further retail expansion. An opportunity was taken to purchase neighbouring land as a potential platform for future service/commercial expansion, which is now under consideration.

We continue to work in cognisance of the local and national picture and need to acknowledge the

- Increased regulatory framework for safety and quality of clinical services placed upon us
- Expected future growth in demand for Hospice services due to demographic, social and age profile changes across the population
- Expected increases of 3.4% in funding for the NHS per annum during 2020 and beyond
- Increased cost of clinical and non-clinical staff paid under NHS pay rates following national three year pay award combined with national increases to pension costs
- Financial pressures across the Hospice sector according to surveys undertaken by Hospice UK.



## Increases in activity

Total activity for all commissioners – NL CCG account for 93% of all our activity					
Active category	2015/16	2016/17	2017/18	2018/19	% increase
Number of bed days	1,947	2,205	2,160	2,503	+29%
Number of admissions	130	151	145	254	+95%
Average occupancy (10 beds)	53%	60%	59%	70%	+17%
Number of deaths	76	83	79	163	+114%
Average length of stay (days)	14	15	15	11	-
Day unit attendances	2,084	2,193	2,090	2,304	+11%
Lymphoedema appointments	951	1,192	914	935	-2%

We have continued to expand our clinical services within the Hospice in order to support the changing needs of our local patients and families and secure the quality and safety of our provision.

We have seen a significant increase in inpatient admissions with the average bed occupancy now averaging 70%. It is a key priority to continue to increase this further, given bed pressures in our local acute hospital. Our target occupancy level is 85%. One of the changes required to achieve this is the ability to admit patients at weekends, this requires support of our local doctors and a change of working arrangements, which is part of our 2019/2020 work plans.

Length of stay averages 11 days as we are not a long stay facility. After good symptom management, many of our patients stabilise and are able to transfer to residential or nursing homes, if they are not able to return home with a community package of support. The work at the Hospice is split fairly equally between end of life care and symptom management for our patients.

A significant change for us over the year has been the remodelling of our Day Care Unit which was opened in 1992 by The Duchess of Norfolk. We have now blended this service with more focussed sessions and clinics to offer an increased range of services and relaunched it as our Wellbeing Service.

Patients can attend for a full day, half day or attend a specific planned session and may be accompanied by carers or family members if they wish. We are now able to offer fatigue clinics, breathlessness clinics, a direct access doctor clinic, occupational therapy led sessions and a spectrum of complimentary therapy that is accessible to all those attending.



We are supported by psychology, bereavement and chaplaincy services over the five days and these services flexibly wrap around the patients attending to meet needs.

We have also been successful with grants that have allowed us to consider the use of our outdoor space and future work will now see us linking gardening, wildlife photography and art into palliative rehabilitative programmes. This is a very exciting time for the Wellbeing Team who are also planning a rehabilitation gym, again from grant monies.

So with grateful thanks to the fantastic support of local businesses and people we've expanded and developed our services to be able to continue to provide high quality, specialist palliative care to thousands of local people and families living with life-limiting illnesses.

Twenty seven years on, we continue to remain focused on delivering these high standards of care, but we acknowledge the needs of our patients and families are changing. It's also important that we continue to appreciate the pressures in our local health care systems and work with GPs and leaders in the Acute Hospital.

We publish further detail on our clinical services and activity in our Quality Account, which you will find at the back of our Annual Review on page 28.

We continue to be very challenged as the cost of our services increases, we have a significant responsibility for income generation in order to meet expenditure costs and have focussed further on cost efficiency and driving cost down as far as practically possible, without compromising on the very high standards of care we take great pride in delivering.

Without the contribution of staff, volunteers, supporters and donors we wouldn't achieve this, so I'd like to take this opportunity, on behalf of the senior management team and trustees, to thank them all for supporting us. It is greatly appreciated and hopefully this annual review demonstrates the significant efforts and inputs made across the locality.



# Who we are

## Lindsey Lodge - a quick overview

Situated in the heart of North Lincolnshire, Lindsey Lodge Hospice has been providing high quality, specialist palliative care to local people and families living with life limiting illnesses for over 27 years.

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.

We are a company limited by guarantee and are a registered charity owning all the Hospice premises and the adjoining land surrounding it. We are regulated by the Charities Commission and are governed under the terms of our Articles of Association by a Board of Trustees who the internal management team report to.

We provide care for adults with life limiting illnesses from the North Lincolnshire and East Riding areas. Less than 20% of our annual running costs are provided by NHS grants.

### Our facilities

We provide 24-hour specialist palliative care to patients on our Inpatient Unit, 365 days a year. It has a family lounge, two twin-bedded en-suite family rooms and a family kitchen.

Our Wellbeing Centre has a patient lounge where patients can enjoy art and crafts and meeting new people with similar health needs, along with a sunny conservatory and a number of therapy rooms.

We also have a lovely restaurant called Lindsey's Meet and Eat, and a well-stocked shop, Lindsey's Home and Gifts and our entire Hospice building has views overlooking our peaceful, beautifully landscaped, family friendly grounds.



# What we do

We provide specialist palliative care to adults in North Lincolnshire with any life-limiting illness. Patients are referred to us by their GP, community nurse or consultants from local acute hospitals.

## Round the clock care

Accommodation within the Inpatient Unit comprises six single ensuite rooms along with two two-bedded rooms, which also have ensuite facilities. Privacy and dignity in the two-bedded rooms are maintained by a permanent partition wall and curtains when required.

All rooms have electric profiling beds and pressure relieving mattresses. There is a nurse call system in place in each room and all beds have access to a television and radio/CD player.

There is a family kitchen for visitors to make drinks and two self-contained suites for families of very ill patients who wish to stay with their loved one.

All our services are on one level so that patients can enjoy step free access to all areas of the Hospice and also the gardens when the weather permitting.

In addition, we also provide other services such as psychology, counselling, complementary therapies, lymphoedema clinics, physiotherapy, fatigue and breathlessness clinics and bereavement support.



## Multi-disciplinary team

Our services are provided by a multi-disciplinary team comprising:

### Lindsey Lodge - Multi-disciplinary team

#### Medical Team

A fully qualified medical team including consultant, specialty doctor, GPs and GP trainees

#### Nursing Team

We employ a total of approximately 32 whole time equivalent nurses and health care assistants

#### Therapeutic Team

The therapeutic team comprise of a qualified, occupational therapist physiotherapists, lymphoedema therapists, counsellors and activity co-ordinators

#### Chaplains

These attend on a daily basis to support patients and their families , staff and volunteers

#### Clinical Support Team

The above professionals are supported by teams providing cleaning, catering and laundry services. In addition, a clinical trainer is on site for the delivery of mandatory and other clinical training.

All staff are remunerated through Agenda for Change (AfC), the NHS pay structure, terms and conditions and we have very good recruitment and retention records.

We presently have a GOOD rating from the CQC.



## **Section three: Our asset base**

We employ approximately 140 employees which equates to a total staff base of 80 whole time staff. In addition, we enjoy the support of approximately 400 volunteers.

We operate a total of eleven commercial ventures which generate a gross turnover of approximately £1 million per annum which supports the Hospice. In addition to this, our Fundraising Team generate an additional £1 million per annum through a range of events and donations.

Financial support from legacies, grants from NHS organisations and income from our investments generate an average of £1 mil per annum.

We own the Hospice premises and the land adjacent to it. These fixed assets, together with other liquid investments available to us gives us a total asset base in excess of £4.5 million.



## **Section four: What does the future hold for us in terms of service provision?**

### **Physical facilities**

Whilst the Hospice premises are extensively used, we do currently have potential available capacity within the present footprint of the Hospice, which could potentially be converted into additional clinical, gym or therapeutic service areas.

Alternatively, we provide access to meeting rooms, clinical consultation or other similar facilities by agreement under the terms of rental or longer-term lease arrangements. This is augmented with access to the Hospice's in house patient, visitor and staff catering, car parking and other clinical support services.

We own approximately six acres of surrounding land which could provide a base, either via new construction or mobile facilities, for additional clinical services.



## **Access to clinical services**

There are a range of clinical support services, physiotherapy, occupational therapy and various counselling services presently provided within the Hospice.

The Hospice is presently reviewing the potential for offering these, and other associated services, to the private sector in order to generate additional income to support Hospice services.

The Hospice also has infection control expertise and clinical training expertise to support general and mandatory training. Arrangements are in place to support the provision of transport for bloods and pathology samples to the local hospitals, clinical and domestic waste, medical gases, patient transport and health and safety expertise.

## **Professional management support**

The Hospice has internal teams which cover a full range of disciplines namely: workforce and volunteer management, general and clinical governance expertise, PR, communications and marketing and IT/IG services. The finance function is particularly well developed, given the need to both generate income through retail and fundraising events and to then budget and finance the running of the Hospice as a standalone commercial company.

We have much more we can offer our community and therefore we continue dialogue with local health providers to understand how we can best provide services in the future in partnership with others to make the maximum use of the resources for local people. Our greatest challenge is sustainability and collaboration with others is pivotal and has been a focus for us this year.



# Looking back over the year

## Our staff and volunteers

We employ over

140 staff

and are supported by over

400  
volunteers

who work together to ensure we provide the best possible care to our patients and families - now and in the future

### Trustees

Our Board of Trustees is responsible for the strategic direction and governance of Lindsey Lodge Hospice, ensuring we fulfil our objectives, and adhere to our vision and values.

It exercises guardianship of the Hospice's assets and resources, and ensures their effective management, control and use.

Our Trustees are very active in our oversight and governance arrangements. The duties for a Trustee cover four broad areas:

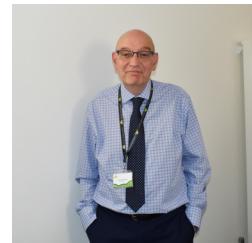
- Financial responsibilities
- Accountability to beneficiaries and charities commission
- Conduct
- Decision making.

We have continued to undertake work with our Board of Trustees to strengthen our governance arrangements and have six trustees.

Paul Clark, Karen Dunderdale and Ian Pepperdine all stepped down this year. We also said farewell to long serving Chaplain and Trustee Cannon Michael Boughton, who retired after over 26 years of service to Lindsey Lodge.

Our work on Trustee recruitment continues and we are set to appoint more Trustees over the next year. The Trustees are volunteers themselves and therefore we thank them for their enormous contribution to our organisation.

The Trustees appoint the Chief Executive who has day to day round the clock operational running of the Hospice. The Chief Executive is supported by a Senior Management Team.



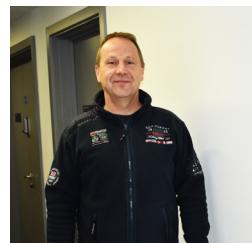
Andrew Horwitz, Chair



Alan Bell, Deputy Chair



Angela Lidgard



Mark Lowden



Dr Pat Webster



Pete Wisher



## **Senior Management Team**

Maureen Georgiou is our Director of Nursing and Patient Services and Deputy Chief Executive, she has also been appointed by the Care Quality Commission (CQC) as the Registered Manager Responsible for Care Services.

Maureen is also the Controlled Drug Accountable Officer and is responsible for all aspects of the use of controlled drugs within the Hospice.

The Health Act 2006 – at the end of the Shipman inquiry outlined improvements in controlled drug governance requiring designated bodies to appoint a Controlled Drugs Accountable Officer. Lindsey Lodge Hospice is classed as a designated body.

Controlled Drugs are essential to modern clinical care and they are controlled under Home Office legislation the Misuse of Drugs Act 1971.

This role is a statutory requirement.

The CQC also states that the Chief Executive should ensure that the management of controlled drugs is a high priority on the organisations agenda and our controlled drugs are audited on a quarterly basis and our policies and standard operating procedures are reviewed regularly.

The Accountable Officer is part of a Local Intelligence Network across the Yorkshire and Humber region and must attend meetings and establish arrangements for sharing information and sending quarterly reports to the Local intelligence network. We therefore reassure ourselves and our public that our use of controlled drugs is well managed and governed.

During the year we appointed Jenny Bayham into the role of Senior Manager for Marketing and Income Generation. This reorganisation has been aimed to offer greater support and focus to our income generation opportunities. Jenny and her team have strengthened our approach to working with local businesses and new audiences of supporters. Sam Wood our Head of Fundraising is currently on maternity leave and Tom Moody is covering this key post.



## **Medical cover**

We have a robust medical on call rota in place seven days a week and the team is headed by Dr Lucy Adcock, Medical Director and Consultant on Palliative Medicine. We know we need to do further work to change our medical model to support weekend admissions.



## **Finance Support**

Congratulations to Joe King, who has successfully passed his exams to become a Member of the Association of Accounting Technicians (MAAT) after three long years of study—well done! Joe is our Finance Manager and is supported by Mike Rocke, Finance Consultant, working with us on a part time basis.



## Workforce Team

Jane Lacey-Hatton leads our Human Resources (HR) Team, which has been renamed as the Workforce Team following consultation. Volunteer Services Manager Nerissa Gallagher is now a member of this team.

A full workforce plan detailing the operational work schedule is in place to drive priorities for the team.

Although this team is small, it serves a key role in supporting our paid staff and volunteers particularly as the organisation continues to change to secure its self as a sustainable organisation.



## Engaging with our staff and volunteers

We continue to hold regular staff and volunteer engagement sessions, which have been well attended by our team. Themes have included our future strategy, fundraising as well as consultation on future developments of our land and services. As well as the themed topic, there is also an opportunity for open discussion, questions and answers.



## Staff and Volunteer Survey

Over 100 staff completed our Lindsey Lodge Hospice Staff and Volunteer Survey 2018, which provided us with valuable information about our workplace and compared us with other hospices in the country.

We were very proud of the results and feedback and are using the feedback to help steer future improvements in the workplace at all levels. This work has involved trustee Angela Lidgard to ensure views expressed are respected.

The survey also influenced our first staff and volunteer awards night. A huge thank you to the following companies who sponsored the event, donated raffle prizes and trophies: MJ Services; Trent Valley Electrics; Mr. L Green; DNF Trophies and Innovia.



## Volunteer Forum

We run our Volunteer Forum to communicate and engage our volunteers in our work.

One meeting received some particularly lovely feedback, when Mayor of Bottesford Gwyn Williams and Wellbeing Patient Chas Dowie popped into to talk. Chas Dowie shared his experiences of Motor Neurone Disease with our volunteers and discussed the impact that the Hospice and our volunteers have on himself, his health and wellbeing.

Here's what long serving volunteer Margaret Knowles fed back from the Forum: "The last Volunteer Forum meeting was hugely valuable to all those who attended.

"The Mayor of Bottesford Glyn Williams came to meet us all and he stayed to hear a talk from Chas, a Wellbeing Centre patient who has Motor Neurone Disease (MND).

"With the aid of excellent graphics, Chas, a former record-breaking athlete, covered many aspects of MND. First he outlined the MND journey from the first symptoms through to the advanced stages of the disease; he described the profound impact this has on your life and that of your carers.

"He told us about the support needed - what works well and what needs improvement.

"Finally, he described his hospice day and what it means to him, with massive praise for the staff and volunteers in the Wellbeing Centre. His talk was informative, honest, emotional, occasionally shocking, inspiring and very humbling; we know why we work for the Hospice - when it helps people like Chas. We are extremely grateful to him for sharing his experiences with us."



## Volunteers Week 2018—we celebrated in style!

This important week gives us the opportunity to say a huge thank you to all our fantastic volunteers – over 400 of them – who generously give up their time to support Lindsey Lodge Hospice. In celebration of Volunteers' Week we arranged some very special treats and activities to honour our volunteers...

### A little gift to say thank you

Every one of our volunteers received a thank you card which has been specially designed for them by renowned artist Dennis Nash, who is also one of our patients, with a message from our Chief Executive Karen Griffiths. They also received a lovely little pin badge as a memento.

**Discount on a cuppa all week:** Thanks to all the big hearted local organisations who invited our volunteers for a free cuppa all week.

**Long Service Lunch – 1 June:** Congratulations went to those who attended our special lunch to celebrate the long service of all the volunteers who have supported us for over 15 years.

**Volunteer Forum – 4 June:** This month, our complementary therapy co-ordinator was on hand to talk about his work and offer some massage practice to anyone who needed a little TLC.

**Volunteer Walk – 5 June:** Our volunteers enjoyed a walk around one of North Lincolnshire's popular routes – all followed by a pub lunch.

**Bake-off – 6 June:** Our Hospice staff baked cupcakes for volunteers to judge. Congratulations to the winners! All cakes were then shared around our shops for our volunteers to enjoy.

**Art Workshop – 7 June:** New members were welcomed to our existing volunteer group to come along and learn a new skill or rediscover an old one! Here are just a few photos from this special week, there are more on our website of which has a new look this year.



## Farewells

A number of people left Lindsey Lodge, or retired over the past year. These were Steph Smith (CEO Personal Assistant), who has now returned to the Hospice as a volunteer. Kate Conway (Director of Business Development), who we thank for her support in both retail and fundraising, Jackie Barker (HR Officer); Wayne Cross (Finance Manager); Susan Dow, Lawn French and Clair Graves (Shop Supervisors); Clare Harrison and Elliot Johnson (Retail Assistants); Andrew Hirst (Fundraiser); Pauline Lee (Catering Assistant); Alan Lees (Medical Assistant), Sophie Smith (Apprentice); Tracey Spafford (Retail Manager) and Carole Whittlam (Family Support Practitioner). We bid them all farewell and best wishes for the future.



# Services

## Our care facilities

### Wellbeing Centre

We've transformed our much loved day care facility into a Wellbeing Centre, which aims to increase access to clinical, emotional and spiritual support and enhance wellbeing and quality of life for even more local people living with life-limiting conditions, as well as extending the services available to their families and carers. Patients are presenting with increasing complexity and we are seeing more patients with fluctuating delirium, dementia and neurological conditions.

We aim to provide a safe, caring and compassionate environment where patients can make friends or take quiet time out to relax or perhaps pursue a new hobby all in the tranquil setting of the Hospice, whilst care is provided.

### What we offer

- One to one support from various members of the clinical team
- Complementary therapies and relaxation
- Mindfulness
- Arts and crafts and creative therapy
- Memory work
- Chair based exercise
- Breathlessness and fatigue clinics
- Physiotherapy and occupational therapy
- Psychological support
- Lymphoedema (Appointment based)
- Counselling and pre/post bereavement Support
- Advanced care planning.

Patients have a named nurse who co-ordinates appropriate care from this multidisciplinary team.

### Patients enjoy festivities

Our patients have enjoyed a whole host of entertainment this year particularly over the festive period. From bell ringing, to ukulele playing, to Christmas songs, our entertainers have put on a real show for the patients. Thank you to all the staff and volunteers for making these events so special, and to all of our entertainers for giving their time so generously.



### Hospice Open Days

#### Hospice Care Week

We held several open days throughout the year to continue to engage and encourage local people to understand our work. We held one Open Day here at the Hospice to celebrate Hospice Care Week 8 to 14 October and our Hospice team wore it yellow to celebrate. Thanks also to our shops who got involved by decorating their windows with the theme 'Heart my Hospice'.



During the week, Dr Lucy Adcock and Maureen Georgiou gave a successful presentation to our local GP Forum at Glanford Park, raising our profile within the wider community of health professionals and commissioners.

### Lymphoedema Awareness

In February, our Open Day coincided with Lymphoedema Awareness Week and our team put together a display in our main reception for visitors to access information about this long term chronic swelling condition and the various treatments we provide to control and manage the condition.

#### Lymphoedema Awareness



##### Lymphoedema is...



A long-term (chronic) condition that causes swelling in the body's tissues. It can affect any part of the body, but usually develops in the arms or legs.  
The lymphatic system is a network of channels and vessels in the body that helps fight infection and remove excess fluid.  
Lymphoedema develops when the lymphatic system doesn't work properly. Although lymphoedema cannot be cured it can be treated & well managed, particularly if diagnosed early.

'always there to Care'



## Lindsey Lodge champions campaign to widen access to care

We joined forces with other hospices across the UK to support Hospice UK's 'Open up Hospice Care' campaign aimed at widening access to the vital support that hospices provide for people with life-limiting conditions and those who care for them. A huge thank you to Wellbeing patient for sharing his experiences of our care as part of the campaign.

Eddie suffers from Chronic Fatigue Syndrome, which means simple tasks like putting on his coat can be exhausting for him. He also had serious problems with breathlessness, which began to really panic him, so his Cardiac Nurse suggested he be referred to Lindsey Lodge Hospice.

Eddie said: "Believing that Lindsey Lodge only cared for palliative patients, my wife Janette and I were very worried about our appointment. We were told there was little that could be done to help me with medication, so we genuinely believed I might not be around to see Christmas 2018.

"When I went for my first appointment at Lindsey Lodge, Janette and I met Consultant in Palliative Medicine Dr Lucy Adcock, she introduced us to Wellbeing Manager and Occupational Therapist Sarah Hodge, who discussed the kind of practical help they could offer.

"She spent just 20 minutes going through some relaxation techniques, which had a dramatic effect on me. Following my appointment I went to the local supermarket with Janette for the first time in months and I felt the benefit in my wellbeing for the next three weeks!

"First I attended the Lindsey Lodge Fatigue Clinic, where we explored my daily routines and how fatigue impacts on my life. Sarah helped me develop different energy conservation strategies to help cope with my fatigue during my everyday activities.

"I then went on to attend the Breathlessness Clinic where Therapies Clinical Specialist Sally Brownsell taught me techniques of how to control my breathing and not to panic when I become breathless. She gave me a tape to listen to at home, which I still listen to most days – but I now have the distraction and relaxation techniques to automatically help me control it when it happens.

"The great thing is that Janette sat in with me, so she also understands the principles. When I have problems at home now, she knows how to help me – whereas before she would have phoned 999 and we'd have called an ambulance - so this has had a massive impact on our day to day outlook.

"This support from Lindsey Lodge has literally been life changing. Instead of being worried about the future, I can now look forward with hope. I still have good and bad days, but I understand my condition better. Sarah and Sally took the time to explain to both of us how to make practical changes, it's not just a job to them – they really make a difference!"

"I'm now having Reiki sessions to help with my relaxation, and I really can't thank the Lindsey Lodge team enough for all they've done to give me a new lease of life!"



Eddie Atter pictured with Therapy Clinical Specialist Sally Brownsell

'Always there to care'

Our Mission Statement is 'always there to care', but we also aim to promote self care and admission avoidance to acute hospital as far as possible.

## Inpatient Care

### Round the clock care

We provide 24-hour specialist palliative care to patients on our Inpatient Unit 365 days a year.

Our team always go that extra mile to ensure patients are as comfortable as possible.

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

Good palliative care involves the patient's family and other carers, and they can be closely involved in the delivery of care within the Hospice. We are happy to support this and offer assistance as necessary. We also provide support for carers, family members and close friends, both during a person's illness and during bereavement.

### Medication at end of life

At Lindsey Lodge Hospice we care for patients with advanced medical conditions who experience a range of symptom issues.

Where appropriate, opioids are prescribed and carefully titrated for our patients in the management of pain, or breathlessness in line with professional guidance and licenced indications.

The Hospice has strengthened governance structures in place and is a member of the local area prescribing committee, to which we report all incidents relating to controlled drugs.

### Bereavement and Family Support

We welcomed our new Registered Counsellor Carolyn Connor to Lindsey Lodge in June 2018. Carolyn previously worked in Primary Care Mental Health, with caseloads across five separate GP practices, and brings an enormous amount of knowledge and expertise in caring for people with a wide range of mental health needs and is very much looking forward to her new role in the Lindsey Lodge team.

### Infection Prevention and Control

#### Accreditation

Congratulations to our Infection Prevention and Control Team, who have been working hard with their audits and helping staff to maintain their high standards around the Hospice.

In recognition of this, the Northern Lincolnshire Clinical Commissioning Group (NLCCG) awarded the Hospice with a certificate of accreditation this year.

The certificate shows that the hospice has complied with the requirements of the 'Reducing the Risk' scheme in the number and standards of audits done throughout the year.

Congratulations to our team on their continued good work in preventing infection in the Hospice.

#### Comment cards give valuable feedback

We've now introduced cards into our Hospice as a quick and easy way for people to give us feedback on how we're doing. The cards can be completed and posted in post boxes in our main reception, Wellbeing Centre reception and IPU.



Members of our Inpatient Unit team with Senior Nurse Karen Andrew

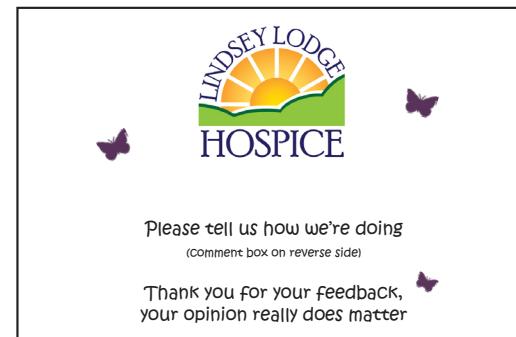
We regularly report on feedback through 'You said, we did' which is visible for patients, staff, volunteers and patients to view.



Members of our Infection Prevention and Control team



Registered Counsellor,  
Carolyn Connor



Please tell us how we're doing  
(comment box on reverse side)

Thank you for your feedback,  
your opinion really does matter



For more details on how our clinical services are evolving further, please see our Quality Account on page 28 of this Review.

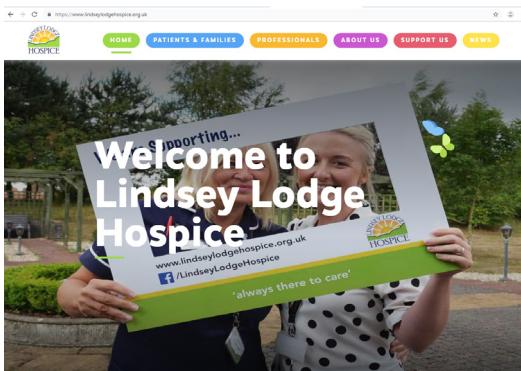
## Other support services

### Information Technology and Information Governance

#### New website

We are delighted to have launched our new website with provider Pixelbuilders. The new site better promotes our care, improves our fundraising efforts and offers a better user experience for patients, families and supporters.

We also produced a new video about the work of our staff and volunteers, which is available in the 'About us' section of the website.



#### Hospice Data Protection Officer appointed

The new General Data Protection Regulations (GDPR) which came into force in May 2018 call for all organisations which process or store large amounts of personal data to appoint a Data Protection Officer (DPO) as a mandatory role.

Following information gathering on how this role has been implemented at other hospices, we have incorporated this role into an existing role. In Lindsey Lodge Kay Fowler has been appointed our Data Protection Officer.

Kay's role as Data Protection Officer is to be the first point of contact on all data protection matters. So, if we have any data protection queries or guidance we refer these to Kay.

Kay is also responsible for monitoring our compliance, informing and advising staff on our data protection obligations and acting as a contact for any data subject requests that we receive.

## Equality and Diversity

We view equality and diversity as an opportunity to respond to and be relevant to our local community.

We recognise that we need to create an environment where all patients, carers and their families feel they are treated equally as individuals and one that enables our employees and volunteers to thrive and achieve their full potential.

#### Our training provision

We use Evidence Based Practice to enhance the quality of care and have provided help and support to conduct a literature review at our new Journal Club, which has been launched to locate the best evidence on which to base practice and to challenge current practice.

We employ Clinical Trainer Sally Watson who delivers onsite training, coordinates visiting speakers and links us to external training events and conferences. This is a vital role for the Hospice and ensures we remain up to date and knowledgeable as a staff group.



Data Protection Officer, Kay Fowler



Clinical Trainer, Sally Watson

## Catering and Housekeeping

Our much-loved Cake Lounge celebrated its first birthday in August. In just 12 months it had become a popular location for lunches and afternoon teas, as well as for cards and gifts. We introduced a number of new offerings including hot deal of the day, pudding cub and cake night Friday.

However, its current size and small kitchen meant we were limited in choice of menu and seating availability.

We therefore developed major plans to develop a new retail outlet and extended restaurant facility at Lindsey Lodge Hospice, which saw our Lindsey's Meet and Eat Restaurant and Home and Gifts outlets being officially opened by Mayor of North Lincolnshire Cllr John Briggs in March.



Lindsey Lodge Hospice Chief Executive said: "Thanks to the support of our local community, Lindsey Lodge has become a popular place for people to come and meet friends, have a coffee and some cake, enjoy some delicious food and help support the hospice."

"As more and more people drop into the hospice to use our facilities, we decided to develop our traditional dining areas into one modern, comfortable space, which now opens seven-days a week to cater for our patients, carers and families, as well as the general public. The introduction of our brand new Lindsey's Home and Gifts retail outlet now offers an extended selection of giftware, fashion and homeware products."

On the opening day, we were delighted to be joined by customers old and new, as well as BBC Radio Humberside, who broadcasted live throughout the morning.



## Retail

We acknowledge that the retail world is changing, as purchasing online flourishes and the high street changes. We have faced our own challenges with fluctuating income in our retail outlets.

We are extremely proud of the teams in all our shops, which are situated in Ashby, Barton, Brigg, Epworth and Scunthorpe town centre, Willoughby Road and Messingham.

This vital chain of retail outlets continues to significantly contribute to our income and is very reliant on the work of volunteers. The Board are committed to retail expansion to support our income base.



## We wished Happy Birthday to Lindsey's Pre-loved Boutique!

Valentine's Day marked the first birthday of our Lindsey's Preloved Boutique in Messingham.

Our wonderful customers have made this venture a real success and we invited them join us for a slice this delicious cake made by our fabulous Catering Team and enjoy a celebratory 10% off all purchases.

## Vintage Spectacular raises thousands for Hospice

North Lincolnshire people with a passion for the past flocked to our Vintage Spectacular raising over £6,000 for Lindsey Lodge in October 2018.

Vintage enthusiasts dressed up in their finest outfits to enjoy music from the thirties to the sixties at Lindsey Lodge Hospice's annual Vintage Fair at Redbourn Club, Scunthorpe, which showcased over 30 vintage stalls, a Blitz Cafe and even a hairdresser recreating retro victory rolls and Hollywood style up dos.

Organiser Sue Sumner, from Lindsey Lodge said: "Over 1,000 people visit our event every year, which really has become one of the major events on the vintage lover's calendar.

"The mixture of live music, dancing and such a variety of top quality vintage stalls means there's a real buzz all day long, and when we clear the stalls away for our evening supper and dance, the place really does come alive – it's always a sell-out event!"



## Retail and Supporter Group Conference success

Thank you to everyone who attended the Retail and Supporter Group Conference at Scawby Village Hall on Friday 25 May.

The feedback from this event has been extremely positive and it was great to share our strategies and ideas with everyone involved. Thanks also to Cybertill for sponsoring the delicious lunch.



## Our supporters have a passion for fashion

There were two very successful fashion shows held during September for Lindsey Lodge Hospice.

On Monday 17 September our Messingham Supporter Group teamed up with our Lindsey's Pre-loved Fashion Boutique for a fashion show at Messingham Village Hall, which raised over £1,200.

Meanwhile, on Wednesday 19 September, the Epworth Business Forum held a fashion show at Epworth Imperial Hall, which raised over £1,000.



# Our Achievements

## Caring for our patients and families

We admitted 254 patients to our Inpatient Unit during 2018/19.

Sadly, 163 of the people we were caring for died at the Hospice, 62 went home and 23 were discharged to other locations.

Patients discharged from the Hospice to a home or community setting is very dependent on choice expressed by the patient and family, and patient condition.



## During this period we...

Provided  
**2,503**  
inpatient overnight stays. The average length of stay currently stands at eight days

Had  
**2,304**  
attendances to our Wellbeing Centre

Had  
**935**  
attendances to our Lymphoedema Clinic and conducted 311 telephone reviews

Received  
**94**  
admissions and provided 263 follow up appointments in our Physiotherapy Service

Delivered  
**466**  
sessions of one-to-one bereavement and family support, along with 204 telephone contacts

Received  
**54**  
admissions and provided 174 appointments in our Breathlessness Service

Received  
**38**  
admissions and provided 97 follow up appointments to Occupational Therapy Service

Received  
**61**  
admissions and provided 306 follow up appointments in our Fatigue Clinic

# **Vision, Mission and Values**

## Our vision



Lindsey Lodge Hospice 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.

# Our 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.

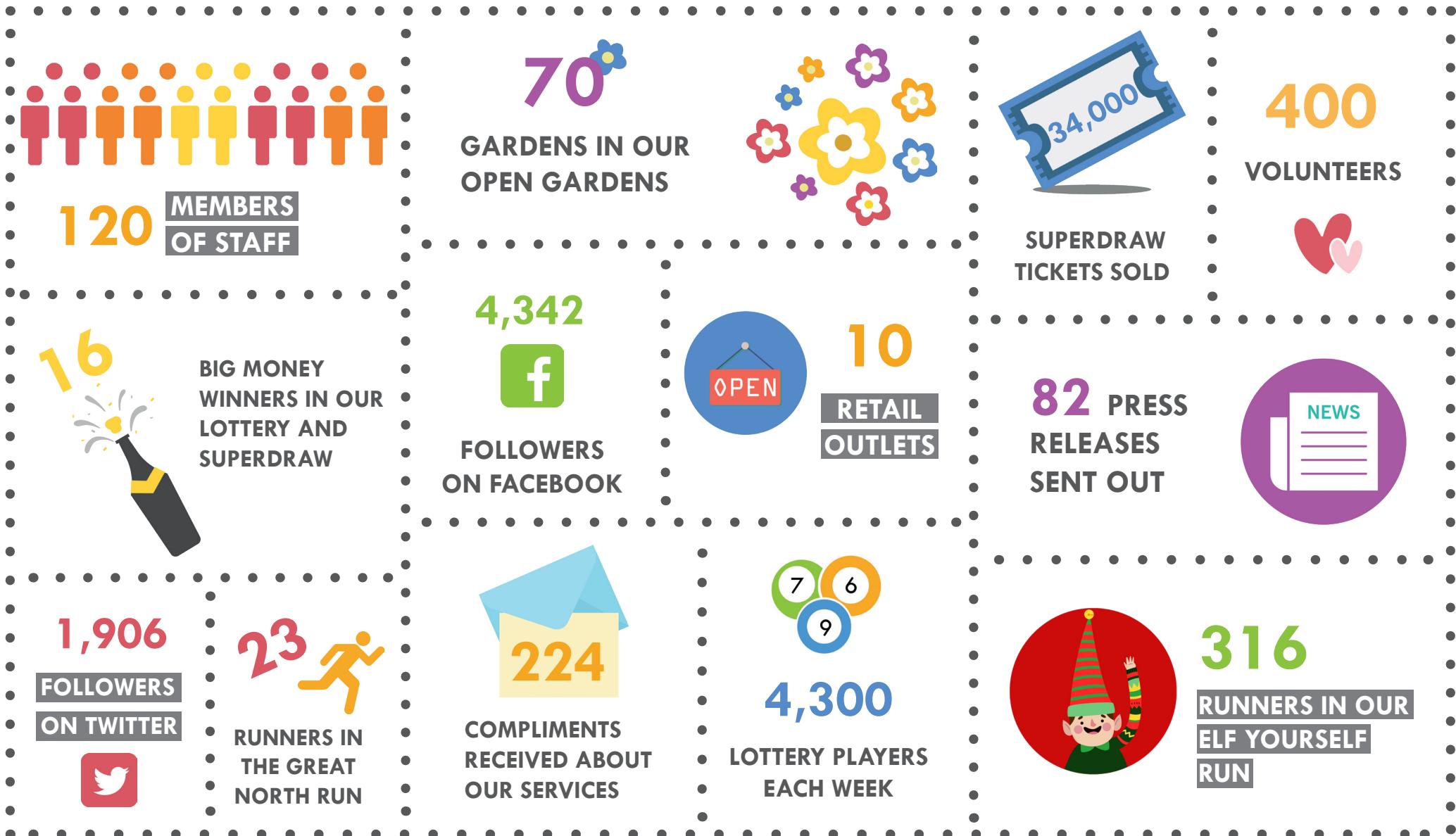
# Our values



- 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



# Lindsey Lodge in numbers 2018/19

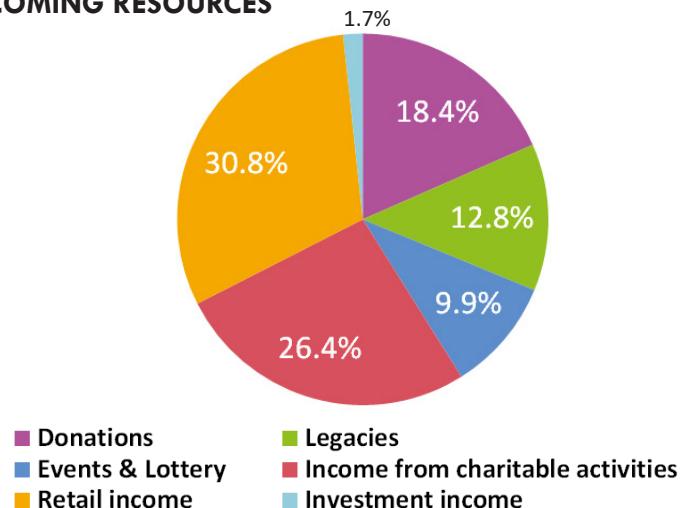


# Financial Summary 2018/19

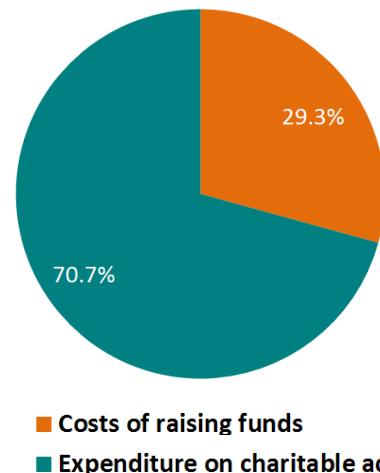
INCOME	2018/19		2017/18	
	£'000	%	£'000	%
<b>Donations</b>	<b>534</b>	<b>18.4%</b>	<b>536</b>	<b>18.2%</b>
<b>Legacies</b>	<b>371</b>	<b>12.8%</b>	<b>606</b>	<b>20.6%</b>
<b>Events &amp; Lottery</b>	<b>286</b>	<b>9.9%</b>	<b>222</b>	<b>7.6%</b>
<b>Income from charitable activities</b>	<b>766</b>	<b>26.4%</b>	<b>641</b>	<b>21.8%</b>
<b>Retail income</b>	<b>893</b>	<b>30.8%</b>	<b>897</b>	<b>30.5%</b>
<b>Investment income</b>	<b>49</b>	<b>1.7%</b>	<b>37</b>	<b>1.3%</b>
<b>Total income</b>	<b>2,899</b>	<b>100.0%</b>	<b>2,939</b>	<b>100.0%</b>

EXPENDITURE	2018/19		2017/18	
	£'000	%	£'000	%
<b>Costs of raising funds</b>	<b>1,017</b>	<b>29.3%</b>	<b>1,037</b>	<b>32.1%</b>
<b>Expenditure on charitable activities</b>	<b>2,458</b>	<b>70.7%</b>	<b>2,194</b>	<b>67.9%</b>
<b>Total expenditure</b>	<b>3,475</b>	<b>100.0%</b>	<b>3,231</b>	<b>100.0%</b>

## INCOMING RESOURCES



## EXPENDITURE



# Fundraising Strategy

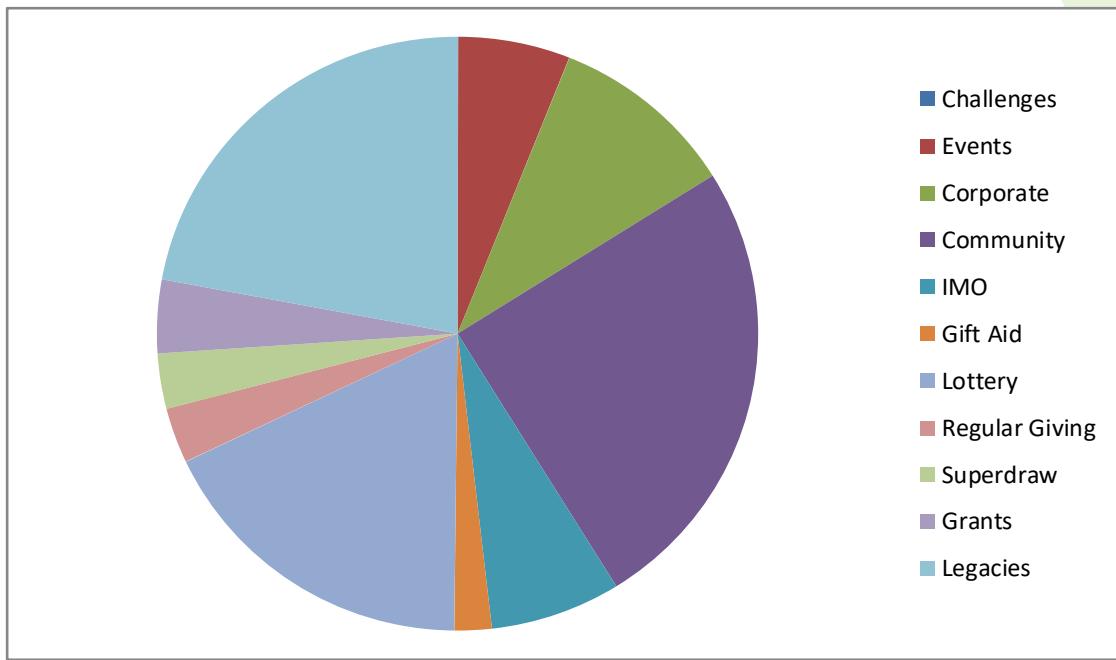


A significant amount of focus has been given to our fundraising and marketing activities during the past year. The size and structure of the Fundraising Team has been developed in order to ensure we are best placed to continue to raise the funds required to support the Hospice over the coming years.

A general Fundraising Guide and an Events Calendar have both been produced to support our activities and have been well received in the community.

We held a number of new events in the past year, including our Winter Ball, Light up a Life, Elf Yourself Run and re-launched our Glow Walk, which will all form part of our annual calendar going forward. We will therefore continue to develop our activities and events to help us reach our income generation targets over the coming year and have developed a robust plan to support these targets.

## Income Generation Plans 2019/20



# Fundraising highlights

Our care is free of charge, but not free to provide. Our annual running costs are over £3.5 million, so as an independent charity we rely heavily on the generosity of the local community to raise more than 80% of this through donations and fundraising.

Thank you to every individual, group and business who supported Lindsey Lodge Hospice during 2018/19!



## Vintage tractors motor on for Lindsey Lodge

A total of 57 tractors both old and new took part in the fifth annual Isle of Axholme Vintage Tractor Run and raised over £2,400 for Lindsey Lodge Hospice.

The group set off from the Red Lion in Epworth, before taking a 35 mile round trip through the beautiful villages and countryside of the Isle, which took over four hours to complete.



## Community Art Exhibition and Sale success

More than 40 paintings worth over £4,000 were sold at Lindsey Lodge Hospice's Annual Art Exhibition and Sale at Scawby Village Hall, which featured work by renowned local artist and Wellbeing patient Dennis Nash, as well as other local artists and photographers. We hope this event will get bigger and better each year and become a major event in the art calendar, giving local artists and photographers a fantastic platform for sharing their work.



## Thank you to our Glow Walkers!

It was a hot and humid summer evening for our 30,000 step, 13 mile Glow Walk 2018.

Thanks to the 292 walkers who took part in the event, which for the first time started and finished at the Hospice. Whether walking in memory of a loved one, or just enjoying the glow at this year's event!

## Garden Party is a scorcher

Our sizzling summer garden party raised over £4,000 for the Hospice. It was a scorcher of a day and with temperatures reaching the high twenties, families were able to cool off with water games, ice creams, cream teas and cold drinks, while enjoying a whole host of stalls and attractions, including bouncy castles, belly dancers and traditional sideshow games. Humberside Fire and Rescue brought their fire engine – and even Lindsey Bear put in an appearance!



## Firefighters help boost Mayor's Appeal

Thank you to The Firefighter's Charity and Humberside Fire and Rescue for working with us as the chosen charities for the Mayor's Appeal Fund. A huge thank you to North Lincolnshire Mayor Cllr John Briggs for choosing to support us both, it was great to be involved in so many fantastic events.



### New hospice mascot launched at Christmas Fair

A brand new updated version of Lindsey Bear made his first appearance at our Christmas Craft Fair at John Leggott College, after Making a Difference Locally (MADL), Nisa Retail's Corporate Foundation generously donated the £1,500 needed to replace him.

Thank you to John Leggott College and its wonderful students for all of their support on the day too!



### We held our first Elf Yourself Run

Over 300 people took part in Lindsey Lodge Hospice's first ever Elf Yourself Run on Sunday 2 December at Central Park in Scunthorpe.

The sell-out event saw runners taking a short 2.5km course, visiting elf stations to pick up hats and ears, as well as getting their own elf name and being snapped in an 'Elfie Selfie'. So by the time they reached the finish line there were hundreds of Christmas elves circulating around the park.

### Hundreds support our first Light up a Life services

A huge thank you to all of the hundreds of supporters who turned out to support Lindsey Lodge Hospice's first ever Light up a Life services. After listening to feedback from our patients, families, chaplains and supporters we felt it was the right time for us to hold our own Lindsey Lodge Light up a Life campaign and we are overwhelmed by the generosity and support we have received.



### Record-breaking Festival of Christmas Trees

Lindsey Lodge Hospice was given a record-breaking £7,535 boost after last year's spectacular Festival of Christmas Trees was held by the Rotary Club of Scunthorpe over two weekends in December at Old Brumby United Church. It featured over 80 sparkling Christmas trees, wreaths, and a whole host of musical entertainment, including a Bollywood Evening, arranged by Jonathan George and his fellow John Leggott students, which raised a staggering £2,560 towards this year's total.



### Treecycling success

A Grimsby-based engineering and construction company gave us £2,211 boost in addition to helping to collect over 400 Christmas trees for recycling in January.

Staff at ENGIE Fabricom UK arranged cake sales, dress down days and a Christmas party raffle to raise funds for Lindsey Lodge Hospice during 2018, and for a full week in January the company generously provided a two-man team and transport to support the Hospice's first ever Treecycling scheme.



### Bird boxes boost hospice funds

Big-hearted great grandad Ian Espin (92) from Barrow became an internet sensation when we shared his lovely bird boxes online! Over 10,200 people saw his story and his beautiful bird boxes, which are all made from off-cuts of wood and then painted by his daughter Sally, were soon snapped up. He raised over £1,337, so thank you Ian and family for all your support!



### The three amigos complete their summer cycling challenge

Alfie, Daniel and Brandon, otherwise known as The 3 Amigos, completed their amazing summer holiday cycling challenge. The boys, all aged 10, aimed to cycle to as many places as they could around the Isle of Axholme and finished with a 2 hour bike ride from Epworth to Lindsey Lodge Hospice. The boys also held a bake sale to help boost their fundraising for the hospice.

### Jeff completes his 26th marathon to mark 26 years of volunteering

Our fantastic Hospice Volunteer Jeff Harris completed his 26th marathon run over 26 miles to mark 26 years of volunteering and he raised £1,626 for Lindsey Lodge! Jeff has been volunteering at Lindsey Lodge Hospice since it was built. He completed a lone 26 mile run circuiting Bottesford Beck Linear Park four times in memory of his son Paul's birthday on Friday 13 April – and he completed it in just four hours and 20 minutes.



### Kind hearted Caistor students raise funds for charity

Students from Caistor Grammar School raised £542 in just 90 minutes for Lindsey Lodge.

The year nine students in forms X, Y and Z at Caistor Grammar School individually held three 30-minute fundraising events during their lunch breaks for Lodge Hospice, after the we touched the life of a family member at the school.



### Haircut raises hundreds for hospice

Leys Farm Junior School pupil Mia Marshall (8) underwent the hair raising experience in aid of Lindsey Lodge Hospice, raising over £500, and has donated over 8 inches of shorn off locks to The Little Princess Trust.



### Carla's car boot sale raises funds for charity

After writing a story about the adventures of her family's pet dogs, seven-year-old Carla Brogden wanted to begin fundraising for Lindsey Lodge Hospice; so, to raise money, she read her story to her Grandma Lynda Webster's Tai Chi class at St Hugh's Church, who loved it! To boost her fundraising efforts, Carla decided to do a car boot sale, selling some of her own toys. After three hours of selling, she managed to bring her grand total to just over £165.





# Quality Account 2018/2019

“ The great thing is that my wife Janette sat in with me, so she also understands the principles. When I have problems at home now, she knows how to help me – whereas before she would have phoned 999 and we'd have called an ambulance - so this has had a massive impact on our day to day outlook.

Eddie Atter pictured on the cover with Therapy Clinical Specialist Sally Brownsell

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## PART ONE Our Strategy

There has been a focus on our Strategy, Care Objectives and Budget Setting and we have a refreshed direction of travel and detailed work plans to deliver this.



### Inpatient Unit

- Current occupancy 72% (10 beds)
- Need to move to 85% consistently
- Consider skill mix: developing assistant practitioners and advanced practitioners



### Service Expansion

- Work towards 7 day admissions?
  - Consider private respite care beds
  - Consider private Dementia respite within well-being one day a week



### Environment

- Purchase of neighbouring land - now need to develop the business venture to support clinical care.



### Day Care

- Continue to build a flexible wellbeing programme
- Further develop the Rehab model with the opening of the new gym
- Integrate care into the outside space, utilising our new land and polytunnel



### Partnership Working

- Work with local GPs to help with our out of hours care and identify patients that could use hospice service



### Delivering Outstanding Care

- Become an 'outstanding' organisation

## PART TWO Looking back on 2018/19

The Director of Nursing and Patient Services was appointed in August 2017 and there has been a real pace of change throughout all the clinical areas of the Hospice. Looking back on 2018/19 and the priorities that were set it is very pleasing to note that the identified objectives have all been met. These include:

- 1** The introduction of a new leadership role aligned to Agenda for Change (afc) Band 7, the Clinical Manager for the Wellbeing Centre. This post was successfully recruited to in August 2018. The post holder is also an Occupational Therapist which is a new skill set for the Hospice. As well as undertaking the managerial role for Wellbeing, the post holder has introduced amongst many other initiatives, fatigue clinics.
- 2** Developed the skill mix across the new Wellbeing Centre and Inpatient Team has allowed us to provide additional resilience with the introduction and agreed new roles and opportunities for staff in order to enhance the developing models of care. Each clinical area of the Hospice has an agreed staffing establishment plus the introduction of a bank budget enabling the two managers of the Inpatient Unit and Wellbeing Team to better manage temporary staffing to cover absences.
- 3** A new bereavement model has been established and is already incredibly successful. We have recruited an additional eleven volunteer bereavement support workers who have undertaken CRUSE training plus we have recruited into the Registered Counsellor post and also the Bereavement Assistant /Admin post. We have come such a long way with our Bereavement Service and it is growing from strength to strength with further alliance with CRUSE.

**Q5**

Lindsey Lodge Hospice Quality Accounts 2018/19. ‘always there to Care’

We have also made key relationships with other bereavement services locally, particularly those that support children and young families.

- 4** We have undertaken a review of the shift patterns within the Inpatient Unit and extending the Wellbeing Centre's operating hours. This was implemented in July 2018. The changes saw no reduction in numbers or skill mix on shifts, but by making the rota changes it has released £17k of savings with no detriment to quality and safety within the Inpatient Unit. The changes made within the Wellbeing Centre are allowing us to undertake and design additional Wellbeing services and give additional access to our existing services.

- 5** Review of management time within the Inpatient Unit and Therapies Team to release the time back into clinical care has given equity to the agreed management allowance across the Inpatient Unit and the Wellbeing Team. In addition, we have re-profiled the Band 7 Therapy Lead to that of Therapy Specialist. This has allowed the Specialist additional clinical time to be able to assess, see and treat patients, therefore reducing waiting times and building in more ability to undertake a larger clinical caseload particularly within the Breathlessness Service.

- 6** We introduced new Advanced Assistant roles (aligned to afc Band 3) which have extended their scope of competency and skills to that of Technical Instructor for physiotherapy/ occupational therapy, complementary therapy and venepuncture and cannulation, working across all clinical areas of the Hospice over a seven-day rota. The three advanced assistants are successfully undertaking an in-house competency lead workbook with a balance of theory and practical assessment. This now allows us to be able to offer



Director of Nursing and Patient Services Maureen Georgiou

additional services in our Inpatient Unit over a weekend, such as complementary therapy.

- 7** We have reviewed the administration function across the Wellbeing Centre, Inpatient Unit and Therapies to develop a Clinical Administration Team. This team is now line managed by the IT Support Officer, which has allowed us to be able to cover holiday absences more smoothly. It has also facilitated more streamlining of the administration functions and prevention of duplication across all clinical areas.



Advanced Assistants



CRUSE Training

## PART TWO

# Identified Priorities for 2019/20

The Director of Nursing and Patient Services is working with the clinical leads to further embed the changes, following the clinical restructure undertaken last year. There is now an opportunity during 2019/20 to further enhance and expand on the services we offer, as well as seek opportunities for partnership working, so we can be seen to be an outward facing organisation and leading change across health and social care organisations. The first of these projects is:

### ECHO

Project ECHO is the Extension of Community Healthcare Outcomes.

This is an exciting two-year funded opportunity for us to be a training hub, working across North and North East Lincolnshire. The host hospice is Lindsey Lodge Hospice but the post holders will spend the same proportionate amount of time working out of St Andrew's Hospice in Grimsby. The funding will see a full time Project Training and Education Manager aligned to afc Band 7, and a full time Project Training and Education Coordinator aligned to afc Band 3 working in tandem.

The project will start in July 2019. ECHO is a pioneering method of education delivery of which Humber, Coast and Vale partners are at the forefront. ECHO is a training hub to increase learning opportunities for hard to reach groups, in particular care homes. It will provide interactive videoconferencing style education on various topics built upon the training needs analysis identification within the care home, as well as using the data which identifies the reason for admission, primary diagnosis and length of stay for those patients admitted to hospital from a care home. The outcomes of the project are to reduce admissions into

hospital from a care home setting, particularly for End of Life Care and to work with care homes to help them deliver high quality educational standards throughout their workforce. Funding for this project has been provided by NHS England.

### Partnership working

The Director of Nursing and Patient Services is now part of the working groups for the Out of Hospital Transformation in both Community based care and also Frailty. The aim of the working groups is for an integrated care partnership for health and social care and voluntary/charity organisations to come together in order to best look after the North Lincolnshire Community for patients to be cared for by the right organisation. It is clear that the acute hospital within our locality is hard pressed with emergency admissions and overseeing patients with increasing frailty and complex needs. Acute care is not always the right place for patients to be looked after. By each of the providers coming together within an integrated partnership there is further opportunity for the Hospice to accept more referrals to its expanding services.

In addition, we are hoping to work with GP partners to assist the Hospice with out of hours admissions and weekend admissions, as we currently do not have doctor capacity to undertake this. This can result in low bed occupancy within the hospice, but high demand for beds within acute care or the community.

### Private clinical services development

Our retail portfolio is seeing growth in the number of outlets in order to maximise as much income generation as possible in order to meet the increasing annual costs of the hospice. Our clinical teams must also assist in how we can

generate additional income. Hospice care is free. However, we have two additional paid services; we have launched a Bathing Service for our Wellbeing patients and have also welcomed a self-employed Beauty Therapist to the Hospice, who offers a fantastic range of services to patients, staff and volunteers. The service is proving extremely popular and well evaluated. In conjunction with the Director of Nursing and Patient Services, the clinical leads have now prepared a number of additional paid service options, for which we are working through criteria and a standard operating procedures to ensure governance and diligence, and will launch a number of private paid initiatives during 2019/20 to complement care packages.



### Roll out of intravenous medications within the Hospice

Any patient who requires intervention with intravenous therapies currently has to be admitted to the Hospital. Although this happens infrequently, this causes a bad experience for both patients and families and also places more pressure within acute care. Similarly, there are patients who have been identified as requiring transfer to the Hospice, who are still having a course of intravenous therapy, which therefore impacts on the number of bed days within hospital care. We launched a six-month training post in April 2019 with the post holder tasked with the roll-out of IV therapies within the Hospice. The project is

on target to be able to undertake IV therapies by quarter three of 2019.

### Rehab Gym

We were successful in gaining a Rank Foundation Grant in order to enhance wellbeing through rehabilitative palliative care. Work started on the Enablement Gym during April 2019 and we are due to open this new facility by July 2019. It will offer patients, carers and families the opportunity to attend drop in sessions, group work and exercise classes to build muscle strength, improve mobility and practise daily functional activities that will develop confidence as we move into a rehabilitative palliative care model.



The Wellbeing Centre Manager has fostered an excellent external relationship with community physiotherapy and occupational therapy services, who have expressed a keen interest in using the Enablement Gym at Lindsey Lodge for their specialist palliative care caseload. Offering a wider breadth of outpatient services in an accessible and welcoming environment.

### Other activities that are developing are:

- The establishment of a six-week 'enhanced wellbeing' programme for patients and their families/carers, including weekly sessions to support with symptom management, psychological wellbeing and exercise
- Daily practice of individualised therapy programmes for patients
- Weekly group, exercise-based sessions for both patients and their families/carers
- Weekly one to one and group support clinics for both breathlessness and fatigue that offer practice of intervention prior to returning home

- 'Hands on' therapy through use of a plinth in a safe, private space
- Regular mobility, transfer and exercise reviews for those on the Inpatient Unit, including stair practice to support with safe discharge home
- Out-patient complementary therapy treatments
- Weekly out-patient clinic for patients living within the community who are supported by the community specialist palliative care and complex care services
- Chair based fitness, mindfulness and relaxation sessions as part of the new Wellbeing Centre activity programme
- Pilates sessions (both group and individualised) for patients, families, staff and volunteers of the Hospice.

### We will be measuring the outcomes and we particularly want to see:

- Patients achieving their goals of keeping active and maintaining quality of life prior to their death (this can be measured through the therapy outcome measure and patient satisfaction surveys completed in the hospice)
- Good use of accessibility gym space in North Lincolnshire that can provide specialist palliative rehabilitation for those living with a life-limiting condition
- The ability to truly enhance the whole wellbeing of the patient, including their family, through accessing a more inspiring, rehabilitative space/environment. There are significant links to improving mental health through physical activity which will in turn impact on all aspects of daily life
- To enable those who are able to return to employment, ensuring those living with and beyond a cancer diagnosis can live a fulfilled life meeting all their goals.

### Exploring further Grants in order to continue the refurbishment of the Wellbeing Centre

We have considered our future wellbeing facilities and the environment that can support the undertaking of care with increased privacy and equipment to support safe moving and handling for staff and patients. Should

we be successful with the grant structure, we have plans to develop a wet room within the Wellbeing Centre to promote the independence of our patients, plus opportunities for expanding our bathing service. We are also applying for grants in order to purchase new chairs and specialist seating within the Wellbeing Centre.

During 2018/19 we were successful with a grant from Santander, which we have used to buy a polytunnel which is sited near the Wellbeing Centre. There is huge enthusiasm for this new venture and we now have our own gardening club called the 'Hearts and Spades'. We are growing an array of salads, vegetables and flowers and one of our patients has also built a hydroponics system in one part of the polytunnel for us to trial its success. Hydroponics eliminates the need for watering of the crop, thereby reducing our water requirements. Building on this first polytunnel, 2019/20 will see us extending the gardening club further throughout the week, plus increasing the crops grown. These will initially be used within our own Hospice kitchen and therefore be part of our nutritious and appetising meals for patients, staff and families, with the vision of further polytunnels being built and perhaps enough produce to have a 'farm shop' initiative to sell to the public.



## **Updated audit calendar and patient experience surveys**

Our audit calendar has been refreshed again and will see a documentation audit and audit of our handovers included. We have also taken the opportunity to formalise our patient experience surveys across all clinical areas of the Hospice, which include the Breathlessness Service, Lymphoedema Service, Bereavement and Family Support and the Inpatient Unit.

## **Dementia Friends**

The Senior Nurse within the Inpatient Unit and the Clinical Trainer have become Dementia Friends Champions Volunteers on behalf of the Alzheimer's Society. They have undertaken training to deliver Dementia Friends awareness sessions to members of staff, volunteers and the wider community, and are passionate about talking about dementia. Dementia Friends is an Alzheimer's Society led initiative which aims to increase dementia awareness and change the way the nation thinks, talks and acts about dementia. A Dementia Friend is someone who has attended a one hour information session and has committed to an action that will make the lives of people living with dementia a little bit better. Anyone of any age can be a Dementia Friend and every action counts - from helping someone to find the right bus to spreading the word about dementia on social media.

The hospice is proud to have trained over 100 Dementia Friends from within the Hospice across our staff and volunteers, and have also undertaken training within our community. We are working hard on ensuring that our facilities are dementia safe when we have patients admitted to our clinical areas.



**Dementia Friends training at Humberside Airport**

## PART TWO

# Statement of Assurance from the Board

The Board of Trustees is assured by the progress made in 2018/2019 and supports the identified clinical priorities planned for 2019/2020. The Board remains committed to the provision of high quality care for patients, families and staff across all Lindsey Lodge Hospice services and have supported investment in clinical services over 2018/2019.

Trustees undertake visits across all the clinical services of the Hospice talking with patients, carers and staff. Patients and families are asked if they are willing to speak to Trustees to share their experience of care. Trustees also gather staff views in order to understand the core business of the Hospice and gives the Board assurance of the quality of care provided.

A Trustee along with the Director of Nursing and Patient Services, lead on the Quality Assurance Committee - a sub-group of the Board.

- The Quality Assurance Committee reports to the Hospice Board to provide assurance that Lindsey Lodge Hospice is appropriately governed and well managed across the full range of activities, and to provide internal and external assurance relating to quality management by:
  - Reviewing the establishment and maintenance of effective systems of quality governance
  - Ensuring compliance with all applicable legal and regulatory requirements, in particular those of CQC
  - Ensuring that risk management and internal control is appropriate and of the highest standard
  - Advising and contributing to the overall quality of the service
  - Reviewing the establishment and maintenance of effective systems of quality monitoring
  - Monitoring all aspects of patient experience, safety and effectiveness including personalised care, treatment and environment
  - Monitoring safeguarding issues
  - Monitoring the recording and management of incidents, concerns and complaints and ensuring that internal audit is consistent with the governance needs of the organisation
  - Reviewing related activity and data
  - Ratifying relevant policies and guidelines
  - Reporting after each meeting to the Hospice Board.

The Board of Trustees will continue to monitor the progress against the priorities for quality improvement and identified priorities for 2018/19.

## Statement of Assurance

Documentation Audit	42% October 2018 (our first audit) Re-audit 6 months 91%
Controlled Drug Audit	88%
Infection Control Audit	91%

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## **Documentation Audit**

The general standard of record keeping across the Hospice is compliant with required professional standards in 91% of notes audited. This is a significant increase from the previous audit in October 2018 where compliance was 42%. Information was much easier to find than previously and it was also much easier to understand what information should be in the written notes and what is to be found on SystmOne. Since the previous audit, the Wellbeing Centre has moved onto using SystmOne entirely, with IPU on a phased transfer. It appears that a greater level of attention and diligence is being paid to record keeping since our first audit, which was disappointing, but provided a platform to improve, which has been achieved.

Results have been shared with all clinical staff, including clinical admin staff to raise awareness of the standards required, and to reinforce these standards. Results have been discussed with clinical leads to establish what further improvements need to be driven forward and who is responsible for this. The documentation audit action plan is to be updated following this audit.

Our results show we need to strengthen our work on Personal Emergency Evacuation Plans (PEEPs) and the Accessible Information Standard.

A repeat audit is timetabled for six months' time which should give further assurance that these actions have become embedded. A monthly mini-audit will occur in both clinical areas.

## **Controlled Drug Audit**

A Controlled Drug Audit is undertaken quarterly on the Inpatient Unit only. The Wellbeing Centre no longer stores Controlled Drugs (CDs) as it was felt safer practice to have CDs in one place on the Inpatient Unit. Safe Medicine Management is an essential part of Clinical practice, Nursing and Midwifery Council (NMC) regulations and Care Quality Commission (CQC) regulations. The audit is undertaken to ensure clinical staff are following National guidelines, Hospice policy and CQC regulations regarding Medicine Management and the safe custody of Controlled Drugs.

### **The aims and objectives of this quarterly audit are to:**

- Ensure compliance with National Standards, NMC, Hospice policy and CQC regulations
- Ensure clinical staff use safe practice with regard to medicine management
- To highlight areas for improvement and ensure a safe and robust Medicine Management environment.

### **Actions:**

- Staff reminded of the importance of recording drug fridge temperatures as per Hospice policy. Senior Nurse checking daily that this is being undertaken and in addition a drugs fridge policy has been developed and ratified the Quality Assurance committee
- Safe and robust medicine management compliance is evident through good practice and audit results.

## **Infection Prevention and Control**

An annual statement was approved for 2018/19 at the Quality Assurance Committee in accordance with the requirements of The Health and Social Care Act 2008 'Code of Practice on the prevention and control of infections and related guidance'. We have a dedicated Infection Prevention and Control (IPC) lead who is supported by champions from each of the clinical areas. It summarises:

- Any infection transmission incidents and any action plan taken
- Details of any Infection Prevention and Control (IPC) audits undertaken and actions undertaken
- Details of any risk assessments undertaken for prevention and control of infection
- Details of staff training
- Any review and update of policies, procedures and guidelines.

## **Infection transmission incidents**

There have been no outbreaks of infection in the Hospice during 2018/19. One patient was admitted with a rash from the Acute Hospital which following admission was diagnosed as Chickenpox. The patient was isolated according to policy and an incident form was completed. No other patients were affected.

## **Infection Prevention Audits and Actions**

The new environmental audit tool has been adapted so that the data can be input on to a spreadsheet. It was also decided that this audit would be undertaken twice a year.

The main issues this year were:

- The weekly cleaning undertaken by the care staff in both the IPU and Wellbeing Centre was either not being done weekly, or was not being documented properly. Discussion about this is being undertaken with the managers concerned

- There were some issues raised regarding the management of staff food in the fridges. Some staff were putting inappropriate items in the refrigerators and some were not labelling their food. This is under observation and reminder signs have been posted
- There was lime scale on some of the taps and the hot water boiler, this has been addressed
- There were some issues with sharps management in that sharps bins had not been signed on assembly and were overfilled. This was dealt with at the time and staff are reminded during mandatory training.

The new hand hygiene audit tools for auditing the World Health Organisation (WHO) 5 Moments for Hand Hygiene have been in use throughout the year. The IPC champions and the IPC Lead undertake the audits and a monthly result is given to each department, which can then be displayed on a board for all Hospice users and visitors to see. The results have been generally very good, usually above 90%, and the frequency of audits and the champions undertaking the audits has raised the awareness of staff as to when they may breach the policy.

It was noticed that in IPU failures to achieve 100% were mostly by staff omitting Moment 1, hand hygiene before touching a patient. On investigation, it was found that this is often because nursing staff who draw up controlled drugs in injection form leave the treatment room with a sharps bin and tray as well as a prescription chart and controlled drug book, meaning that on entering the patient room, they do not have hands free to undertake hand hygiene at the alcohol rub station outside each room. Following discussion and risk assessment, it was decided that keeping alcohol rub inside the patient rooms was a high risk of ingestion by patients with dementia, or children visiting. Therefore, small bottles of alcohol hand rub were purchased for use by nursing staff to enable them to undertake hand hygiene after entering the patient room. There has not been enough time since this change in practice to reflect on the audit results, but this will be observed in coming months.

A national alert was received regarding electric fans for patient use. Following this, the fans in storage were examined and found to be dirty. The IPC Lead has therefore written a protocol for the cleaning and storage of electric fans, and the cleanliness of the fans will be added to the audit calendar.

Other audits which the IPC team undertake are mattress audits and cleanliness of wheelchairs. There have been no issues to report for this during the year.

## Training

External courses have been accessed by the IPC Lead and champions. In addition, the IPC Lead has also delivered a lunchtime session open to all staff on the subject of bacteriuria and urinary tract infection. This is to highlight the potential over use of antibiotic treatment of patients with nitrites and bacteria in the urine, which does not necessarily indicate urine infection, especially in patients over 65 or who have an indwelling urinary catheter.

The IPC Lead or a deputy attends quarterly meetings with leads from local nursing homes for training and updates from the Community Infection Prevention and Control Nurse. The Hospice can contact Public Health England for any advice required.

The IPC Lead has written short articles for the Hospice staff newsletter 'Team Talk' to help ensure all staff are aware of what is being done regarding infection prevention behind the scenes. This helps to raise the profile of infection prevention as well as ensuring good communication. This year, there was a promotion to encourage staff to have their annual influenza vaccination with a prize draw for those who responded. The winner this year was a volunteer in the Wellbeing Centre.

The IPC Lead continues to provide face to face training in Infection Prevention and Control to all staff on induction and to clinical staff as part of annual mandatory training. Non-clinical staff receive an IPC workbook which provides both training and assessment. If the IPC Lead is unable to attend any training, the Clinical Trainer undertakes it in her place, but for the year 2018-2019 this has not been necessary.

The training incorporates all the Standard Infection Control Precautions such as hand hygiene, waste and sharps management, aseptic technique, environmental cleaning including spillages, decontamination of equipment, linen management and use of personal protection equipment. The training this year for clinical staff has involved use of a workbook. This to ensure all of the aspects of Standard Infection Control Precautions are delivered, but still allowing time for additions to the training. This year, the topic of Sepsis has been included and includes use of the Sepsis Screening Tool which is available on SystmOne.

## Cleaning and Decontamination

The Hospice has now purchased a Sanitiser, which is in use to provide extra sanitisation of rooms when they are cleaned following patient discharge. This is a portable machine, which can be put into an empty room and when set for the required time, will remove all the air from the room and replace it with Ozone. Ozone has the capacity to kill all bacteria and micro-organisms including Clostridium difficile spores, MRSA and Norovirus. Once the cycle is complete, the Ozone is removed, and air replaced in the room.

## Key Performance Indicators (KPIs)

KPI	Annual percentage for Inpatient Unit	Annual percentage for Wellbeing Centre	Target percent
Preferred Place of Death	85%	77%	100%
Anticipatory drugs in place	98%	84%	100%
Last days of life Document completed	85%	N/A	100%
DNACPR	100%	97%	100%
Advanced Care Plan	51%	49%	100%

The information above is routinely collected on a monthly basis and forms our KPI across both the acute trust and the community. This allows us to collectively share information across all of North Lincolnshire. This information is discussed within the weekly MDT, which the Hospice hosts, and is also discussed monthly within the Hospice with the clinical leads and the Director of Nursing and Patient Services.

The KPI clearly shows where we need to address actions regarding some of our medical documentation. The actions will be developed in conjunction with the Medical Director.

## Review of Services

During 2018/19 Lindsey Lodge Hospice provided free specialist palliative care to adults in North Lincolnshire with any progressive life-limiting illness. We are independent of the NHS, and patients are referred to us by their GP, community nurse or consultant in either writing, by telephone or by visiting us. We offer 24-hour care, day care, symptom control, terminal care as well as other services such as counselling, complementary

therapies, lymphoedema clinics, physiotherapy, breathlessness clinic, fatigue clinic, consultant clinic, occupational therapy and bereavement support.

## Our staffing profile

Staffing profile whole time equivalent (wte)

Inpatient Unit	21.04
Wellbeing Centre	11.32
Clinical Admin Team	2.35
Housekeeping Team	7.45
Medical Team	2.25

**24 hour care:** The specialist palliative care Inpatient Unit provides first-class care and emotional support. Our nursing team will go that extra mile to ensure patients and families are as comfortable as possible. Some of our patients improve enough to be discharged from the Unit and others stay with us until the end of their life. Relatives of end-of-life patients are welcome to stay over in our on-site accommodation to treasure every single moment.

We have around 120 members of staff enabling us to provide 24-hour care seven-days a week and 400 volunteers who support all aspects of the Hospice.

The care we provide is personalised to each patient dependent on their needs. We do not offer long-term residential care.

**Wellbeing Centre:** Our Wellbeing Centre is the combination of our day care, complementary therapies, Physiotherapies and occupational therapy, bereavement and family support, Lymphoedema, breathlessness and fatigue, consultant clinic and beauty therapy.

It provides psychological support, symptom management, therapies, wellbeing sessions and access to a chaplaincy service. Most patients come in on a weekly basis. Our Wellbeing facilities need to reflect that our patients have differing needs with regards to pressure area care, moving and handling and personal hygiene. We have started to consider future Wellbeing facilities and the environment that can support the undertaking of this care with increased privacy and equipment to support safe moving and handling. The Centre has its own bedroom area in order to care for those with more complex needs.

**Lymphoedema Service:** People with this long-term chronic swelling condition are referred to the service which provides various treatments to control and manage the condition.

**Family and Bereavement Support:** We offer one-to-one and group support regarding the loss of loved ones, family problems, psychological and emotional issues and more. We listen, assess and support individual needs.

**Complementary Therapies:** We offer an array of therapies such as massage, reiki, essential oils, chair yoga and hearts to promote relaxation, manage symptoms and relieve stress. We also have a self-employed beauty therapist who undertakes additional paid services for our patients, staff and volunteers as well as the general public.

Our services are provided by a multi-disciplinary team comprising:

**Doctors:** Our team includes a Consultant, Specialty Doctor, GPs and GP trainees. The Consultant also takes part in the Acute hospital MDT for heart failure and respiratory. This has seen the balance of referrals for cancer vs non cancer split around 70 / 30 which has increased the non-cancer referrals during 2018/19. The Consultant also hosts an open clinic one session a week whereby any health professional can refer a patient for support and opinion for their treatment.

### Nurses and Health Care Assistants

**Therapies:** to support independence and promote comfort including physiotherapy, occupational therapy and activity coordinators. We have also introduced a new role within the structure for that of advanced Asistants who are undertaking additional competency and skills akin to that of a technical instructor within physio, OT, complementary therapy and will also be part of our IV roll out skill set.

**Chaplains:** Who attend on a rota basis to support patients and their families.

**Support services:** Who provide cleaning, catering and laundry services for patients.

**Clinical Trainer:** Who is available for all staff and provides the delivery of mandatory training that is identified for staff through the appraisal process. A journal club has commenced this year and an active clinical supervision programme is in place.

**Fatigue Clinic:** Fatigue is a distressing persistent, subjective sense of physical, emotional and/or cognitive tiredness or exhaustion related to cancer or cancer

treatment that is not proportional to recent activity and interferes with usual functioning.

Fatigue is also one of the most common side effects of cancer and its treatments and is often rated as one of the most disabling and distressing symptoms which affects between 70% and 90% of people with a cancer diagnosis.

Chronic fatigue – can go on for weeks, months, or years after treatment. In assessing Fatigue with patients there is focus on:

- Quality of life (QOL)
- Holistic practice (Person, Environment, Occupations)
- Care includes the patient and their family/carer
- Respect for autonomy and choice
- Sense of control
- Open and sensitive communication
- Motivation
- Referral to occupational therapy
- Physical examination
- Daily routine
- Activity diary
- Fatigue Rating Scale
- Problem solving
- Goal setting – SMART

**Small changes to diet, physical activity, sleeping habits, talking about Fatigue can help manage it.**

**Breathlessness Clinic:** This service is for people who have cancer or a progressive life limiting disease, such as Chronic Obstructive Pulmonary Disease (COPD) or heart failure, which affects their breathing. Being breathless can be a very frightening experience, both for the patient and for the people around the patient at the time. It may affect how well patients are able to do things such as climbing stairs, bathing, walking, going out, etc. The aim of this Clinic is to help patients and family or carer to cope with breathlessness.



## PART TWO Statements from the Care Quality Commission

### CQC inspector's description of this service:

We carried out this inspection under Section 60 of the Health and Social Care Act 2008 as part of our regulatory functions. This inspection was planned to check whether the registered provider was meeting the legal requirements and regulations associated with the Health and Social Care Act 2008.

We undertook an announced focused inspection of Lindsey Lodge Hospice on 18 February 2016. This inspection was done to check that improvements to meet legal requirements planned by the provider after our comprehensive inspection on 18 August 2015 had been made.

The findings from the 2016 inspection improved the quality rating in 'safe' and 'well-led' to good and the overall rating to good.

We are aware that the Key Lines of Enquiry (KLOE) that will be inspected by the CQC are changing and therefore we continue to keep abreast of these and test ourselves against the standards required.

We do expect another visit by the CQC during 2019/20.



Latest inspection: 18 February 2016



Safe	Good	Green dot
Effective	Good	Green dot
Caring	Good	Green dot
Responsive	Good	Green dot
Well-led	Good	Green dot



# PART THREE Review of Quality and Performance

## Quality Performance Indicators – 2018/19

### Executive Summary

	Total	Comments
<b>Quality</b>		
Complaints	1	Retail
Compliments	224	
<b>Patient &amp; Staff Safety Incidents</b>		
Drug errors	21	
Information Governance Breaches(potential)	15	
Never Events	0	
Harm risk to property	13	
Harm risk to care delivery	15	
Falls	20	All unavoidable- only 1 moderate harm (attended a and e)
Safeguarding	1	

	Total	Comments
<b>Quality Indicators</b>		
Numbers of category 1 Pressure ulcer on admission (PUOA)	4	
Numbers of category 1 New Pressure ulcer on admission (PUOA)	0	
Numbers of category 2 PUOA	32	
Numbers of category 2 new aquired	5	All unavoidable- 2 healed
Numbers of category 3 PUOA	12	
Numbers of category 3 new aquired	0	
Numbers of category 4 PUOA	1	
Numbers of category 4 new PUOA	0	
Numbers of suspected deep tissue injury PUOA	4	
Numbers of suspected deep tissue injury new	1	unavoidable
Numbers of patients admitted with a Healthcare Acquired infection (HCAI)	2	
Numbers of patients who acquired a HCAI during admission	1	

## Pressure Ulcers

Out of the 57 pressure ulcers that were identified, 51 were inherited by the Hospice when the patient was admitted to our care either into the Inpatient Unit or at our Wellbeing Centre. Of the six pressure ulcers that were newly acquired in our care, all were category 2 and of these, two healed while the patients were in our care. This demonstrates and reinforces compliance with pressure ulcer procedures and management that nursing staff follow when a patient is admitted and during their stay.

In 2018/19 we have reviewed our identification and reporting procedures for pressure ulcers in line with NHS Improvement recommendations (2018) to ensure that we have accurate local and national benchmarking data. Collecting and understanding data on the causes of pressure ulcers is a key element of quality improvement, as it supports our ability to learn from incidents and inform any changes that are needed.

## Medication incidents

We have strengthened our work in relation to medication safety during 2018/19 as there were 21 reported medication related incidents during the year. In particular, we have analysed the cause of these incidents as it is important to highlight that all incidents were categorised as Level 1 no harm to patients. We now identify the specific type of incident identifying if it was an administration, prescribing, dispensing, equipment related or reconciliation error.

All incidents concerning Controlled Drugs are reported via the Local Intelligence Network by the accountable officer. The ordering process for Controlled Drugs with Lloyds Pharmacy has been reviewed, streamlined and rolled out with a checklist for staff. The Medicines Management Policy has been reviewed during 2018/19 and we are currently strengthening our procedures to follow when there is a medication related incident. We continue to welcome regular input from a visiting Lloyds pharmacist.

## Falls

A falls risk assessment is undertaken in both Wellbeing and the IPU on admission and as a patient's condition changes. All falls are reported and categorised using the National Patient Safety Agency (2010) recommendations. Of the 20 reported patients slips, trips, stumbles and falls, all were unavoidable and all apart from one were categorised as either no or low harm. The number of incidents may be reflective of the rehabilitative approach to palliative care within the Hospice. Clinical staff help patients maintain their independence during their care, allowing patients to make informed decisions to remain mobile even if they are a falls risk. All of the individuals had capacity to make an informed decision regarding their mobility. In all of the incidents a falls risk assessment had been undertaken pre fall and was reviewed post incident.

## Hospice UK Benchmarking

Benchmarking as a component of Quality Management, offers a continuous process by which an organisation can measure and compare its outcomes overtime with peer organisations and use the findings to inform quality management decision making.

The Hospice UK Clinical Benchmarking Toolkit focuses on three core patient safety measures:

- Falls
- Pressure ulcers
- Medication incidents

There are currently 114 hospices that are part of the Clinical Benchmarking Project, of which Lindsey Lodge Hospice is one. Benchmarking statements for each metric are issued quarterly by Hospice UK. Lindsey Lodge Hospice is categorised as a small average size adult hospice based on the number of beds (category size 8-12 beds).

## Pressure Ulcers

	Inherited	Acquired
Lindsey Lodge Hospice	51	6
Category Small Average	24	11.2

## Medication Incidents

Lindsey Lodge Hospice	21
Category Small Average	22

## Falls

Lindsey Lodge Hospice	20
Category Small average	21.2

The Director of Nursing and Patient Services leads weekly clinical leads meetings in conjunction with the Medical Director and joined by the senior non-medical leaders. A number of items are discussed such as the ongoing review of clinical policies and documentation, audits and action plans are monitored, operational issues shared and discussed plus monthly activity monitoring with Trustee oversight.

A weekly Multi-Disciplinary Meeting is held at the Hospice where we discuss patients known to the hospice, community and secondary care. In addition to patients on the caseload, all patient deaths are discussed and we assess if patients attained their preferred place of death, had anticipatory medication in place plus a DNACPR.

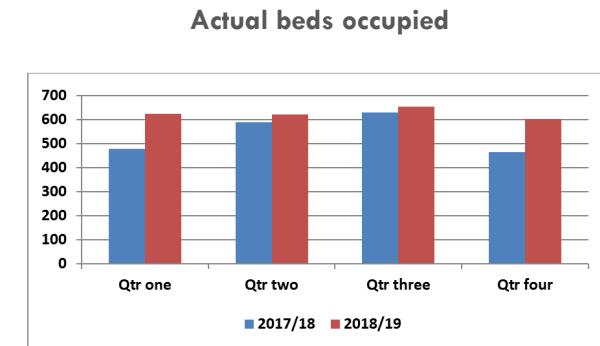
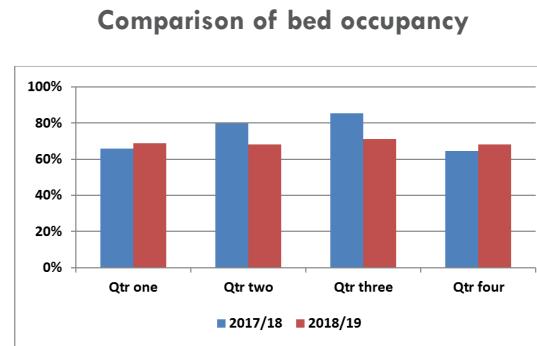
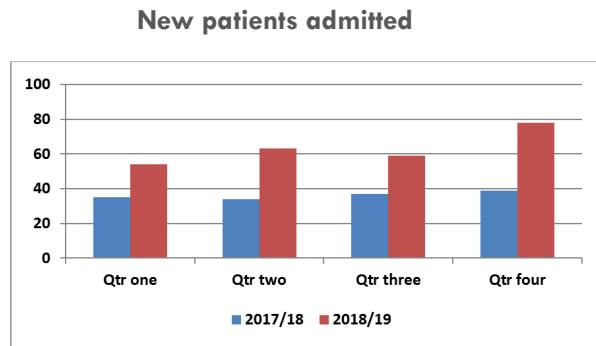
## SystmOne & Information Governance

The Hospice uses SystmOne as our main clinical records system and this allows appropriate and secure sharing of patient care records with anyone involved in a patients direct care across the different healthcare services.

In March, the Hospice submitted its 2018/19 evidence, via the Data Security and Protection Toolkit (DSPT), and achieved 'Standards Met'.

## Inpatient Care Service quarterly comparisons

The Inpatient Care Service experienced a noticeable increase in throughput during 2018/19 with overall occupancy, when measured against a bed base of 10 beds, increasing to 69 % from 59 % the previous year.

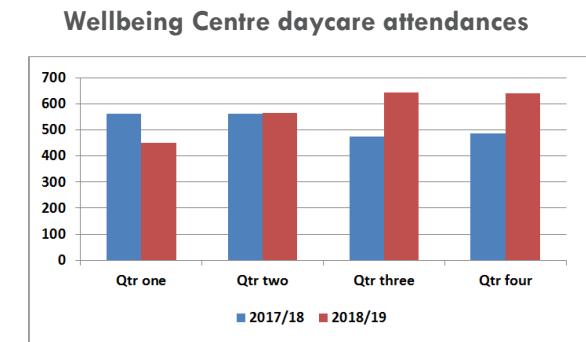
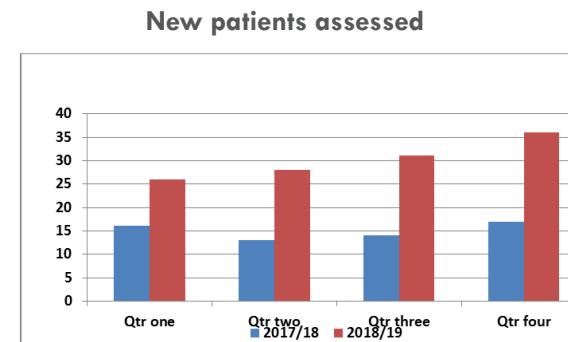


The bed occupancy Quarter Four when measured on a bed base of 10, resulted in an overall bed occupancy of 68 %. This is a reduction on the previous quarter and was higher than the same period last year. We measure dependency needs of our Inpatients and a patient with high dependency needs may require assistance from more than one nurse at any given time and have more complex care needs. This has an impact on the number of new patients that can be admitted. The average length of stay for patients discharged in Quarter Four reduced to eight days, which is a significant reduction from 12 days in Quarter Three.

## Wellbeing Centre quarterly comparisons

We have seen an increase in planned assessments being cancelled due to patients being too ill to attend as referrals are being made very late in their illness. The average wait time before assessment is now measured in working days and are completed five days a week. The Wellbeing Centre Daycare continues to see patients with a cancer and non-cancer diagnosis and in Quarter Four the split was 61 % for patients with a cancer diagnosis and 39 % were patients with a non-cancer diagnosis.

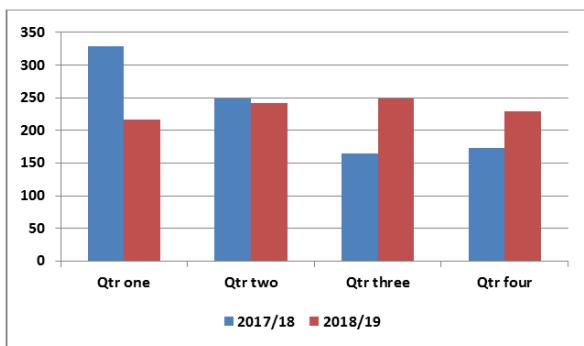
Wellbeing Centre Daycare attendances increased throughout 2018/19 with a total of 2,304.



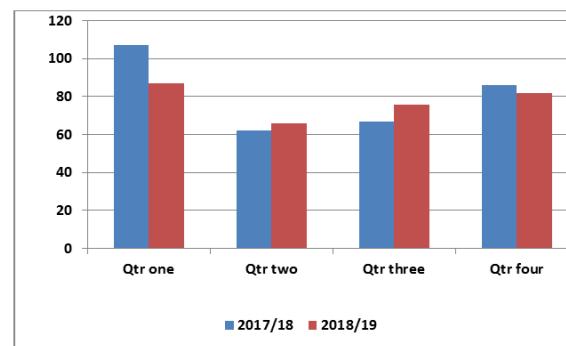
## Lymphoedema Service quarterly comparisons

Lymphoedema continues to be a very busy service, as it isn't provided elsewhere in North Lincolnshire. Patients are seen in clinic and also we contact them by telephone to offer support and guidance over the phone rather than having to attend clinic. Patients are sent reminders of their appointments via text, however, we still have some non-attendances.

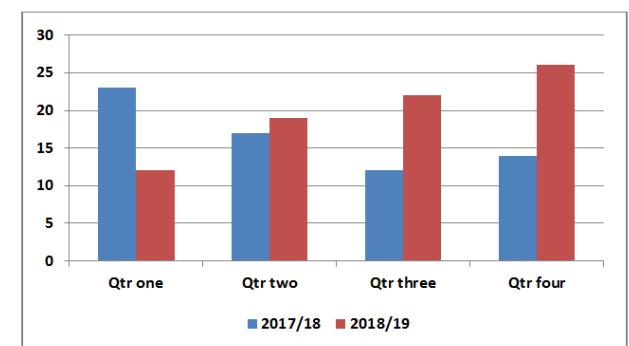
Follow up appointments



Telephone Reviews

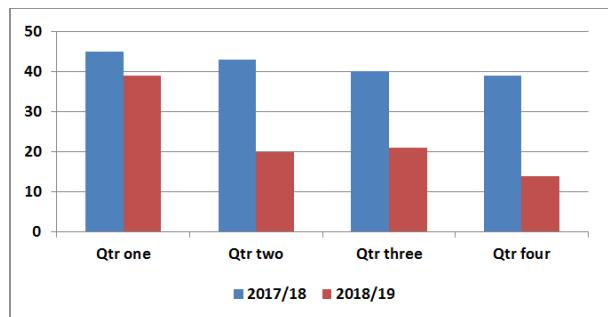


New patients assessed

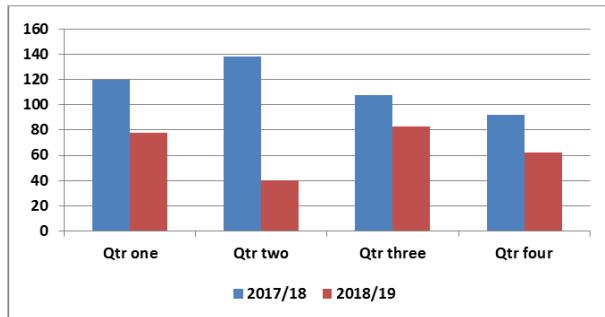


## Physiotherapy service quarterly comparisons

New patients assessed



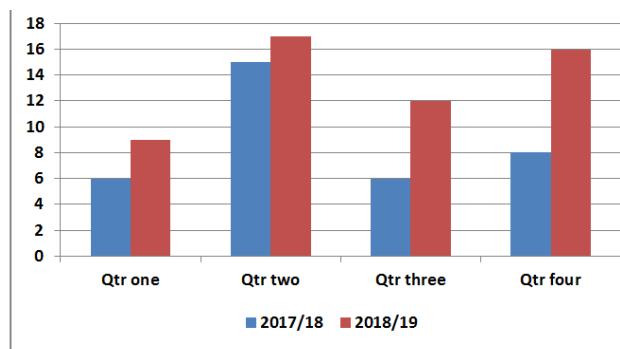
Follow up appointments



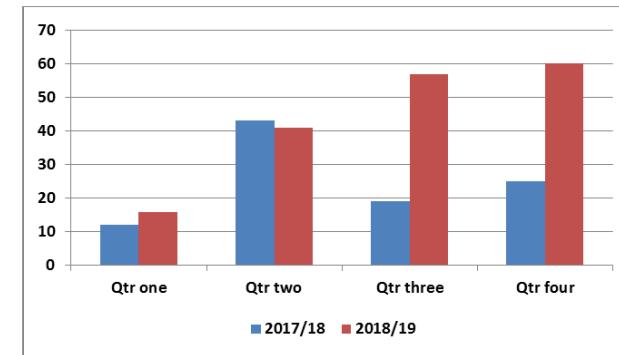
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## Breathlessness service quarterly comparisons

New patients assessed

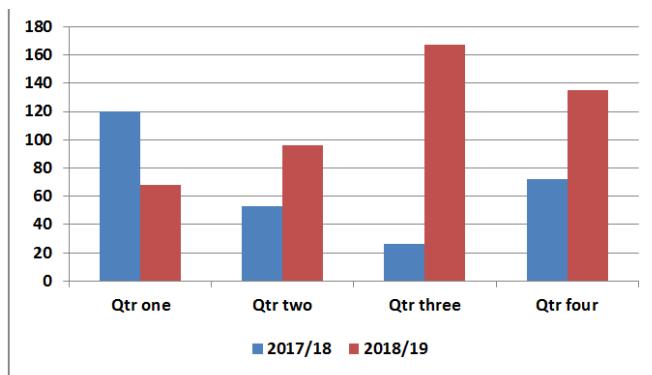


Follow up appointments

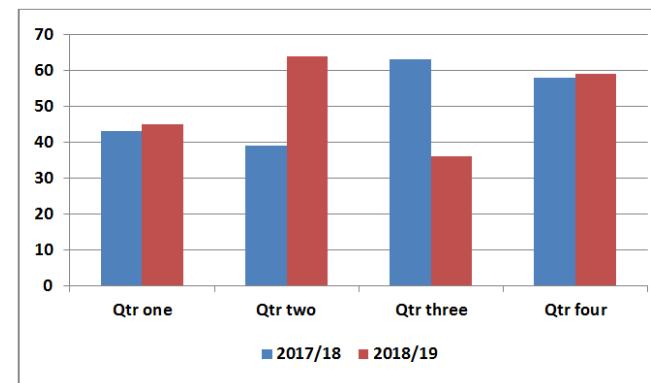


## Counselling & Support quarterly comparisons

121 sessions



Telephone contacts



## What are our patients and families saying?

“  
Lindsey Lodge recently cared for my friends lovely Mother in her final days, and the family said what wonderful care they all had received in their short time there. Lindsey Lodge is an amazing charity that makes such a difference to people in their most difficult days. Big thanks for all that you do.  
”

“  
It is her first day at Daycare today; it has been the best day she has had since her diagnosis. She feels relaxed, pampered and feels it has been like Christmas day, Boxing Day and New Year rolled into one.  
”

“  
The staff, facilities and care given here made the last days of my Grandad's life as good as it could be. Continue doing what you are all doing – you are the unspoken heroes. Thank you for all the care and support.  
”

“  
Thank you for kindness and support over last 2 years. You made the difficult times more bearable and my dad was forever grateful.  
”

“  
Thanks to Sally's guidance in the breathlessness clinic I did not have to go to A&E at the hospital with my latest asthma attack. I was able to use the control techniques learned from her.  
”

“  
From the bottom of my heart thank you xx Compassion, kindness, consideration in abundance along with absolute professional care to the end, I am eternally grateful for last night as my uncle passed. Xx  
”

“  
From the Day Care ward to the In Patient suite, your wonderful staff could not do enough for us. We are extremely lucky to have such a wonderful facility on our doorstep. Long may it prosper to serve the community.  
”

“  
Today was my first day as a day care patient, cannot praise everyone enough. All staff volunteers, chef and patients are excellent.  
”



# Thanks

Thank you to all of our corporate partners who supported us in 2018/19 – we couldn't do it without you!

4 Ever Flowers  
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A W Curtis & Sons  
Aggregates R Us  
Alan Dick UK Ltd  
Amazon  
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Ashby Funeral Care  
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B O M Batteries  
Barrett Steel Tubes  
Barrington's Hairdressers  
Barry Fenton Insurance Brokers  
Barry's Bears of Bottesford  
Bay Horse Inn  
Beacon Hotel  
Beans Bespoke Makes  
Beryl's Book Barn  
BG Solicitors  
Boots  
Boyes  
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Charities Trust  
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Cjm Auction Centre  
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Cooks Clutter  
Co-Op Funeralcare  
Co-Operative Funeral Service  
Co-Operative Ltd

Cybertill Limited  
Designs by Elizabeth  
Dfds Tor Line  
Dollys Designs  
Dragonfly Beauty  
Easyfundraising Limited  
Ellgia Ltd  
Enterprise Rent A Car  
Enterprise Rent-A-Car (Foundation Fund)  
Fallen Hero  
Fel Group  
Foster Environmental  
G & C Johnson (Claxby) Ltd  
G&h Seamer Funeral Directors  
Gainsborough Engineering Company  
Gem's Cake Shed  
Gleeson Homes  
H & Hj Huteson & Sons Funeral Directors  
Halfords  
Harlequin Office Furniture  
Heron Foods  
Heatts Johnson Whiting Solicitors  
Heatts Solicitors  
High Seal Manufacturing Company  
Home Sweet Home  
Hospice Art Exhibition  
Hospice Lymphoedema Clinic  
Hospice Quiz  
Hospice Retail  
Help The Hospices  
Humber Merchants  
H & H J Huteson & Sons  
Inter Terminals Immingham Ltd  
J.W. Emberson  
Janes Boutique  
Janie J's Crafty Creations  
Jason Threadgold Funeral Director  
Jb Baby Knitwear  
John Coopers

John Heath & Sons  
John Roe Toyota Garage  
Johnstone Insurance  
Jotun Paints Ltd  
K J Jones T/a K J Cutters  
Keith Button Funeral Directors  
Kettles Funeral Directors  
Las Metals Ltd  
Lidl  
Lifetime  
Lifetime Financial Management  
Intermediaries Ltd  
Lincolnshire Co-Op Funeral  
Lincolnshire Co-Operative Funeral Services  
Lincolnshire Salad Co  
Lincs Lotto  
Lloyds Banking Group  
The Long Red Scarf Co  
Lord Roberts  
Making A Difference (Locally) Limited  
Marie The Bracelet Lady  
Mason Baggott & Garton Scunthorpe  
Millie and Maisies  
Miss Pidgeon Vintage  
Mj Services East Limited  
Moorwell Service Station  
Mr Therm  
Mulligan's Sports Bar  
Natural Beauty by Tanya  
Naylor Funeral Directors  
Nettl of Scunthorpe  
New Holland Extraction Ltd  
Nisa-Today's (Holdings) Ltd  
NLC - Community Equipment Service  
North Lincolnshire Council  
Old School Inn  
Options Care Home  
The Orange Heffalump  
Pat Cook Funeral Services  
Plaice to Meet Fish Shop  
John Coopers



## BOARD OF TRUSTEES

Andrew Horwich - Chairman

Dr Karen Dunderdale - Vice

Chairman (to July 2018)

Alan Bell – Vice Chairman (from September 2018)

Canon Michael Boughton (to July 2018)

Paul Clark (to July 2018)

Dr Gordon Leitch (to July 2018)

Angela Lidgard

Ian Pepperdine (to November 2018)

Andrew Wignall (to September 2018)

Dr Pat Webster

Pete Wisher

## SECRETARY

Wayne Cross (to January 2019)

Mike Rocke (from January 2019)

## CHIEF EXECUTIVE

Karen Griffiths

## SENIOR MANAGEMENT TEAM

Karen Griffiths – Chief Executive

Maureen Georgiou – Director of Nursing and Patient Services/  
Deputy Chief Executive

Kate Conway – Director of Business Development (to March 2019)

Wayne Cross – Finance Manager (to January 2019)

Dr Jane Lacey-Hatton – Senior Workforce Manager

Jenny Bayham – Senior Manager Marketing and Income Generation (from March 2019)

Mike Rocke – Assistant Director of Finance (since January 2019).

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